

Case study

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

ABSTRACT

Organizations like Kenya Ports Authority were set up to achieve specific goals. For instance, one of the goals of the Kenya Ports Authority is to facilitate seaborne trade both for Kenya and other land-linked countries worldwide. This will lead to the improvement of Kenya's economy and the creation of business. Part of the reasons for this failure has been inefficiencies in operations, berthing congestion, loss of cargo, mismanagement of funds, poor utilization of resources, and political wrangles. Most of the research done on Kenya, especially Kenya Ports Authority did not do research on the effects of strategic leadership on organizational performance and that is why this research would like to study. The research used descriptive survey method with a target population of 2021 which was withdrawn from the seven divisions of Kenya Ports Authority namely: Legal service, Human Resource and Administration, Operation, Engineering service, Finance, Corporate Service, and Infrastructure Development divisions. Data was analyzed from the Kenya Ports Authority performance report from 2014 to 2021 on the financial reports from the year 2014 to 2020. The study concluded that communication of the strategic direction really affects the performance of an organization positively ;Core competence is the major booster in an organizational performance; Proper human capital development indeed leads to increase of an organizational performance and Organizational culture is also crucial in an organizational performance. The study recommends that Kenya Ports Authority should apply strategic leadership on their organization in order to increase performance positively.

Key Words: Strategic leadership, Organizational performance, Kenya Ports Authority, Strategic direction, Core competence, Human capital development and Organizational culture.

INTRODUCTION

1.0.Introduction

This chapter is about the background of the study, statement of the problem, the purpose of the study, objectives of the study, research questions, significance of the study, the scope of the

study, study limitations, delimitations of the study, assumptions of the study and operational definitions of terms.

1.1. Background of the Study

Each Organizations was set up and strive to achieve specific goals. The organization's leadership role is very strategic and critical in the realization of the successful vision, mission, and organizational objectives (Gusmão, F.D., Christiananta, B., & Ellitan, 2018). Strategic leadership enables organizations' potentiality to envisage, anticipate and sustain resilience, as well as inspiring others to develop the strategic capacity of an organization and a prosperous future (Monte, 2016). It is multi-functional and is about shaping individuals and organizations to address the demands of the current business environment. Strategic leadership also requires internal and external business management skills and involves complex information collection (Deeboonmee & Ariratana, 2014). Strategic leadership is a major factor in an organization's performance by strategic decision-making, the commitment of organizational structure, and control of organizational processes (Nyamao, 2016). The company's quality is the transformation of resources into products or services to yield some results. The main significant goal of companies is to enhance their performance to attain business competitiveness (Arslan & Staub, 2013). The firm's leaders are working tirelessly to improve operational performance that contributes the highest level of achievement of success (Aramat, 2013).

Kenya Ports Authority has embraced technology, capacity-building ahead of demand, and human resource training and growth to drive its global maritime sector. The Authority has a master plan that aligns up with the Port Master plan and down with the business plan, development strategies, patterns of operation, and day-to-day action plans. KPA has automated the majority of internal processes and continuous pieces of training and developing human resources to meet industry needs and policies in place. KPA's strategy is to sustain competitive advantage through advanced human resources expertise and streamlined internal processes, ultimately leading to quality of service and customer loyalty (Wanga, 2018).

From a global Studies perspective, Zubair, Abdul, and Helen (2018) did a study in Malaysia document about the role that strategic leadership has on SMEs' organizational efficiencies. The findings that were obtained indicated that leadership vision had an impact on performance in a

positive manner. Specifically, the study noted that imagination on the part of leadership was the main driver of the positive impact on SMEs. Hence, leadership should be innovative to have a positive impact.

Elif and Ugur (2018) did an investigation about the influence of strategic leadership on organizational performance, strategy operation, and orientation in Turkey's financial sector. The findings showed that the emotional intelligence of workers in the financial sector positively impacted their output, and the job stress balance of emotional intelligence – performance relationship within the context of the research.

Waleed and Zainon (2018) did an investigation within Jordan Industrial Estates company about the influence of strategic leadership on organizational performance. This study came up with the conclusion that the achievement of organizational success requires significantly greater human resources and human capital development through strategic leadership practices when leading employees. Having operations internally and externally is key when it comes to creating a proper plan for the strategic leadership and thus leading to efficiency.

In Regional Studies, Obiomo (2019) investigated the relationship between strategic leadership and performance of small and medium enterprises in Rivers and Bayelsa States of Nigeria. The study found out that there was indeed a positive relationship between the strategic leadership and performance of SMEs in Rivers and Bayelsa States. The study concluded that organizations should adopt strategic leadership with good strategic plans which improves performance in growth, social performance and customer satisfaction. Also strategic leadership of an organization should be flexible in decision making by promoting creativeness and innovative ideas to solve problems which impacts positively in organizational performance.

In local studies, Nyamao (2016) looked at the impact of strategic leadership on the growth of small and medium-sized enterprises in Kenya. In conclusion of the study, it maintained that communication of strategy completely impacted the production of SMEs in Kenya. To produce good results, the researcher suggested the effective application of centralized organization controls.

1.1.0 Strategic Leadership

Strategic leadership means shaping the organizational enduring vision and mission to match the tasks of every individual within the firm (Harris, 2008). A perfect vision is easily understood as

well as works for the sector. Also, when it is full of inspiration and enthusiasm, therefore workers continue to speak about their company mission and dream. Nevertheless, undertakings sink deep into the pit where leadership is focused on its vision and neglect current issues within the market (Nel 2008). Strategic leadership is characterized by five key actions according to Hitt, Ireland & Hoskisson (2013) that give really to the execution of the strategy include: strategic direction (vision and strategy), exploiting and maintaining core competencies; human capital development; social capital development and sustaining a competitive in an organization.

Strategic leadership is therefore an important thing for understanding the effect this study has on organizational performance. Similarly, research conducted in various countries according to Serfontein (2010) and Lear (2012) indicates that there are strategic determinants and they are factors like leadership vision, strategic direction, people development, and core competencies which they possess a favorable influence on the performance of firms. (Serfontein, 2010). Nthini (2013) also argued that the strategic approach had major positive impacts on the organizations' performance. Jansen, Vera, and Crossan (2009) found that innovation potential leads to a substantial positive impact on the performance of an organization.

1.1.1. Organizational Performance

Organizations implement different projects to meet the objectives that they have developed. Always repeatable procedures and processes that make an organization successful and need to be quantified to assess the success level and to come up with effective decisions within the processes to enforce performance-enhancing behaviour. So, it can be argued that the purpose of an organization and the meaning of organizational success are closely related. Consequently, with the help of the available resources, both companies are likely to seek to achieve those predetermined targets. Therefore, the two dimensions of the concept such as the intent of the organization and inputs may be included in evaluating organizational efficiency (Hashem, 2015).

Mitchell (2012) sees performance as a problem that occurs repeatedly in management. Strategic facilitation management is incorporated within the results, a feature that draws attention from both practitioners and academic scholars. Therefore, performance is viewed as the process of evaluating constituents seeking to determine the capacity and capability of an organization to meet constituent standards using performance metrics, efficacy, or social comparison.

Effectiveness refers to the full extent to which the manufacturing functions can capture the needs that customers have. On the other hand, productivity assesses and measures how the resources are used by performing tasks to achieve their goals. Quantitatively speaking, success is interrelated with the dimension of the scale, i.e. it is generally computable in various scopes. By way of example, the output level can be captured in terms of an absolute value or a percentage in a way that makes it easier for directors to understand. Performance targets define themselves quantitatively as the only way to make the make sense. Moreover, performance is defined as the nature and quality of an activity conducted in an organization to accomplish its primary functions and profit-producing activities (Herman & Renz, 2008).

1.1.2. Kenya Ports Authority

Kenya Ports Authority remains among of the highest sources of revenue in the country and acts as the point of entry and exit of cargo freight for many years, but the Authority continues to experience inefficiency in its services, making it still struggling to remain competitive. The Authority seems to be good in strategic plans and its position in the transport sector remains to be felt. KPA 's cause of inefficiency is referring to the main strategic priorities that are not being pursued and requiring support from strategic leadership. Strategic leadership actions found by researchers would lead to policies being introduced to restore KPA's glory and achieve its goal. Kenya Ports Authority has been able to achieve operational efficiency as part of the Big Four Agenda of the country's executive branch of government (Katana, 2017).

