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STRATEGIC LEADERSHIP AND ORGANIZATION PERFORMANCE IN WATER AND ENERGY SOLUTIONS COMPANIES IN KENYA: A CASE STUDY OF DAVIS AND SHIRTLIFF KENYA LTD

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ABSTRACT

Despite global and national recognition of the critical role strategic leadership plays in organizational performance, a lack of strategic leadership in water and energy solutions companies in Kenya hinders their potential. This is often overlooked by management, particularly in the face of high employee turnover. The objectives were to establish the effects of succession planning, and strategic direction on the performance of Davis & Shirliff Ltd (D&S). The study is anchored in strategic management theory, drawing upon institutional theory and resource-based view. With 1500 people as the target population, a descriptive study design was used. A stratified random sample of 150 participants was selected. Data was gathered through surveys, Both Statistical Package for the Social Sciences (SPSS) and fundamental statistics were used to analyze the quantitative data. Tables were used to present the data. To demonstrate the relationships between the variables, inferential statistics were employed. Throughout the study time, the research investigation was guided by ethical criteria. The study established a high correlation between organizational performance at D&S and strategic leadership practices and It was discovered that organizational performance was significantly impacted by strategic direction it can be concluded that enhancing succession planning could lead to improved organizational performance while suggesting that organizations with strong strategic direction are likely to experience increased performance. It recommended that to retain and attract new talent and capabilities that will enhance the organization's performance, D&S management should implement a structured succession planning framework. This will address the current gap in establishing a framework for future critical personnel replacements. Additionally, training employees who lack the necessary qualifications and opportunities for job advancement is crucial. It is also recommended that top positions be advertised internally before external recruitment.

Keywords: *Strategic Leadership, Organization Performance, Succession Planning, Strategic Direction*

BACKGROUND OF STUDY

Change is the only constant for leaders as firms adapt to external events, generational paradigm shifts, and technological innovation. The desire to continuously learn is the greatest leadership quality. The priorities of today's leaders are more varied than in the past. They must keep an eye

on the long term while controlling short-term volatility. They must be clever innovators, silo-bridges, and business culture guardians (Holtzhausen & Botha, 2021). A leader is accountable for more than just formulating the organization's plan. The most successful tactics frequently change over time and do not always call for a rigorously defined procedure. To accomplish the goal and vision of the organization, strategic leadership entails forecasting and visualizing a feasible future for the business (Bateman, Snell, & Konopaske, 2016). Leadership in an organization offers the lifeline in action and strategy required in the implementation process (Dougall, Parkes, & Langford, 2017). The formal methods of setting organizational direction, creating plans considering external and internal events, and taking appropriate action to achieve organizational goals are all highlighted by strategic leadership (Jooste & Fourie, 2015). An organization requires strategic leadership because it enhances its ability to anticipate difficulties since executives who help their subordinates are aware of the importance of balanced organizational controls. The technique results in superior selections due to the greater variety of approaches generated by group interaction, as well as the improved option filtering offered by forecasts based on the members' specialized viewpoints.

Empirical studies conducted such as Fix and Cooper (2024) looked at equitable strategic leadership the key components of a culturally sensitive curriculum for black community leaders in the United States; they assessed the program's attributes linked to effective participant recruitment, the key components that encouraged fellow participation and program completion, and the program's handling of racism and blackness. The findings showed that providing instruction in small cohorts and pairing fellows with private mentors increased program enthusiasm. The fact that the program was largely run by members of the black community, that it was flexible, and that fellows and leadership worked together to run the program were among its special features. Furthermore, the program incorporated a self-care component in response to the requirements of the fellows. Fellows also remarked on the time and place set aside for talking about racism and race. The findings present a distinctive theoretical framework for directing strategic leadership development in a direction that promotes diversity and equity in leadership rather than a uniform or standardized approach.

According to Samuels, Reynolds, and Turner's (2023) analysis of contextualized encounters in a strategic leadership development program between mentors and mentees with varying needs, The "good fit" between mentors and mentees is created via practice navigating difficult situations. It has the potential to be a very important leadership ability. Through inquiring about their experiences of "good fit" in the primary program for strategic leadership development at a Canadian business school, the study was able to determine the mentoring needs, results interactions between divergent requirements may be divided. These interactions in turn created chances for leadership growth.

Hisa, Ishak, and Islam (2024) looked into how the degree of training transfer was affected by the talents and information acquired through youth leadership initiatives. It also looks at the function of self-esteem as a possible mediating factor in connecting the learned knowledge and abilities to the training transfer in Brunei. The results showed that participants in young leadership programs' level of training transfer is positively impacted by their acquisition of knowledge and skills.

Furthermore, it has been discovered that the degree of training transfer and Self-worth serves as a bridge between the information and abilities acquired via young leadership programs.

A cutting-edge strategic leadership development program that is a component of corporate social responsibility (CSR) outreach was studied by Holtzhausen and Botha (2021). The program's dual goals are to strengthen the leadership skills of South African school principals in underserved communities and the business partners that work with them and cooperating leaders are increased through the innovative blending of different leadership development treatments, equipping them for an unpredictable and unstable environment. The results showed that to effectively prepare leaders for the demands of a dynamic and to effectively navigate an unpredictable environment, a variety of strategic leadership development interventions must be used.