By understanding the 2030 vision that is the cornerstone of governmental development agenda that seeks to direct the country towards a globally competitive and developed middle-income economy by raising living standards, access to health care facilities and good infrastructure, and so on, KPA falls into the economy and macro-pillar. The Vision recognizes infrastructure growth and transportation as enablers for the creation of the sectors identified as priorities. The Kenya Ports Authority plays a crucial and strategic role in promoting seaborne trade for both Kenya as well as hinterland nations like Uganda, Rwanda, the Democratic Republic of Congo, South Sudan, Burundi, Ethiopia, Somalia, and Northern Tanzania, contributing more than 30 percent of the annual cargo production handled at the Port of Mombasa, thus enabling the genetic maritime sector. The Mombasa port provides direct employment in the field, as well as indirect and induced jobs generated along the supply chain of the industry. KPA will continue to build jobs

and boost living standards in the country through strategic leadership and execution of the strategy (Katana, 2017).

1.2. Statement of the Problem

The Port of Mombasa is supposed to manage the increasing imports and exports of cargo both containerized and loose in the allowable international dwell time of not more than 3 days.

The reason behind carrying out this research was poor performance experienced in Kenya Ports Authority since 2005 up to date. These inefficiencies drastically dropped the importation and exportation of containers since 2005 by 10% every single year regardless of low GDP growth rates in 2015 up to 2019 that attracted the attention of International Shipping Lines operating at the Port (KPA2017). From the research done by the East African Logistics Performance Survey (2016, 2018), Drewry Consultants (2017), and Sanga (2018), the results showed that indeed KPA is experiencing performance challenges. These research findings pointed out that the inefficiencies which are experienced in Port of Mombasa is caused by the long docking and discharging time frame of more than 5 days rather than 3days which is the maximum dwell time of ship docking according to international ship docking discharging time frame, mismanagement of funds, loss of cargo, berthing congestion, political wrangles and poor utilization of resource.

The Port of Mombasa acts as a backbone of commerce not only in Kenya but also connecting hinterland nations like Rwanda, Burundi, Uganda, the Democratic Republic of the Congo, and Southern Sudan to the rest of the world. The delay in ship docking and discharging speedily renders to a big loss enough to be observed across the entire great lake's region. Strategic leadership is appropriate to re-examine and apply strategies to a loss-making company into a profit-making company, occasioned by continuous losses, poor management, uncompetitive products and services, and wrong corporate services (John, 2017). Therefore, this study is wished to investigate and identify the effect of strategic leadership practices on organizational performance at the Kenya Ports Authority.

1.3. Purpose of the study

The main purpose of this study was to investigate the effect of strategic leadership practices on organizational performance at the Kenya Ports Authority.

1.4. Objectives of the study

1. To assess the effect of communications of strategic direction on organizational performance in Kenya Ports Authority.
2. To ascertain the effect of adopting core competency on organizational performance in Kenya Ports Authority.
3. To investigate the effect of human capital development on organizational performance in Kenya Ports Authority.
4. To establish the effect of sustainability of organizational culture on organizational performance in Kenya Ports Authority.

LITERATURE REVIEW

2.0 Introduction

This chapter discusses the theories that underpin the study, related literature to the study's objectives, conceptual frameworks, and a recap of the literature review.

2.1 Empirical Literature Review

Monte (2016) did an investigation on the effect of strategic leadership on the performance of commercial banks in Kenya and discovered that elements of strategic leadership like mission and vision shape a strong synergistic impact on organizational efficiency. This study found that managers of the operations, human resources, and finance sections are being dominated by the male which indicates that resource distribution on the banks in Kenya sector is inadequate. The study also suggested that banks sectors in Kenya adopted a mission and vision which only articulates the impact and the significance of various aspects of performance like the contribution of return on assets and return on equity. Furthermore, the researchers discovered that most of the employees who are working on these banks are those who have been working and have experiences in the banking industries, few are new in the sector and there is no further training to be taken to acquire new skills. The study was done in financial firms and therefore the researcher discovers that there was a need for this study to be done in non-financial institutions in the future.

A survey conducted by Nyamao (2016) on strategic leadership practices and performance of five-star hotels in Nairobi county, Kenya. The researcher found that leadership on strategic direction impacted the performance of hotels positively. The study also evaluated the employees on their understandings of vision, mission, objectives, and core values and the researcher found that the majority of the employees understand their vision, objectives, and core values but few understand their mission which the researcher recommended that strategic leaders who offer strategic direction should explain the organization's direction as per the constitution of vision, mission, the organizational objectives and core values with clear codes of conduct and ethical practices. Furthermore, the researcher recommended that more extensive studies on strategic leadership and their influences on the performance in the hotel sector especially among hotels in the other 46 counties of Kenya together this would lead to getting a bigger picture on the strategic leadership of hotels in the country. In addition, the researcher further suggested that factors beyond the leadership strategic direction such as human capital, strategic control,

government policies as well as the prevailing internal and external environment among others should be re-evaluated. Studies like longitudinal with cross-sectional are further recommended by the researcher to investigate the influence of strategic leadership on the performance of an organization because the variable in question (Leadership strategic direction) is expected to experience infrequent changes, hence there is a need for constant studies on the same. Finally, the researcher proposed that future research should consider using additional methods of data collection like interviews and semi-structured questionnaires which will enable the researcher to go deeper for appropriate information.

Mapetere (2012) researched the strategic role of leadership in strategy implementation in Zimbabwe's state-owned enterprises. The study found that strategic leadership is not being utilized fully to implement strategies on those enterprises. Leaders of enterprises are not role models and are committed to use their skills to craft strategies and communicate the strategic direction of the organization's vision. Also, the work shows that the contextually centred in Zimbabwe and concentrated on leadership behavior.

Research done by Mui; Basit and Hassan (2018) on examining the impact of strategic leadership on organizational performance of small-medium enterprises in Malaysia and the crucial independent variables to measure the strategic leadership were leadership vision, strategic direction, core competencies, developing people, and innovation capability and the dependent variable was organizational performance. The outcome of the research showed that strategic leadership is indeed very important in contributing to organizational performance.

Recommendations from the researchers maintained that executives including the CEO and management of organizations should practice and apply strategic leadership practices and focus on innovation capability on their daily operations to achieve high performance and competitiveness in their organizations.

Researchers also suggested that there is a need to extend the formation and purpose of a succession of strategic leaders to point out the changing of the internal environment of an organization, set up by exploiting it thoroughly since strategic leadership practices not only for the short term but as well as for long-term measurements and this will result to the competitive advantage of organizational performance.

Also, the researchers wished the sample size to be studied could be increased from the top management of different organizations and industries and this would lead to accurate results in determining the impact of strategic leadership on organizational performance.

The combination of business leaders and top executives for organizations should be considered when there is formulation and execution of strategies because they are the people who are directly impacting their organizational performance.

These researchers further suggested that the increase and use of other variables should be considered because there are many of these variables which are practicable which resulted in positively impacted organizational performance.

Last but not least the researchers suggested that extension of research should be done beyond the SMEs to MNCs globally to gather more solid data that will verify the impact of strategic leadership on organizational performance in the global market.

2.1.0. The Effect of Strategic Direction on Organizational Performance

Munyao, Solomon.M. Chiromo, Nathan.H. & Ongeti, Walter.J. (2020) did an investigation on the effects of Strategic direction on the performance of Africa Inland Church Theological Training Institutions in Kenya with a target population of 1221 and 120 respondents from the target population which was selected by the use of 10% rule. The questionnaire's response rate was 78.3% which implied was good. The outcome of the correlation analysis and regression analysis indicated a presence of positive correlation linking strategic direction with organizational performance. The conclusions of this study indicated a positive effect existing between strategic direction and organizational performance. These researchers further advised leaders of an organization to make the setting of strategic direction and measurement of performance a necessity and not an option to survive in today's unpredictable business environment.

2.1.1 The Effect of Adoption of Core Competence on Organizational Performance

Ravineet, Sharma & Goyal (2019) studied the effect of improving organizational performance using maintaining competitive advantage and empirical analysis concerning the Indian IT Industry with data of 1600 IT and ITeS companies published by Bombay Stock Exchange (BSE) and a sample of 50 Indian IT and ITeS enterprises. According to this study, the researcher concentrated on the investigation of the effects of utilization of resources like Intangible assets,

net fixed assets, and total assets. Observations of the results come out positively that showed that resources like Intangible assets are very important on organizational performance. In the same research, the researcher concluded that resources and capabilities assist the organization to gain competitive advantage, though inefficient utilization of resources and capabilities will lead to the organization being uncompetitive in today's market.

Further, the researcher suggested that the management of an organization should re-evaluate its organizational resources and capabilities and exploit them effectively and eliminate redundant or obsolete resources. Also, the management should put more energy into making plenty of resources and capabilities which would assist them to achieve competitive advantage and keep pace with global swings.

2.1.2 The Effect of Human Capital Development on Organizational Performance

Daniel (2019) did an investigation on the effects of human capital development on organizational performance in Trust Fund Pension Limited in Nigeria with a population of 151 and a sample size of 110. He used a questionnaire as a tool for gathering data. He distributed 110 copies to the respondents and 80 copies were returned successfully without errors. A descriptive research method was adopted to analyze data and two hypotheses were examined with the help of Pearson's Moment Correlations Coefficient. The study's outcome showed the existence of a positive relationship connecting human capital development and organizational performance.

The researcher recommended further studies on this research that human resource management should ensure that there is a proper diagnosis, determination, and assessment of human capital needs in an organization thus will guarantee the correct and categories of employees are selected for the training and development programs.

Also, constant research should be done on developments in an organizational environment that meets training, upgrading, and improving the skills of employees by choosing the right training and development programs to be mapped out and implemented so that it may keep the employee's breast with a development.

The researcher also recommended that there should be an adequate and effective system of rewarding employees who finishes their training successfully by motivating them through promotion, advancement, and status enhancement, as well as increased responsibilities and this,

will boost the employee's morale to participate in training and development programs. The programs should be carried out continuously to increase the productivity of staff which is very important for the sustainability and growth of an organization.

2.1.3 The effect of Sustaining Effective Organizational Culture on Organizational Performance.

An investigation was done by Kamau PM & Wanyoike RW (2018) on the effect of corporate culture and organizational performance on a case study of Mayfair Casino in Nairobi city county in Kenya that applied descriptive and explanatory research designs to analyze correlation connecting corporate culture and organizational performance in Kenya. The researcher used a population of 360 employees in Mayfair Casino and the sample size of 108 was generated with the help of a stratified random sampling technique. The data was gathered from top management, middle management, and level management from Mayfair Casino. 108 questionnaires were administered to the respondents to gather the data and 92 filled correctly and reverted which indicated that 85.18% was the feedback which was the acceptance rate to conclude the study. According to the conclusion of the research, it showed that there is indeed a link that existed in the corporate culture and performance that meant that organizational culture is an influential technique for organizational successes. Also, the researcher suggested that organizations should not emphasize only organizational cultures which increase organizational performance but emphasize also an organizational culture that enhances the general success of employees. The researcher further recommended that each organization should concentrate on the embrace positive corporate culture because culture has turned into a strategic tool in today's business that will help organizations to achieve a competitive advantage. Further, the researcher recommended that corporate culture should be well aligned with the organizational strategies and policies of organizations.

2.2 Theoretical Framework

Numerous studies have centered on strategic leadership and how it influences the success of organizations. Kombo&Tromp (2006) defined a theoretical framework as a group with matching views constructed from theories, figured out to explain the laid down assumptions obtained from, and backed up with assumptions about the phenomenon of an investigation. Again Kombo&Tromp (2006) emphasized that theories furnish with measurements and examples of

what is attached in the framework which guides the work and aid to interpret the assumptions. The researcher will use three supportive theories in this study, namely; Strategic leadership theory, the Path-Goal Theory, and the Transformational leadership theory.

2.2.0 Strategic Leadership Theory.

Hambrick and Mason (1984) advanced the Strategic leadership theory and built it from Upper Echelon's theory which is characterized by leadership impact on organizational performance (Vera and Crossen, 2004). The upper echelon theory by Hambrick and Mason (1984) believed that the influence of strategic choice, direction, and outcomes are based on the top management's priorities and actions for the organization. Selznick (1984) pointed out that strategic leadership is about the leadership of an organization together with the evolution of an organization, including its changing aims of capabilities. The importance of strategic leadership is to be capable to learn, to change and manage wisdom applications (Boal & Hooijberg, 2001). Also, Boal & Hooijberg (2001) defined strategic leadership as a tool that emphasizes employees for an organization who have overall responsibility includes both heads of organization and top management team.

The work of a strategic leader is to establish strategic decisions, develop and convey the future's vision of an organization, generate crucial competencies and capabilities, advance organizational structures, processes, and controls, establishing effective organizational cultures, and setting of ethical organizational value systems (Hunt, 1991; Ireland & Hitt, 1999). The leadership of an organization that got a clear vision and likes their organization to have greater capacity in the future has greater focus. This means the strategic leaders perceive and see the environmental dynamics of their organization and then scan the dynamics in terms of their vision (Boal & Hooijberg, 2001).

The strategic leadership theory is very significant to this study because it explains and narrates the work of a leader and the way leader manages dynamics by establishing clear strategic decisions, developing and conveying the future's vision of an organization, generating crucial competencies and capabilities, advancing organizational structures, processes, and controls, establishing of effective organizational cultures and setting of ethical organizational value systems.

2.2.1 Path-Goal Leadership Theory.

Path-goal theory was evolved by Robert J House in 1971 and modified in 1996. The path-goal theory emphasized the three tasks that an effective leader can do to increase the performance, satisfaction, and motivation of employees. These tasks are; an effective leader clarifies how performance goals of an organization can be achieved, clear obstacles that prevent employees from achieving performance goals, and rewarding those employees who achieve these performance goals. Dixon and Hart (2010) maintained that leaders who use path-goal leadership rewards and encourages their followers towards goal achievement are effective in performance achievement. The path-goal theory helps the management of an organization to choose and communicate the appropriate strategic direction to employees and the organization. An increase of motivation of subordinates is being achieved by implementing path-goal theory which enables clarification of ways towards which organization performance is possible. Therefore, strategic leadership theory is so important and has been a tool of influencing an organizational performance positively by leaders inspiring fellow employees to follow their organizational strategic direction. Path-goal theory applies to this research because it explains and focuses on the leadership role of motivating employees on achieving an organizational goal.

Both Paths - goal theory and strategic leadership practices are declared to be the right solution. On that note, a clear correlation existing between the path-goal theory and strategic leadership practices because both types of leadership theories are solution-oriented. This theory underpins the subject of the effect of strategic leadership practices on organizational performance and therefore there is a need to be studied and verified.

2.2.2 Transformational Leadership Theory.

This theory was founded by Bass in 2005 which explains leaders are the one who motivates the employees of an organization to work hard and beyond their expectation and this leads to remarkable performance since competition in the market is high. Because of this market competition, new suggestions concerning leadership have been derived and this new suggestion is the suggestion of transformational leadership. This theory of Transformational leadership justified the importance of the influence of leaders on employees of an organization and several studies have expressed their views on the link between the transformational leader and other employees. The main goal of transformational leaders is to provide alternative solutions to problems by encouraging and impacting employees to perform beyond their expectations. On the

negative note, transformational leadership actions are being observed as insignificant because sometimes it leads to high levels of employee frustrations, and thereby it will lead to low-performance outputs. All departments or divisions in the organization engages in this type of leadership. Transformational leadership is vision-oriented, inspiring, managerial leadership qualities and they are risk-taker and darer.

Transformational leadership boosts and promotes innovativeness and creativity among the employees of an organization by encouraging new ideas and concepts from employees without criticizing them publicly for their mistakes. These transformational leaders also pay attention to the problems and the way they can bring solutions to these problems without blaming workers for their wrong actions. Transformational leadership will help to inspire KPA employees to be always vigilant and find out the appropriate methods of performing tasks that will rescue the resources of the company and this will end up the increase of efficiency in performance and market share.