The impact of the Albertina Sisulu Executive Leadership Programme in Health (ASELPH) on improving public healthcare managers' skills and performance in SA is assessed by Van der Berg-Cloete, et al (2020). Pupils saw changes in themselves and made considerable progress in 44 performance metrics and 11 competencies. The same improvements were noted by the assessors, confirming the shift in the student's employment performance. The study demonstrated how the ASELPH Fellowship enhanced performance and competencies. ASELPH Fellowship improved the performance and leadership abilities of public healthcare managers in South Africa. There are several obstacles that South African public healthcare management must overcome, and questions have been raised about their ability to do so. This study demonstrates how strategic leadership can influence the South African healthcare system while also enhancing managers' performance and skills.

The leadership development program (LDP) for senior academic staff was assessed by Zuber-Skerritt and Louw (2021) using "qualitative research" after two years to determine the program's effectiveness, drawbacks, and overall impact on the advantages for individuals, organizations, and professions in South Africa. Regarding the program's structure, management, and educational objectives as it related to their own and their students' growth both during and after the event, every participant expressed great satisfaction. While the workshop had equipped them, some had not used their knowledge and abilities by running comparable programs in their faculty, department, or university as a whole, which was one of the primary goals at first to create a multiplier effect throughout the entire institution. The authors create a process model for effective institutional change management in higher education and address several causes for this deficiency.

Nyamwega (2018) investigated how well the Public Service Commission of Kenya's Strategic Leadership Development Program delivered services. The results demonstrated that the program was successful in turning managers into capable leaders. Additionally, the analysis indicated that D&S should hire more resources and people to help present the course material. To lower the ratio of students to facilitators, improve engagement, and eventually increase the program's impact, finally implement the suggested modifications, and make sure the classes are sizable.

Strategic Leadership Practices

Strategic leadership can also be defined as the use of strategy to manage personnel. Bateman, Snell, and Konopaske (2019) Strategic leadership is the capacity to comprehend and influence people to make decisions that will enhance an organization's long-term viability while preserving its immediate financial stability. According to Jooste and Fourie (2021), strategic leadership is the ability of a leader to anticipate, maintain adaptability, engage in strategic thinking and collaborate with subordinates to execute changes that will lead to the organization's success in the future. The main focus of strategic leadership, which seeks to pique interest in both the present and the future, is the future. In order to better grasp the corporate environment, future difficulties, and other aspects, a strategic leader aims to learn more. Strategic leadership has been described as a systematic concern for the establishment, evolution, and upkeep of the necessary resources and capabilities for the entire organization to enable the business to compete (Ansoff & Nakamura, 2017).

The biggest obstacle in an organization without a strategic leader is setting up a system that makes sure that every worker understands and is prepared to support moral strategic leadership practices. Workers must actively participate in the procedure of creating and discussing the necessity of such a plan from the beginning in order to achieve this. The most effective approach is to create and implement an integrated strategic leadership framework that can be used for the greatest variety of business-related problems and methods (Dougall, Parkes, & Langford, 2017). All internal and external factors that might affect an organization's ability to exert strategic leadership must be balanced, integrated, identified, and aligned. This includes the possible reactions, patterns, and trends that the use of strategic leadership may bring about. A leader must use strategic leadership to provide goods and services that meet the needs of both internal and external clients. This is essential to the business's long-term success. To establish quality that influences strategic leadership, one must prioritize personal accountability and empowerment (Jooste & Fourie, 2021).

Succession Planning

According to Troon (2019), Succession planning is a process used to transfer leadership duties or replace a leader. It is used to identify and develop young, competent leaders who can assume leadership positions when they become vacant. It also covers activities related to succession planning, control, and the personal and professional development of potential successors. According to Taylor (2022), there exist three distinct planning kinds that are designed to accomplish the pragmatic aims and objectives of an organization. The third kind, known as succession planning, is concerned with personnel planning tasks like hiring and training staff to support staff managerial and upper roles. By ensuring that every leadership level has a large pool of high-performing individuals to choose from, both now and in the future, succession planning sustains the business. This viewpoint views succession planning as a management pipeline that gradually quickens management performance.

Strategic Direction

Strategic direction refers to the core ideas or approaches that allow for more strategy consistency throughout time (Mintzberg, 2022). An organization with a clear strategic direction is better able to specify its objectives, its plan for achieving them, the resources required, and the operating

protocols that must be adhered to in order for the firm to be successful (Mintzberg, 2022). Developing an organizational vision for the long term is essential to figuring out the company's strategic route. Hrebiniak (2021) states that determining the corporate strategic orientation requires developing an organization's vision and mission, as well as its strategic objectives and goals, and strategic plan. An organization's strategic direction is entirely the responsibility of its organizational leadership (Hrebiniak, 2021). Finding an organization's long-term vision is a crucial first step in choosing corporate strategic leadership, claim Ireland, Hitt, and Hoskinson (2020). This includes goals, objectives, mission, vision, and strategic intent. Experts have identified several items that are used to measure strategic direction. These factors have helped to clarify the idea of company strategy orientation (Ireland, Hitt, & Hoskison, 2020).