Transformational leadership is described as an approach where managers or leaders communicate a clear vision of the organization to their employees and encourages followers to execute tasks beyond their expectations.

This theory is suitable to this study because it tells how leaders should collaborate with their employees for an organization to achieve innovation, creativity, and teamwork for organizational performance.

3.0 RESEARCH METHODOLOGY

3.1 Introduction

The research design, location of the study, target population, sampling procedures and techniques, sampling frame, research instruments, testing for validity and reliability, data collection methods and procedures, data analysis techniques and procedures, and ethical considerations are the methods to be reviewed in this chapter.

3.2 Research Design

The descriptive research design was used in this study. The design was appropriate because it draws attention to a bigger population and permits reports on the situation as they happen at present (Khotari, 2004). Again, the design was suitable because it focuses on the current circumstances about the effect of strategic leadership practices on organizational performance at KPA.

3.3 Location of the Study

Kenya Ports Authority was the focal point of this study. Technically the study aimed at collecting data from the Port of Mombasa, Kenya Ports Authority. The study aimed to investigate the effect of strategic leadership practices on organizational performance at the Kenya Ports Authority.

3.4 Target Population

Kothari and Garg (2014) explained population as all the things being considered. Kenya Ports Authority is made up of Port of Mombasa, Inland Container Depot of Nairobi, Inland Container Depot of Kisumu, Naivasha, Eldoret, and small ports like Funzi, Shimoni, Vanga, Mtwapa, Kilifi, Malindi Lamu, and Kiunga. According to a report by KPA (2017), the Authority has hired 7000 employees. KPA is made up of seven divisions, namely: Legal service, Human Resource, and Administration, Operation, Engineering service, Finance, Corporate Service, and Infrastructure Development divisions. The target population was 2021 withdrawn from the seven divisions in Port of Mombasa because it is the headquarter of KPA, where all the operations activities and services are being done. The demographic target population were 7 senior managers, 14 heads of departments, and 2000 supervisors because they act as strategic leaders

and champions. To achieve the study's goals, the researcher concentrated on this population. Table 3.4 represents the target population.

Table 3.4 Target population

Target	Number of respondents from the seven divisions	Total number of respondents from targeted group
Senior Managers	1 from each division	7
Head of Departments	2 from each division	14
Supervisors	285 from each division	2000
Total		2021

Source: KPA Human Resource report 2021

3.5 Sampling Techniques and Procedure

Mugenda and Mugenda (2008) explained sampling as a procedure of picking a section of a population which a study to be studied. It makes sure that the study's findings can be derived from the entire population. This study was done from the scope of Kenya Ports Authority; Port of Mombasa and the target population was 2021. The researcher visited them at their offices. A simple random and stratified sampling tool utilized to pick the respondents from the target population included the senior managers, heads of departments, and supervisors. Simple random sampling is a probability sampling process through which all elements in the sampling frame have the same opportunity of being picked (Alvi, 2016).

3.6 Sample Size

This research used simple random sampling methods with an analysis of ten percent (10%) to generate the sample population of the study because the target population of this study was 2021 which is less than ten thousand hence sample size between 10% and 30% is a nice presentation of the target population according to (Mugenda and Mugenda, 2013). Given this concept, the researcher got the sample size by using an analysis of 10% on the target population of senior managers, heads of departments, and supervisors in the Port of Mombasa.

Table 3.6 Sample Frame

Sample population	Number of respondents from the seven divisions	Total number of respondents from 10% sample population
Senior Managers	1 from each division	1
Head of departments	2 from each division	2
Supervisors	285 from each division	200
Total		203 respondents

Source: KPA Human Resource report 2021

3.7 Research instruments

A questionnaire tool was used by the researcher to gather data in this study. Each item on the questionnaire was developed to answer the study's goal. The questionnaire is appropriate for this research because it is realistic and useful in collecting information in a limited time from many individuals and in a comparatively cost-effective manner. The piloting will be performed to assess the instrument quality and reliability.

3.8 Testing for validity and reliability

A pilot test was used in this study to determine the purpose, correctness, and fitness of the study's design and instrumentation. A pilot project is a short test aimed to examine logistics and collect preliminary information about a larger study to improve the latter's quality and performance. In the view of Newing (2011) the significance of pilot training may not be overemphasized. Often may only find that people don't understand or answer questions in various approaches. For example, sections of the questionnaire where respondents are not clear to go next, and unclear questions may not give valuable information. A pilot test is an evaluation of the relevant questions, structure, question order, and instruction initially to use in the major survey. The pilot testing was done in Inland Container Depot Nairobi (ICDN) with 10% of the sample, which is 20.3 approximately 20 respondents.

3.8.0 Testing of Validity of the Research Instrument

Validity refers to the consistency, accuracy, reliability, actuality, and significance of a method or instrument or system used in research. This study used both the construct's and the content's validity to measure the degree of the validity of data which is being collected through a questionnaire that represents the study's goal. Ogula (2015), maintains that the information gathered during the pilot test is essential to adjust the instrument of the study.

The questionnaire was split into separate validity parts to make sure that every part evaluates information for a specified purpose, associated with this study's conceptual framework. The survey was carefully checked by the supervisor to ensure the material was accurate.

3.8.1 Testing of reliability of the Research Instrument

Mugenda (2014) maintained that reliability is concerned with the evaluation of tests after testing instruments repeatedly to produce reliable results. For this study, a test-retest given to 10 subjects not included in the sample assessed the reliability. After a given timespan, the questionnaire was checked on the same population to determine the accuracy of the answers.

The researcher selected a pilot test contained 10% of the sampled population to test the reliability of the research instrument. The goodness of doing this piloting studying was to give guidance and notification about where the main research project might fail.

3.9 Data Collection methods and procedures.

Data is defined as details that, some existing information or knowledge is expressed or organized in some form suitable for better usage or processing. This research applied primary and secondary approaches to gather data. The primary approach of data gathering used and the questionnaires distributed to the one (1) senior manager, two (2) heads of departments, and two hundred (200) supervisors in all seven divisions in the port of Mombasa. A secondary method of data was collected from KPA strategic plan 2018/2022 handbook, journals, and business magazines. The researcher distributed the questionnaires to the selected respondents, collected them after three days. Kothari (2009) defined primary data as the actual information gathered from the beginning while secondary data is a piece of information already gathered as well as processed through the statistical process. Orodho (2003) and Kothari (2009) both considered questionnaires as the most important way of gathering data. The researcher intends to adopt questionnaires with closed and open-ended questions where the respondents are required to explain briefly as per the below format of the questionnaire.

3.10. Data analysis techniques and procedures

Kombo and Tromp (2011) explained that the data analysis procedure is the methodology of wrapping the collected information placing it in an orderly manner, structuring its major components ineffective and easily communicated. The questionnaires were checked thoroughly to make sure that responses were correctly determined. Descriptive statistics like mean, frequencies, and percentages were utilized in the analysis method for the achievement of accuracy. The results of the study were presented using frequency tables, charts, and figures.

3.11 Ethical Consideration

The researcher began by getting authorization proof from Mt Kenya University (Mku), to request authorization from National Commission for Science, Technology & Innovation (NACOSTI) for commissioning research. Also, the researcher was abiding by ethical standards during data collection and the findings of this study was reported with ethical considerations. The three principles of ethics which include: respect, beneficence, and justice was focused on. The goal of the study was informed to the respondents before sharing information with them, by observing the ethics of voluntary and informed consent. The identities of the respondents were not filled in the questionnaires.

4.0 RESEARCH FINDINGS, ANALYSIS AND PRESENTATIONS

4.1 Introduction

The topics covered in this chapter are research findings, analysis and presentations established on the four study's objectives. The data gathered was analysed by the help of SPSS version 21. The data is shown through frequency tables, bar charts, percentages and reports.

4.2 Research Presentations, Interpretations and Discussion

This part of the research examined the research presentations, interpretations and discussion according to the research objectives.

4.2.0 Response Rate

Response rate is the number of people who answered the survey divided by the number of people in the sample and it is always expressed in the percentage form.