Organizational Performance

Organizational performance is the ability of an organization to achieve its goals and optimize results (Aguinis & Kraiger 2018). In today's workforce, organizational performance refers to a company's ability to accomplish goals in a dynamic environment. Performance is a critical concern for business owners and managers alike. Organizational performance was the main topic of the study. Assessing an organization's performance involves comparing its actual output or progress to its predetermined targets, goals, or outputs (Kithinji, 2019). The concept of organizational performance given by Aguinis and Kraiger (2018), which emphasizes quality service, customer connection, job findings, and the organization's objective, was used in this study. Allocating organizational resources to specific aims and objectives improves performance (Akello & Atambo, 2019). The customer value addition method can also be used to measure performance. Therefore, the strategic goals of an organization act as a lens through which to focus its resources. Performance offers essential data that is used to keep an organization under observation and control (Njeru, 2018). Measures of organizational success include growth, earnings, economic added value, customer satisfaction, balanced scorecards, and activity-based evaluations. The balanced scorecard method was used in this study to evaluate performance. Over time, several organizations have implemented the balanced scorecard; one such institution is D&S in the Kenyan setting.

A direct link between the objectives of the organization, the practices of evaluation, and the outcomes achieved are necessary for performance evaluation. Analyze the performance measures' relevance. Using goals, a balanced scorecard, and KPIs, management can evaluate an organization's performance. The accomplishment or lack thereof of a specific group, such as a project, program, or other indicator, is determined by the key performance indicator. Grove and Karugu (2018). KPIs go into one of two categories: quantitative or qualitative. It monitors several parameters, and KPI development should adhere to the SMART criteria. According to Gure and Karugu (2018), managers utilize the balanced scorecard as a tool for strategic performance. This allows them to closely monitor and control the outcomes of their employees' actions while also keeping an eye on how those activities are conducted. In this study, the organization's efficacy was evaluated in terms of both its efficacy based on market share and its efficacy based on annual revenues.

Statement of the Problem

Despite global and national recognition of the critical role of strategic leadership in organizational performance, strategic leadership development in water and energy solutions companies in Kenya. The lack of such programs hinders the potential for organizational performance, which is often overlooked by management as a result of high turnover. In Samuels, Reynolds, and Turner's (2023) analysis of contextualized encounters in a strategic leadership development program between mentors and mentees with varying needs, Mentors and mentees might form "a good fit" when they have experience with difficult situations. Developing leadership skills can benefit from having this skill. A Canadian business school's main strategic leadership development program was the study's "good fit" for determining the participants' needs in terms of mentoring. The findings indicated that there are two categories of interactions between conflicting requirements: the need for career counseling against strategic leadership development, and the demand for organized versus unstructured communication. These interactions, in turn, created chances for leadership growth. The study offers a contextual gap as recommended by the study to validate its findings using a different setup and firms for validation from a local perspective, as D&S was used as a case study from the private sector to validate the findings.

Studies such as Nyamwega (2018) investigated how well the Public Service Commission of Kenya's Strategic Leadership Development Program delivered services. The results of the study demonstrate that the program was successful in turning managers into capable leaders. His research was done in a public setting, and it was suggested that a comparable study be done in the private sector to confirm the results and fill in any contextual gaps. This study was looked at. As recommended by Nyamwega (2018), validation of the findings should be done through a similar study in the private sector, and the current study fits well in justification. However, no prior study has specifically focused on D&S and other water drilling companies in Kenya, and the current study will examine how organizational performance and strategic leadership relate, with an emphasis on D&S as the study case.

Objectives of Study

- i. To establish the effects of succession planning on the organizational performance of Davis & Shirliff Kenya Ltd.
- ii. The effect of strategic direction on the organization performance of Davis & Shirliff Kenya Ltd.

THEORETICAL LITERATURE REVIEW

The study's anchor theory is strategic management theory, which is backed up by institutional theory and a resource-based view.

Strategic Management Theory

In 1990, Porter developed this theory. The theory combines a range of management approaches and viewpoints to accomplish goals in the setting of swift environmental changes in the global economy. It highlights how adapting to changing environmental conditions is necessary to increase competitiveness. According to the concept, a firm's senior management formulates and

implements policies while considering available resources, internal and external surroundings, the organization and sector in which it operates, and key aims and efforts on behalf of the owners. Strategic management theory is an iterative approach that addresses discontinuous futures. It is concerned with what is happening now to achieve a future consequence (Gray & Karp, 1994). Porter (1980) states that the main focus of the field of strategic management is identifying long-term opportunities and risks, as well as mobilizing resources to strengthen capabilities in their desire to counter threats and implement a successful plan to seize opportunities.

In complicated and dynamic contexts, these ideas have been challenged for being overly inflexible, linear, and unrealistic. Strategic Management Theory presupposes that leaders possess all the knowledge and resources necessary to make the best decisions, as well as the ability to anticipate and control the future. The theory also frequently ignores the social and human elements of strategy, such as power, culture, values, and emotions. Strategic Management Theory confronts several difficulties, such as handling ambiguity and uncertainty, promoting creativity and innovation, and handling resistance to change. For instance, they can depend on logical and analytical methods that are unable to consider all potential outcomes or account for unanticipated events. They might also discourage creativity by enforcing set objectives, procedures, and standards. They might also run against opposition from interested parties who do not share the leader's goals or objectives. Finally, when circumstances alter or new information becomes available, they could find it difficult to adjust (Phin, 2019).

Strategic Management Theory gives an organization a general sense of direction by establishing objectives, devising plans and policies to attain those goals, and assigning resources to carry out the plans (Porter, 1990). This theory supports the study's objectives: strategic management practices, and strategy execution. This theory can be used in the current study of Technology that produces the required product, quality, brand image, and features that consumers expect and constructs a marketing network that offers insulation from competitive rivalry due to customers' brand loyalty. That is why the theory has been adopted as anchor theory and it supports organizational performance.

Resource-Based View Theory

It was developed by Penrose in 1959, However, Wernerfelt's 1984 study contributed to its increased recognition as a useful framework for understanding company success (Kozlenkova et al., 2014). Penrose's work from that year is credited with helping to establish this early understanding of the resource-based paradigm (Kozlenkova, et al, 2014). According to Wernerfelt, the company's internal resources dictate its performance and profitability. The perspective that believes in resources is commonly referred to as "RBV". The way these resources are organized makes them seem to be in-house resources. Jay Barney has advanced the benefits of the RBV, and his work has since gained popularity. He gave an overview of the essential traits of internal resources and how they relate to competitive advantages. When a business can outperform its closest rivals in a particular market regarding economic value, it has a competitive advantage (Kozlenkova, et al, 2014).

Wernerfelt distinguished between a short-term and long-term competitive advantage in his subsequent articles. They have to provide them with a competitive edge. Before an organization can begin to turn a profit, its wealth needs to be difficult to replicate, replace, or transfer. Gills, Combs, and Ketchen (2014) make a distinction between the competencies of a company. And its ability to use corporate resources, which are stocks of instantly usable components that the organization possesses. The RBV theory encompasses the qualities and kinds of resources that result in a competitive advantage, enhanced performance, and an edge (Gillis & Ketchen, 2014). RBV theory is the utilization of a range of readily available tangible and intangible resources within a company. For every business to transform its organizational plan into a long-term financial advantage, these resources need to be varied. The RBV makes it clear how a company can beat its rivals. When putting the organization's strategy into practice, the RBV theory emphasizes the importance of its internal resources. Supporters of the RBV theory, such as Jensen et al. (2016), argue that repurposing existing resources is better for firms than needing to acquire new abilities or resources for each chance. Resources fall under two groups. The theory states that to maximize revenues, a company needs to determine where to deploy its unique resources. According to Hitt et al. (2016), RBV argues that strategic management is a significant performance indicator that improves a business's performance and competitiveness as well as creating and maintaining an economic gain.

One limitation of RBV theory is that it solely considers the internal environment when attempting to optimize a company's superior performance, even though core resources are important drivers of organizational success (Gillis, Combs, & Ketchen, 2014). The performance and competitive advantage of RBV are influenced by its external environment. In actuality, external influences influence a firm's performance in the market equally. Sectoral policies, compliance procedures, taxes, laws, and regulations are examples of external factors that affect how businesses operate in the marketplace. External resources must be considered when analyzing factors that may impact the techniques it employs. According to theory, it is essential to consider a firm's internal resources as well as external influences while researching tactics that result in higher performance (Hitt et al., 2016). It is selected as a supplemental notion despite its shortcomings. Succession planning, strategy direction and organizational performance are the variables in this study that are supported by the RBV, which is still a key concept for explaining how firms can use their resources to improve performance.

Institutional Theory

Goguen and Burstall developed the theory in 1984. It emphasizes how the environment of an organization shapes its structure and behaviors. Even if it may not be possible, changes in the business environment may force the creation of a new strategy to implement. The concept has centered on how the organizational environment influences commercial activities and organizational structure. Institutional theory states that rather than being solely guided by well-organized and logical goals, decisions are also impacted by social and cultural factors that are thought to be suitable given the structure of the organization.

It offers a framework to analyze the interactions between businesses with their employees and other stakeholders, as well as how technology may eventually facilitate the development of such relationships. Modern organizational tactics, practices, and structures, as well as policies, can still benefit from the theory. The relationships that organizations have with different stakeholders in their environment might influence their decision-making about the career advancement of their personnel in certain competitive and unstable environments. Institutional theory holds that logical goals are not the main driving force behind organizational decisions.

The concept is used to explain how organizational technology-based social norms and rules that affect performance can change an organization. Applying this theory to the key domains that shape firm policies, plans, and processes related to strategic management will demonstrate how these practices get embedded in an organization's interactions with its environment, thereby impacting its operations. To support the variables of strategic direction, and succession planning, the study will also make use of theory.

EMPIRICAL LITERATURE REVIEW

The section has works that have been published that examine the study's variables are reviewed and discussed in this part.

Succession Planning and Organizational Performance

Mehreen and Ali (2020), in a study “The Development of future leaders for organizations through leadership strategies,” is proof that organizational resources are used properly. To forecast individual performance, this research aims to incorporate succession planning into the JD-R model. A systematic questionnaire was used to choose 239 participants from commercial banks in a major Pakistani metropolis. By using structural equation modeling, the suggested model was put to the test. According to the JD-R model, Performance and engagement levels among employees may be impacted by succession planning either directly or indirectly. according to the data from 239 participants. Moreover, the relationship between employee performance and succession planning is mediated by work resources and engagement. For each dimension in this cross-sectional investigation, a self-report questionnaire. Therefore, the results ought to be corroborated using a longitudinal design and a more objective construct.