The research targeted 203 respondents of which 193 of the questionnaires were answered correctly with accurate level of 95% and 10 questionnaires were destroyed that lead to the error of 5% significant level. This illustrated that 95% of response. The response rate from the senior managers, head of departments was 100% and from the supervisors was 98%. As per Mugenda and Mugenda (2007) a response rate of 50% is adequate, 60% is good and above 70% is excellent. Therefore, this represented a rate of 95% which was considered enough to analyse the effect of strategic leadership on an organizational performance at Kenya Ports Authority.

Table4.2.0: Response rate

Category	Response	Percentage
Senior Managers	1	100%
Head of departments	2	100%
Supervisors	190	98%
Total	193	95%

Source: Research data 2021

4.3 General Information

General information shows the data related to gender, work experience, level of education and number of employees.

4.3.0 Gender information of respondents

Male (60%) were the majority respondents than female employees (40%) as shown in table 4.2.1 and they were general manager, head of departments and supervisors from the seven divisions in the Port of Mombasa. This showed that views expressed by respondents regarding the effect of strategic leadership practices on organizational performance may be gender unbalanced and this shows that the results obtained could be assigned to a certain gender.

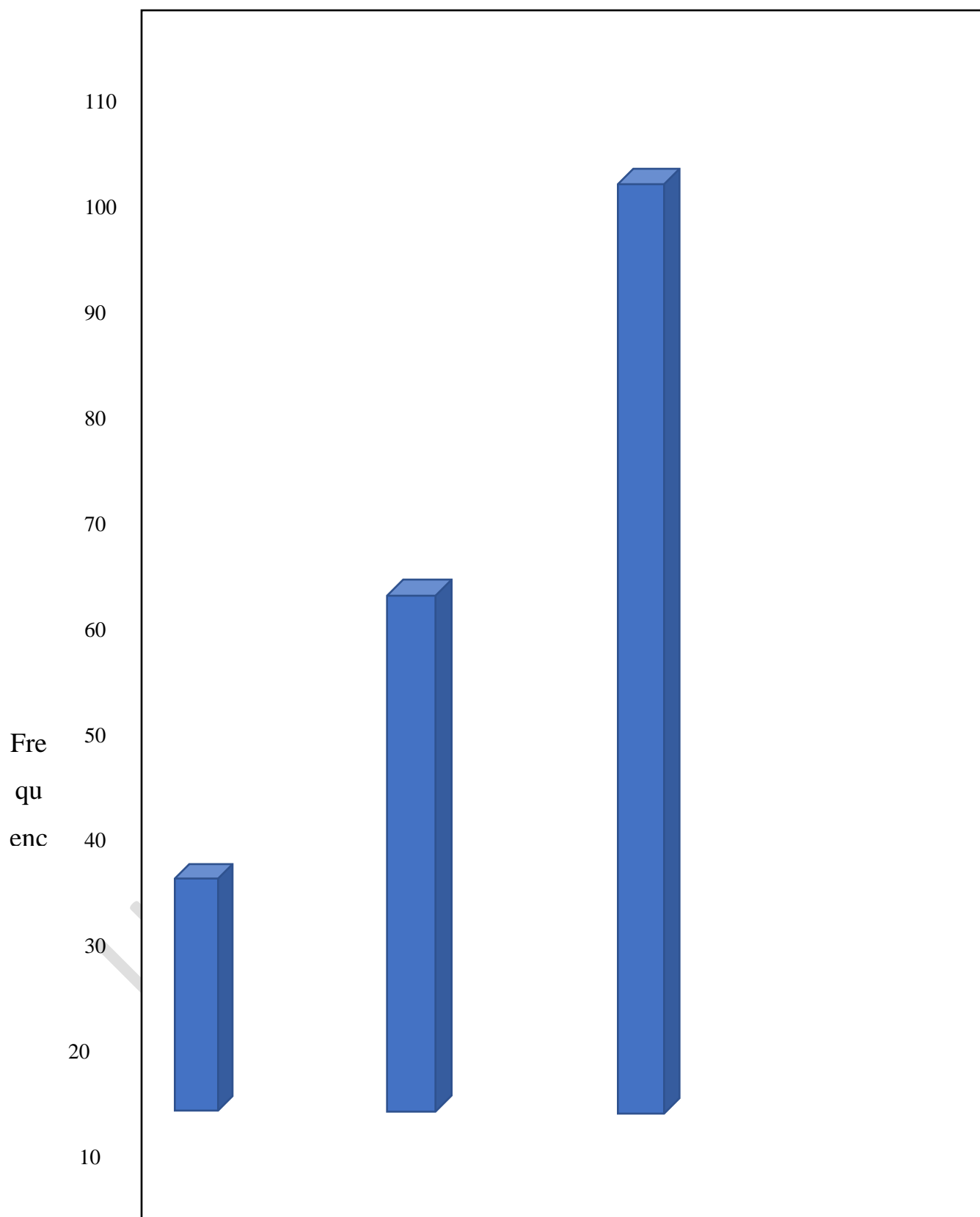
Table 4.3.0 Gender Information of Respondents

Gender respondents	Frequency	Percentage (%)
Men	115	60
Women	78	40
Total	193	100

Source: Research data 2021

4.3.1 work experience

The study also found out on the years the employees have worked on the organization. From the data gathered, it showed that 101 employees have worked over 10 years in the organization, 60 have worked 6 to 10 years and 32 have worked below 5 years. This means that the respondents are well experienced on the tasks they are performing and are very resourceful. Again, according to this information, the Port of Mombasa have been existed over ten years which means the employees have been on the company for long enough to have a good experience in strategic leadership on the organizational performance.



Source: Research Data 2021

Figure: 4.3.1 Working Experience

4.3.2 Level of Education

The survey of the respondents on their level of education showed that 65% have attained bachelors' degree level, 30% have attained diploma level, 6% have attained certificate level and 4% have attained postgraduate degree level. The results of the survey indicated that most of the respondents have high level of education which helped the responses of the study to be done in conversant and accurate way. The high level of education of respondents implied that many employees in the Port of Mombasa had reached bachelors' degree level of education and therefore have more knowledge on strategic management practices in the organization.