Antwi, Akparep, and Kpinpuo (2023) evaluated the most gifted individual It is the basic responsibility of organizational leaders to put the right people in the proper positions and make strategies for the long-term expansion and improvement of their specific businesses. However, it is useless to recruit top personnel for key positions if there are no efficient succession or retention plans in place. Using qualitative approaches and a cross-organizational analysis, this study looked into succession knowledge and practices about the successful functioning and sustainable administration of specific NED organizations. Sixty carefully chosen people participated in the study.. it found that the majority of NED organizational executives do not have succession plans and that certain senior management officials in these businesses, like their subordinates, do not even fully understand. Additionally, a leadership succession dilemma that pervaded most NED management activities emerged. To overcome this paradox, management turned to SP as a strategic instrument and used it as a safeguard for NED enterprises' long-term viability, and

demonstrated a deep interest in SP learning and practice. This research has limited generalizability because it is a case study, but the ramifications are enormous.

Owusu-Acheampong, Arkaifie, Afriyie, and Azu (2024) examined the variables that affect succession planning in family-run enterprises. Arksey and O'Malley framework was utilized to implement a methodical approach. Reference list evaluations were conducted in addition to the search of major databases. Inclusion was ensured by working. The study emphasizes how important family dynamics, resource management, and gender inclusion are when it comes to succession planning for family-owned enterprises in Sub-Saharan Africa. The report also backs the SDGs, which emphasize gender inclusion and environmental sustainability. However, the unique environment adds layers of complexity, necessitating tailored strategies for long-term business success. The research highlights the significance of talent enhancement, leadership cultivation, and transparent governance. It suggests policies that support education, mentoring, knowledge-sharing networks, FM, HRD, strategic resource management, and sustainable business practices in order to handle succession issues and enhance societal progress.

Strategic Direction and Organizational Performance

Shahul et al (2022) investigated how organizational performance has affected business process reengineering during the coronavirus outbreak. The study was moderated by concentrating on strategic direction. It was also looked into how strategic thinking might moderate the connection between these two ideas. The Federation of Malaysia Manufacturers' database of electronics manufacturing companies was examined in order to collect data from 103 samples. Data analysis uses structural equation modelling with partial least squares. The findings demonstrate that elements of business process reengineering, such as top management commitment, information technology skills, people management, and organizational readiness for change, considerably enhance organizational performance. However, it was discovered that organizational structure and the other previously mentioned elements had a considerably greater influence on organizational performance. The findings was beneficial to managers of businesses. They point out the BPR elements that have the potential to greatly and favourably impact organizational effectiveness and suggest that managers apply strategic thinking.

Sinha and Bhatia (2019) investigated the nature of corporate strategic direction actions and their effects on organizations. The study also found that interacting with employees and customers was more crucial than communicating with other stakeholders and that among the various forms of communication, disclosure, usage of virtual media, and corporate strategic directions had the greatest impact on communication. (Sinha & Bhatia, 2019). The significance is that communication effects resulting from corporate strategy directions are a multi-dimensional construct made up of communication constructive collaboration, organizational dependability, and value representation. Organizational leadership can help to develop and build a successful communication strategy by understanding the relationships between messages, channels, and stakeholders with various sorts of corporate strategic direction impacts.

Guo, Holland, and Kreander (2020) investigated the process of value generation in the corporate strategy direction of the business. To create value, banks and other companies must communicate, and the writers were determined to understand why and how. qualitative surveys from fifteen banks were gathered. Considering the findings from the interviews, corporate managers and grounded theory were created. The study found that long-term business relationships are the norm and that these relationships are built on mutually trustworthy human communications between corporate clients and institutions. The study also revealed that when banks implemented relationship banking, they considered developments in technology, financial regulation, and company globalization. (Guo, Holland, & Kreander, 2020).

Framework closely ties the variables, placing a strong emphasis on the specific variables sought in the study.

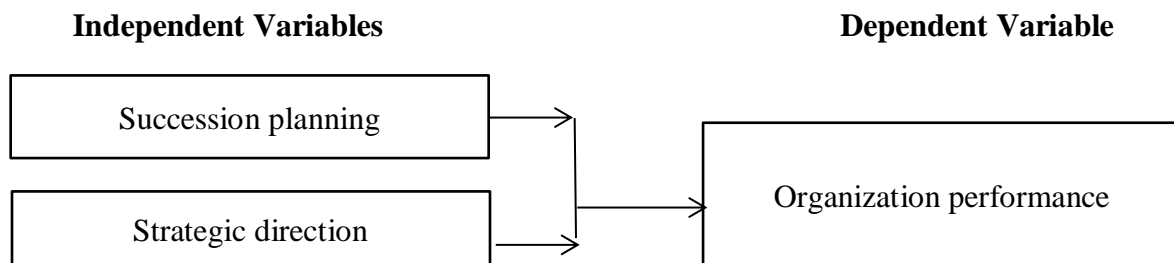


Figure 2 : Conceptual Framework

METHODOLOGY

Research Design

Bickman and Rog (2018), describe research design; as how research purpose and technique are organized; consequently, a theoretical context that is utilized to carry out the research inquiry. Descriptive design was adopted for this research work, and according to. Because it ensures that the information gathered provides pertinent responses to the research objectives, this design is the ideal one. The design was used to analyze problems or describe the characteristics of the population. One benefit of this approach is that it can assist researchers in organizing and conducting studies that offer a comprehensive understanding of the subjects, settings, or particular issues (Bickman & Rog, 2018). Research design's primary objective is to transform research questions into a project.

Target Population

According to Cooper and Schindler (2018), the entire group of variables that one intends to generalize from the findings is the target population. Saunders, et al (2018), define a population as the whole assembly of factors that the study conclusion should be generalized. The population was 1500 participants.



Table 1: Target Population

Unit	Target population	%
Senior Officers	25	2
Middle-Level Officers	300	20
Technical Staff	1175	78
Total	1500	100

Sample and Sampling Technique

A sample is described as one that reflects the characteristics of the population by Tan (2022). Cooper and Schindler (2018) pointed out that a random sample size is necessary to avoid biases. Stratified random sampling was employed because, as stated by Creswell & Creswell (2018), it is objective and provides every individual with an equal opportunity to get selected. As the division used to represent a large unit, Tan (2022) defines a sample as one that reflects the characteristics of the populace. To avoid biases, a random study sample size is necessary, as Cooper and Schindler (2018) pointed out. Saunders, Lewis, and Thornhill (2018) state that a sample size of 1–10% of the target population should be considered suitable. A sample size of 1–10% of the target population should be regarded as appropriate, according to Saunders, Lewis, and Thornhill (2018). At the 5% level of significance, the Cochran formula determined the sample size,

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

Where, n – sample size N – Population size e – Level of significance. Therefore, the sample was 150 respondents

Research Instruments

According to Bickman and Rog (2018), measurement devices such as surveys, tests, and questionnaires are examples of research tools. The questionnaire served as the study's main method for gathering data. The questionnaire was used in the study because it has been used by other researchers in the same field of study and is thought to be more accurate, accurate in terms of labor, money, and time, and it helps gather both qualitative and quantitative data in addition to providing more structure than interviews (Bordens & Abbott, 2021). Thornhill, Lewis, and Saunders (2018). It should be mentioned that the questionnaire's sole limitation is that it cannot be distributed to respondents who lack literacy incapable of reading or writing. According to Saunders, et al (2018), the researcher employed questionnaires since they make correlational, descriptive, and inferential statistical analysis possible and easy. These questions helped to effectively enrich the qualitative methodology (Saunders, Lewis, & Thornhill, 2018).



Pilot Study

It is possible to find ambiguous questions and indistinguishable instructions in an instrument by conducting a pilot study (Hamed, 2016). The process aims to ascertain feedback from the instrument responses. The pilot study's establishment of the validity and reliability of research data collection equipment is another important factor (Cooper & Schindler, 2018). The following 10 people who participated in the pilot study were from Wotech Kenya Ltd who were randomly chosen from headquarters in Nairobi. Wotech Kenya Ltd has almost similar characteristics to D&S. Lewis, and Thornhill (2018) state that for a pilot study, the pilot sample should be deemed appropriate if they represent 1–10% of the target population.

Validity

Validity is the ability of a tool to yield anticipated results. Prior to providing the sample group with the study instrument, the validity test serves the objective of locating and fixing any problems. This was carried out in the course of piloting the instrument (Saunders, Lewis, & Thornhill, 2018). The process's goal is to ascertain whether the instrument responses provided the data required to help the study meet its goals as outlined in the methodology (Cooper & Schindler, 2018). Additionally, the study employed content validity with the help of the supervisor and subject-matter experts. Face validity is crucial because it offers a simple way to assess a test's or technique's overall validity. It is a fairly quick, simple, and straightforward technique to begin determining whether a new statistic is valuable immediately (Schindler & Cooper, 2018).

Reliability

Reliability is described as the ratio used to evaluate the consistency of study questionnaires. Cronbach's alpha coefficient's range needs to be 0 to 1. Scales are considered more dependable when their alpha coefficient values are higher. An acceptable minimum alpha is 0.70 or above. The Cronbach Alpha coefficient of 0.7 was used in the study to assess dependability. According to Tan (2022), applying research instruments to a larger sample size should yield results that are identical to the pilot study if they are trustworthy, as demonstrated.

Data Collection Procedure

NACOSTI approval was sought, along with a letter of introduction from the university. Two research assistants were trained to distribute questionnaires to various respondents. The questionnaires were collected five days later. Saunders, Lewis, and Thornhill (2018), the researcher employed questionnaires since they make statistical analysis possible and easy. The questions help to effectively enrich the qualitative methodology (Saunders, Lewis, & Thornhill, 2018). The questionnaire also enables anonymity, as most respondents do not want their identities known (Bordens & Abbott, 2017). Primary data was gathered using questionnaires.