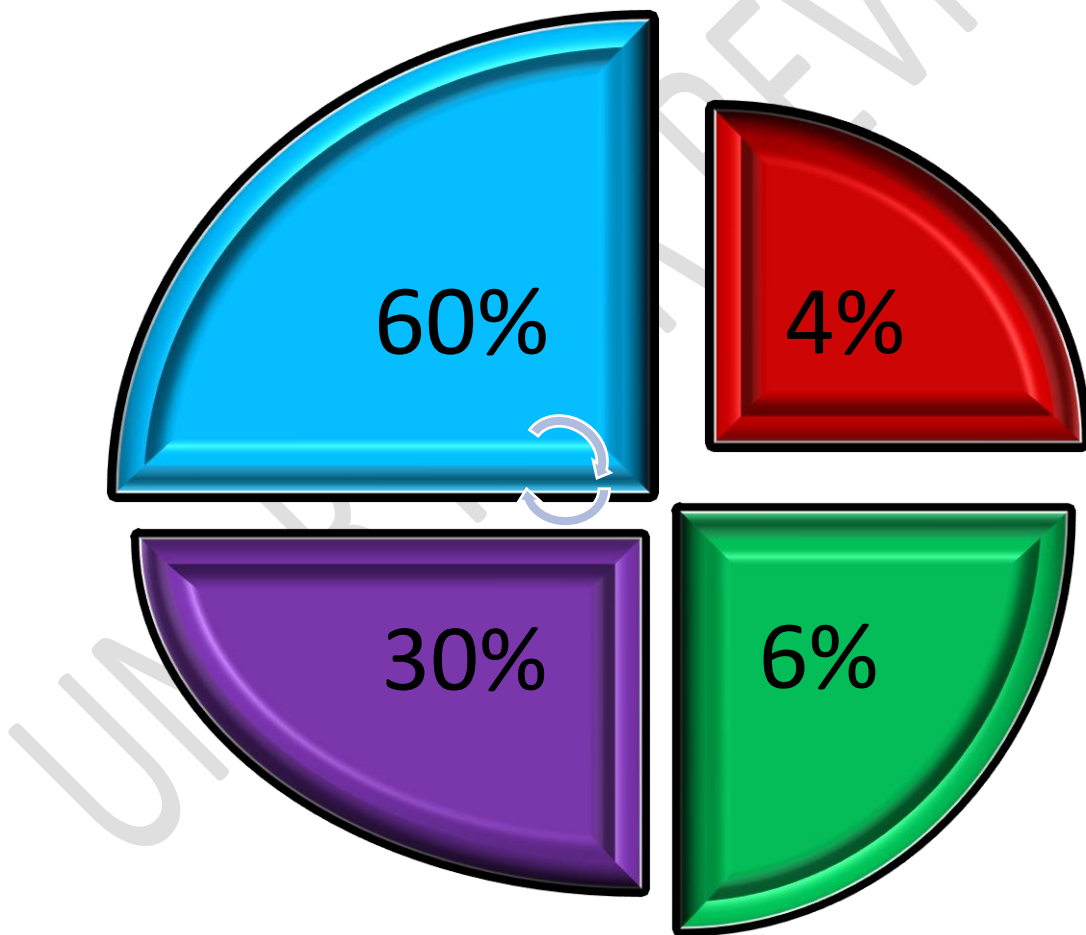


Figure 4.3.2 Level of Education

4.3.3 Number of Employees in the Organization

As per the table below, the number of employees in the Port of Mombasa according to the questionnaires filled by the respondents lies between 6000 to 7000 in number. This means that the Port of Mombasa is a main source of employment in Kenya and it is large enough to accommodate many sizeable ships thus prefers to have many employees in order to meet customers satisfaction by providing efficient and effective services as per the table below.

Table 4.3.3 Number of Employee in the Organization

No. of Employee	Frequency	Percentage
1 – 1000	0	0%
2000 – 5000	0	0%
6000 – 7000	185	95%
Over 7000	8	5%
Total	193	100%

4.4 The effect of Communication of Strategic Direction and Organizational Performance.

The first objective of the research was to observe out the effect of communication of strategic direction on organizational performance of Kenya Ports Authority in the Port of Mombasa. Several statements about communication of strategic direction of organizational performance were presented to the respondents and were asked to consider to the extent they agreed or disagreed with each statement. Using Likert scale 1 to 5 where 1=Strongly Disagree, 2=Disagree, 3=Not Sure, 4=Agree, 5=Strongly Agreed, the respondents were asked to give their opinions as the following questions on the table. On the table 4.2.5, the results of the respondents indicated that 70% agreed that their organization possesses clear vision which assures determination of the strategic direction while 30% disagree that their organization possesses clear vision which assures determination of the strategic direction. For those who disagreed with the statement they explained that most of the subordinate staff don't know even their organizational vision statement something should be done to educate and make the subordinate staff to understand their organizational vision statement.

The respondents of 60% agreed that through communication of strategic direction, organizational goals and objectives can be achieved while 30% disagreed on the statement and 10% not sure on the statement. For those who agreed on the statement they emphasized that it's the role of leaders and supervisors to educate and relay on the importance of communication of strategic direction on the achievement of organizational goals and objectives to the all employees on the organization.

Further to the results of the study it revealed that 30% of the respondents agreed that leaders for their organization communicates the purpose for strategic direction to the stakeholders while 50% of the respondents disagreed that leaders for their organization communicates the purpose for strategic direction to the stakeholders and 20% not sure on the statement. According to those who disagreed on the statement, they explained that their leaders only communicates the purpose of strategic direction to the stakeholders when they experience poor performance on the organization instead, they keep on communicating the purpose of strategic direction to stakeholders frequently.

The outcome of the study revealed that 80% of the respondents agreed that their organization makes targets to be achieved at any given time, while 20% disagreed. According to those who disagreed they gave reason that only those vessels which have bonuses to the employees will achieve the targets easily than those vessels without bonuses something should be done to treat all vessels equally. On the answering of the question whether their organization have a strategy which connects the vision with today's situation, only 14% agreed, 56% disagreed and 30% not sure. According to those who disagreed on the statement, they emphasized that their organizational management develop good strategic plan, but they are hardly implement it.

80% of the respondents of the study agreed that communication of the strategic direction can assure better decision making in the organization while 15% disagreed on the statement and 5% not sure. Also, on the statement where it asked the respondents whether there is alignment of the employee's values with core values of the organization, 90% of the respondents agreed while 10% disagreed.

Table 4.4 Communication of Strategic Direction

No.	Remarks	1 Strongly Disagree %	2 Disagree %	3 Not Sure %	4 Agree %	5 Strongly Agree %	Respondents %
1	Our organization possess clear vision which assures determination to the strategic direction.	0%	30%	0%	70%	0%	100%
2	Through communication of strategic direction, organizational goal and objectives can be achieved.	0%	30%	10%	60%	0%	100%
3	Leaders of our organization communicates the purpose for strategic direction to the stakeholders.	0%	50%	20%	30%	0%	100%
4	Our organization makes targets to be achieved at any given time.	0%	10%	10%	80%	0%	100%
5	Our organization have a strategy which connects the vision with today's situation.	0%	14%	56%	30%	0%	100%

6	Communication of strategic direction can assure better decision making in the organization.	0%	5%	5%	80%	10%	100%
7	There is alignment of employee values with core values of the organization.	0%	20%	30%	50%	0%	100%

Source: research data 2021

4.5 The Effect of Adoption of Core Competence on Organizational Performance.

The figure below shows the results of respondents which indicates their opinions on the effect of adoption of core competence on organizational performance. Most of the respondents of 75% agreed that adoption of core competence on an organization is adequate to promote organizational performance while 25% said that adoption of core competence on an organization is not adequate to promote organizational performance. For those who agreed on the statement they explained that majority of the organization who adopt core competence like Safaricom limited company perform well than those who do not adopt core competence. Those who disagreed with the statement they said that adoption of core competence on the organization is wasting of time and sinking into extra budget which leads to reduction of profits of organization.

Table 4.5 Adoption of Core Competence and Organizational Performance

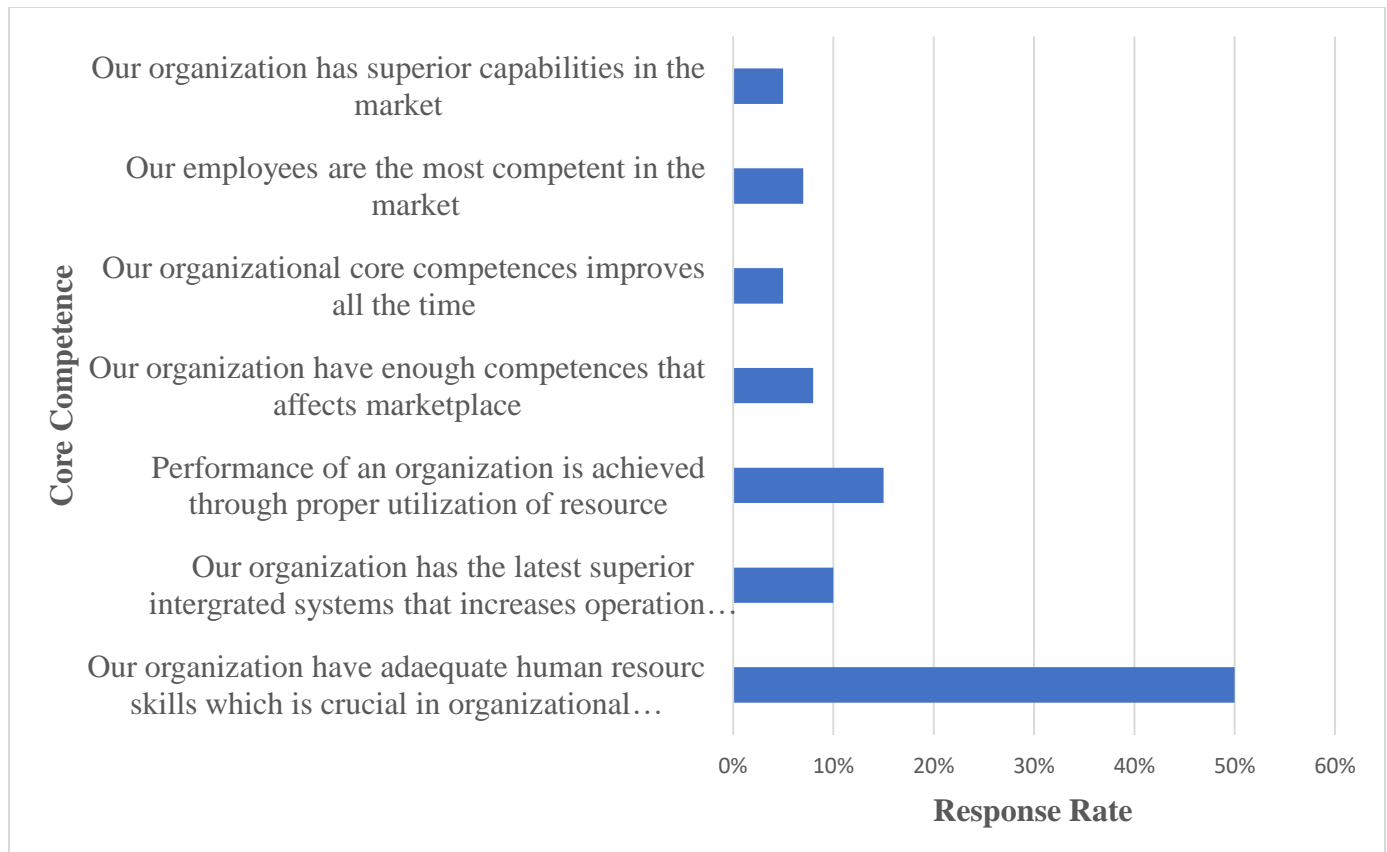
Effect of adoption of core	Frequency	Percentage (%)
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**competence on organizational
performance.**