Data Analysis and Presentation

Cooper and Schindler (2018) define data analysis as the process of categorizing and arranging raw data that has been gathered using research data collection instruments to extract relevant information. The research will produce numerical information. We will analyze the qualitative data using SPSS and fundamental statistics. The results were presented using tables and figures

after the data had been analyzed with descriptive statistics. Using inferential statistics, the relationship between the research variables was shown. A Pearson correlation matrix was employed in the investigation. Pearson correlation can be used to forecast and characterize the relationship between the variables. There was a correlation test using a 2-tailed test and a 5% level of significance.

To reveal the whole model's importance, analysis of variance (ANOVA) was examined. We will compare the tabulated statistics with the calculated statistics. To determine the model's overall significance, a critical p-value of 0.05 was used. Utilizing a multivariate linear regression model, the significance of the independent factors' impact on the dependent variable was evaluated. The regression coefficient is β_{1-4} , and the regression constant, α , is used to estimate the model of organization performance. The independent variable is represented by EE, which is the composite organization performance. The JRA is the composite index for the other factors. The composite score of strategic direction, succession planning, and serves as the representation of the variables, and it is called IF. When the linear effect of the predictor factors is unable to explain the viability of the Organization's performance, The random error term that enters the picture is ε_1 . The following are the numerous linear regression models.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + e$$

Where: Y= Organization performance

(β_i ; $i=1, 2, 3, 4$) = various coefficients for the independent variables

X_i for.

X_1 = Succession planning

X_2 = Strategic direction

Ethical Consideration

Bickman and Rog (2018) define ethical consideration as the application of ethics throughout a research project. Prior approval was requested from all potential responders. Additionally, the confidentiality of the data submitted in survey responses was preserved. Participation in the data collection process by respondents was completely voluntary. Furthermore, the research questionnaire did not contain any terminology or questions that were personal, disrespectful, or disparaging.

FINDINGS, CONCLUSION AND RECOMMENDATIONS

150 questionnaires were distributed, and 95 questionnaires were completed; the response was adequate, and 95 valid questionnaires were used to examine the data. According to Tan (2022), responses with 50% are considered adequate, 60% are good, and 70% or higher are exceptional. The majority of respondents were men at fifty-eight percent, with more men than women, and according to Tan (2022), gender is crucial in determining respondents' attitudes regarding issues. The majority were in the age group of 31 to 35. Followed by 26 to 30, then 36-40, while respondents who were above 46 were the least. The majority of the employees are young and vibrant, and the responses reflect a good distribution of ages. Most respondents possessed degrees, closely followed by master's holders, then college attendees, while doctorate holders and certificate holders fewer. Respondents were asked to answer regarding their past employment experience with the company; most had been employed by D&S for over five years, thus they were familiar

with its working dynamics. According to Tan (2022), participants who have worked in an organization for a long time are better equipped to understand its dynamics and offer knowledgeable responses to study questions.

Regression Analysis Results

Table 2: Model Summary for Succession Planning

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.642 ^a	.499	.395	.60906

a. Predictors: (Constant), Succession planning

The link between the dependent variable, organizational performance, and the predictor component, succession planning, is shown in Table 2. R2 = 0.499 suggests that 49.9% of the difference in organizational performance may be attributed to a change in succession planning, and R = 0.642 shows a high positive correlation between succession planning and organizational performance. Other factors impact D&S's organizational performance to the tune of 50.1%.

Table 3: ANOVAa Results for Succession Planning

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	26.578	1	26.578	75.042	.000 ^b
1 Residual	42.902	94	.375		
Total	69.480	95			

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), Succession planning

Succession planning has a considerable impact on organizational performance, as seen by the F = 75.042 values in Table 3, demonstrating both the model's good fit to the data and the importance of succession planning in D&S organizational performance. Based on a significance level of 000, which is less than 0.05, the regression model correctly predicts the dependent variable.

Table 4: Regression Coefficients for Succession Planning

Model	Unstandardized Coefficients	Std. Error	Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B	
						Lower Bound	Upper Bound
(Constant)	1.095	.431		3.629	.001	.439	1.751
Succession planning	.688	.079	.632	8.668	.000	.531	.845

a. Dependent Variable: Organizational performance



Table 4 shows how the succession planning of the D&S significantly improves organizational performance. The data demonstrates a strong correlation between performance and succession planning; $p = 0.01$ (0.05). Increasing the succession planning method's mean index should enhance organizational performance by 68.8%, or 688 units, as the strategy's value is statistically significant ($t = 8.668$, $p.05$). The following is the regression model that explains the findings in Table 4. Succession planning for organisational performance is equal to $1.095 + 0.688$. The model demonstrates and clarifies how succession planning affects D&S organisational performance.

Table 5: Model Summary for Strategic Direction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.595 ^a	.431	.325	.6427

a. Predictors: (Constant), Strategic direction

Organizational performance was the dependent variable, the predictor component, and the strategic direction in a regression study. A change in the strategic direction 43.1% of the variation in organizational performance could be explained by one unit, according to the regression study's results, which show a basic relationship between strategic direction and organizational performance ($R = 0.595$) with an R^2 value of 0.431. Table 5 provides a summary of the results.