Agreed	145	75%
Disagreed	48	25%
Total	193	100%

Figure 4.5 The effect of Core Competence on Organizational performance.

The figure below shows the outcome of the respondents on the effect of core competence on organizational performance. From the outcome of the respondents 50% agreed that their organization have adequate human resource skills which is crucial in organizational performance, 10% of the opinion from the respondents showed that their organization has the latest superior integrated systems that increases operational performance of an organization while 15% is of the opinion that performance of an organization is achieved through proper utilization of resource. Furthermore, the respondents of 8% agreed that their organization have enough competence that affects marketplace, while of 5% opinion agreed that their organizational competences improves all the time, 7% of the results from the respondents agreed that their employees are the most competent in the market and 5% of the respondents agreed that their organization has superior capabilities in the market.



Source: Research data 2021

Figure 4.5 Core Competence and Organizational Performance

4.6 The Effect of Capital Development on Organizational Performance.

The effect of capital development on organizational performance is the third objective of the study and respondents were served with the questionnaires containing information regarding the effect of capital development on organizational performance, and they were asked to fill the questionnaires according to the Likert scale of 1: strongly disagree, 2: Disagree, 3: Not sure, 4: Agree, 5: Strongly Agree and give their views on the below statements. From the table below 4.2.7, the respondents of 55% agreed that their organization involves employees in learning based on shared knowledge through knowledge management, 25% of the respondents agreed that their organization recognizes the employees skill gaps with what is required for their positions, while 10% agreed that their organization reviews employees skills with what is required for their positions. On the opinion of whether their organization is committed in human capital development with the aim of getting return the respondent of 5% agreed on the statement

and of also 5% agreed on the statement that their organization allows employees to build up initiatives that are difficult for their rivals to copy.

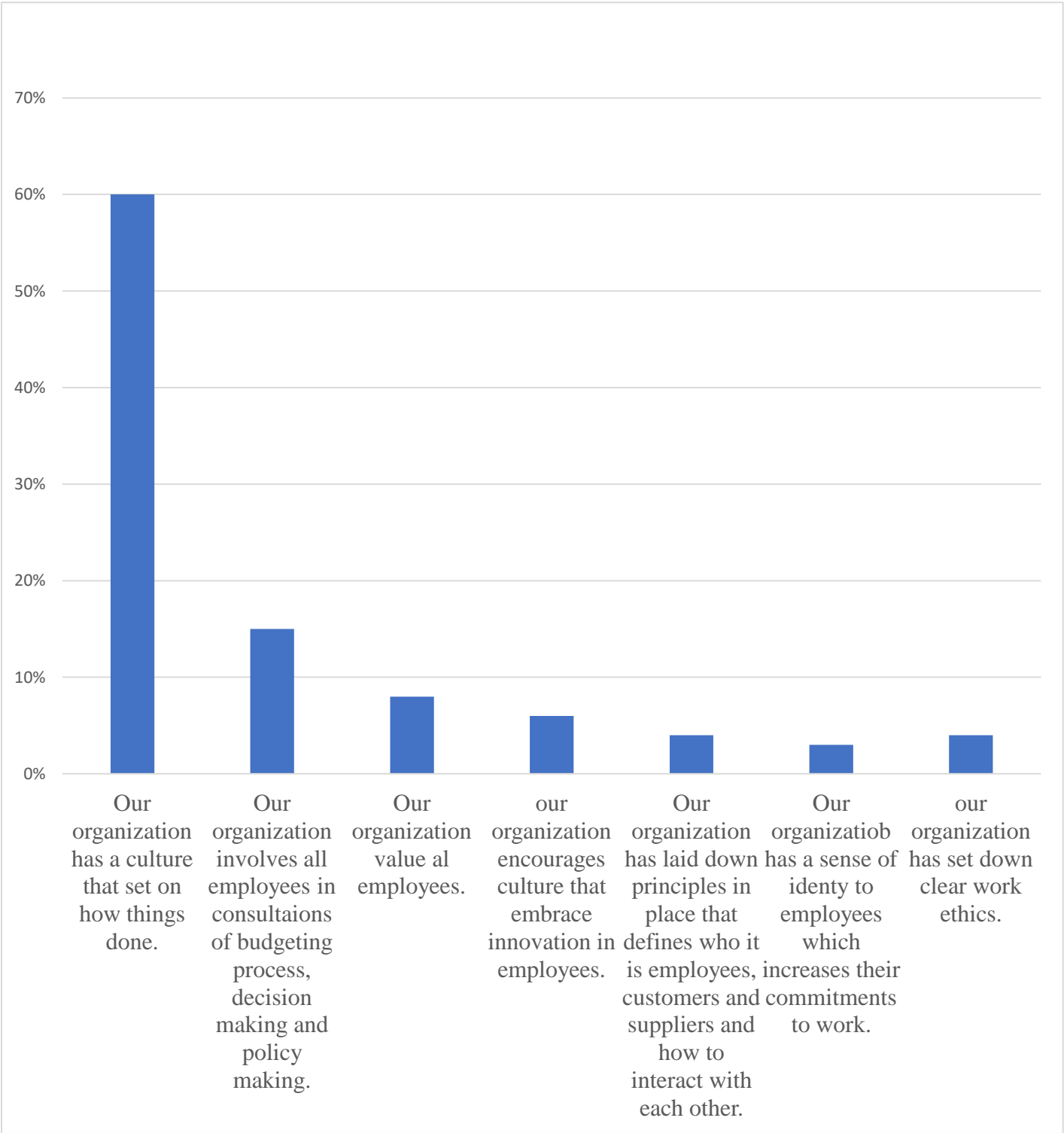
Table 4.6 The Effect of Capital Development on Organizational Performance.

Statement	Frequency	Percentage
Our organization involves employees in learning based on shared knowledge through knowledge management	106	55%
Our organization recognize the employee's skill gaps with what is required for their positions	48	25%
Our organization reviews employees' skills with what is required for their positions	19	10%
Our organization is committed in human capital development with the aim of getting a return	10	5%
Our organization allows employees to build up with initiatives that are difficult for our rivals to copy	10	5%
Total	193	100%

4.7 The Effect of Organizational Culture on The Organizational Performance.

The respondents were served with questionnaires on the effect of organizational culture on the organizational performance and the questionnaires were returned with the majority of them of 60% agreed that their organization has a culture that set on how things are done, 15% agreed that their organization involves all employees in consultation of a budgeting process, decision making and policy making while 8% of the respondents agreed and pointed out that their organization indeed values all employees. The respondents of 6% furthermore agreed that their organization encourages culture that embrace innovation in employees, 4% agreed that their organization has laid down principles in place that defines who it is employees, customers and suppliers and the way they interact with each other, 3% of the opinion agreed that their organization as a sense of identity to employees which increases their commitments to work and 4% agreed that their organization has set down clear work ethics.

Fig 4.7 The Effect of organization culture on the organizational performance.



Source: Research Data 2021

Table 4.8. Organizational performance.

Statements	Frequency	Percentage
The setting of goals and objectives influences organizational performance.	97	50%
Organizational performance is being determined by vision and mission statements.	27	14%
The volume of cargo handling directly affects organizational performance.	18	9%
Our organization involves employees in achieving the objectives of the organization.	14	7%
The performance of an organization is affected by improved innovations, teamwork, and creativity.	17	9%
Our organization satisfies its customers by meeting their needs on time.	5	3%
The efficiency and internal operation of an organization play a crucial role in organizational performance.	15	8%
Total	193	100%

Source: Research Data 2021

The above table shows how the respondents corresponded to the questionnaires served about the organizational performance. 97 of the respondents agreed that setting of goals and objectives influences organizational performance, 27 of the respondents pointed out and agreed that organizational performance is being determined by vision and mission statements, respondents of

18 indeed agreed that volume of cargo handling directly affects organizational performance, 14 of the respondents viewed and agreed that their organization involves employees in achieving the objectives of the organization, 17 of the respondents agreed that performance of an organization is affected by improved innovations, teamwork and creativity, 5 of the respondents lauded and agreed that their organization satisfy their customers by meeting their needs on time and 15 of the respondents supported and agreed that efficiency and internal operation of an organization play crucial role in organizational performance.

4.9 Conclusions

The research results concluded that there is indeed strong correlation between the independent variables and dependent variables. As per the research results it can be concluded that communication of the strategic direction really affects the performance of an organization by; Possessing clear vision which assures determination of the strategic direction, through communication of strategic direction which leads to achievement of organizational goals and objectives, making achievable targets at any given time, developing strategies which connects to the vision with today's situation, better decision making in the organization through communication of strategic direction and alignment of employees values with core values of the organization should be recommended always so that organizations can attain high level of performance.

Core competence is the major booster in an organizational performance. This can be achieved by having adequate human resource skills which is crucial in organizational performance, having latest superior integrated systems, proper utilization of resources, having adequate competences that affect market place and contains superior capabilities in the market and these will increase the performance of an organization.

Proper human capital development indeed leads to increase of an organizational performance. For instance; involvement of employees in learning based through knowledge management by sharing knowledge together in an organization, employee skill gap recognition, review of employees' skills with what is required for their positions, commitment in human capital development and allowance to employees to build up with initiatives that are difficult for rivals to copy really impacts the performance of an organization.

Organizational culture is also crucial in an organizational performance. For instance, organization that has a culture that set on how things are done, culture that involves all employees in consultation of budget processes, decision making and policy making, valuing all employees, culture that embrace innovation in employees, laid down principles in a place that defines who it is employees, customers and suppliers and how to interact with each other and setting down clear work ethics impacts the performance of an organization. The research results concluded that

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5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.

5.1 Introduction

This chapter illustrates the summary of the major findings, conclusion and the recommendations of the research study. The study aimed to explore the strategic leadership practices at organizational performance in case study of Kenya Ports Authority.

5.2 Summary of the result Findings.

The response rate of the study was 95% derived from 203 respondents out of 2021 who answered the research questionnaire, where male was more than their fellow female colleagues. The research results also revealed that most of the employees have worked more than 10 years with few have worked below 10 years. On the side of education, the research outcome showed that majority of the respondents holds bachelor's degree, and few have attained diploma, certificate and post graduate level of education. Other outcomes of the study showed that the number of employees in the organization lies between 6000 to 7000, which means KPA maintained its good performance despite inefficiencies experiencing.

On the response rate of the research objectives starting from the first objectives which was to assess the effect of communication of strategic direction on organizational performance in Kenya Ports Authority, the outcome showed that indeed majority of the respondents agreed that KPA possess clear vision which assures determination of the strategic direction although few disagreed with the statement and emphasized that there is need for stakeholders and subordinate staff to be educated about the importance of their organizational vision. Communication of strategic direction can enable achievement of organizational objectives and goals agreed by large number of respondents and they emphasized that this can be achieved through educating their subordinates its importance not only when inefficiencies arises in the organization but by all seasons. Also, the study revealed that targets are made and achieved mostly on those vessels with bonuses on the organization. The results of the study showed again that management of the organization are developing strategies that cannot be ever implemented.

The second objective of the research was to ascertain the effect of adopting core competence on organizational performance in Kenya Ports Authority and the results of the study showed that majority of the respondents agreed that adoption of core competence on organization really promotes organizational performance. Few were of the contrary opinion and they explained that adopting of core competence in the organization is wasting of time and resource that leads to loss in organization. Furthermore, from the results of the study it showed that most of the respondents positively agree that their organization have adequate resource skills with less late integrated systems and poor utilization of resource. Further results of this study showed that most of the respondents have not enough competence that affects marketplace together with less superior capabilities in the market.

The third objective of this research was to investigate the effect of human capital development on organizational performance at Kenya Ports Authority. The outcome of the study displayed that majority of the respondents agreed on positive note that their organization involves employees in learning based on shared knowledge through knowledge management but majority of them disagreed that their organization does not recognize the employees skill gaps with what is required for their positions. Those who disagreed on the statement they explained that skill gap recognition is only done on biasness. Furthermore, majority of the respondents disagreed on the statement that their organization is committed in human capital development with the aim of getting returns and their organization also cannot allow employees to build up initiatives that are difficult for their rivals to copy.

The last objective of this study was to establish the effect of sustainability of organizational culture on organizational performance in Kenya Ports Authority. From the outcome of the results 60% of the respondents agreed that their organization has a culture that set on how things are done but cannot involve all employees in consultation of budgeting process, decision making and policy making or value all employees. From the results it was evident that the culture of the organization cannot permit a culture that embrace innovation in employees. Also the organization has not laid down principles in place that defines who it is employees, customers and how to interact with each other which has led to no sense of identity to employees which has resulted to the decrease of employees' commitments to work with no clear work ethics.

5.3 Recommendations.

As from the above results of the research findings and recommendations, the researcher recommends the following course of action to be taken in order to regain back the glory and performance of Kenya Ports Authority.

Kenya Ports Authority should embrace gender balance in the organization from management to subordinates so that it can yield better performance.

Communication of strategic direction is good in an organizational performance when the vision is clear and understood; therefore, the researcher recommends that stakeholders and subordinates' staff to be educated on the importance of their organizational vision, objectives and goals consistently. Achieving targets is good for performance increase but KPA employees should be thought to meet the targets for both vessels who are not giving bonuses and those who are giving bonuses. Implementation of strategies boosts the performance of an organization and management of KPA should develop and implement strategies.

Organization which adopts core competence in their organization really experiences good efficiencies and performance and KPA should adopt core competence by recognizing skill gap in all employees and filled these gaps by taking their employees for training. Also, KPA should be committed to human capital development and build up initiatives that are difficult for their rivals to copy so that their organization can increase its efficiency and performance.

KPA management team should embrace culture that sets on how things are done by involving all employees in consultation of budgeting process, decision making and policy making. Innovation is the great booster in the performance of organization and KPA should encouraging employees to be innovative. Also, the management of the authority should encourage culture that defines who it is employees and customers and clear work ethics.

5.4 Suggestions for Further Studies.

This study's scope was restricted in Kenya Ports Authority Parastatal, further studies should be expanded into the related study to be carried out on the other parastatals in Kenya and private sectors.

The study was an important progress in this parastatal industry and targeted only the management team and supervisors, future suggestions of the study to be extended to the subordinate staff and its external clients for more feedback.

Since the study of the effect of strategic leadership practices on organizational performance was studied in the KPA, further studies like the influence of turn around strategies in the parastatal would be studied in future.

The study examined only variables of the effect of communication of strategic direction, adopting of core competence, and organizational culture, the researcher suggests that scrutiny for further studies of other variables like strategic controls, organizational structure and intervening variables would be studied in future.

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