Table 6: ANOVA Results for Strategic Direction

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	24.411	1	24.411	56.864	.000 ^b
1 Residual	46.628	94	.484		
Total	70.039	95			

a. DV: Organizational performance

b. Predictors: (Constant), Strategic direction

Strategic direction has a significant effect on organizational performance, as demonstrated by $F = 56.864$, which also suggests that the model accurately represents the data, and that D&S strategic direction significantly affects organizational performance. Table 6 demonstrates that at a significant level of .000, or less than 0.05, the regression model accurately predicts the dependent variable.

Table 7: Regression Coefficients for Strategic Direction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	1.739	.545		2.873	.000	.669	1.069
Strategic direction	.644	.186	.476	8.412	.000	.547	.823

a. DV: Organizational performance



Findings indicate that D&S 's use of strategic direction has significantly enhanced organizational performance. The results show a significant correlation ($p < 0.05$ $P = 0.01$) between strategic direction and organizational performance. Given this, the strategic direction technique's values are statistically significant ($t = 7.480$), indicating that performance should improve if the strategic direction mean index is raised by 644 points. Regression analysis using organizational performance as an example yields the following equation: $1.739 + 0.644$ (strategic direction). The model demonstrates how D&S 's organizational performance is positively impacted by strategic direction.

Overall Multivariate Analysis

Table 8: Model Summary Multivariate Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.648 ^a	.568	.452	.58289

a. Predictors: (Constant), strategic direction, succession planning.

Regression analysis was used to predict organizational performance. Table 8 shows that there is a positive correlation between $R = 0.648$ and $R^2 = .568$, indicating that altering any one of the predictor factors may account for 56.8% of the variation in organization.

Table 9: ANOVAa Results for Model Summary

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	32.678	4	8.169	24.210	.000 ^b
1 Residual	37.118	91	.337		
Total	69.796	95			

a. DV: Organizational performance

b. Predictors: (Constant), strategic direction, succession planning

The model accurately depicts the data, and the results of $F = 24.210$ show that strategic leadership practices significantly affect the organizational performance of D&S. These numbers demonstrate that each variable predictor affects organizational performance in a statistically significant way. Table 9 shows that at the level of significance of 0.000, or less than 0.05, the entire regression model significantly predicts the dependent variable.



Table 10: Regression Coefficients for Multivariate Analysis

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.	95.0% Confidence Interval for B	
	Beta	d. Error	Beta			Lower Bound	Upper Bound
(Constant)	.564	.367	.9314		.94	.176	1.281
Succession planning	.568	.118	.329	3.027	.003	.123	.592
Strategic direction	.417	.114	.274	2.697	.008	.081	.532

a. DV: Organizational performance

The results of the study demonstrate that predictor factors considerably enhance D&S's organizational effectiveness. ($p = 0.01$) and 0.05 The data demonstrates a clear connection between efficient organizational performance. As a result, the predictor variable values at $p.05$ are statistically significant, indicating that the mean index of predictive dynamics should be improving organizational performance. The results are summarized in Table 10. The model revealed that organizational communication, succession planning, and strategic direction had the largest effects on organizational performance. The least effective strategy for enhancing organizational performance. As a result, the regression model for the study is:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 +$$

Where: Y= Organizational performance (B_i ; $i=1, 2,$) = various coefficients for the independent variables

X_i for. X_1 = Succession planning X_2 = Strategic direction

$$\text{Organizational performance} = .564 + .568 (\text{Succession planning}) + .417 (\text{Strategic direction})$$

Conclusion

The study established that there exists a high correlation between the organizational performance at D&S and strategic leadership practices (succession planning, and strategic direction), all have a substantial influence on the organizational performance of D&S, as evidenced by findings and it can be concluded that enhancing succession planning could result in improved organizational performance, given its significant and positive impact on organizational continuity. The study also concludes that strategic direction has a considerable impact on organizational performance, indicating that with strategic direction in place in an organization its performance will increase.

Recommendations

For D&S's management to retain and hire fresh talent and capabilities that will improve the organization's performance, a structured succession planning framework should be in place. This will eliminate the existing slack in establishing a framework for future critical personnel replacements. It takes a lot of effort to train workers without the required opportunities for job appraisal and qualifications. Furthermore, before being promoted externally, top positions must be

publicized inside. Furthermore, to fully use and harness individuals' potential, positions must be assigned according to their talents and competencies. Professionalism, inventiveness, and the Caliber of employee contributions will all increase as a result. The management of D&S should create and develop policies, a governing framework, and strategic plans to ensure the organization's vision and goals are implemented successfully. According to the study, the management of any company, including D&S, should understand the direct connection between the success of the company and the skills and performance of the CEO and the organization's senior management team. The management team should therefore understand that strategic leadership is a crucial element of the success of the organisation. A proper balance of leadership styles must be used by D&S senior management to improve the likelihood of longer-term strategic performance.

Implications

Since the topic of strategic management combines with many other scientific subjects and adaptation to the corporate environment, its consensus meaning is as varied as its dimensions and theories. Thus, in a business environment that is changing quickly, current SM research focuses on knowledge management, corporate governance and strategic leadership, strategic management processes, organisational structure and culture, technology, innovation, and change management, quality management, strategic human resource management, stakeholder management, and communications strategy. The focus of strategic management (SM) as a field will continue to examine both internal and external issues in relation to recent trends in SM, with a stronger emphasis on external considerations using both traditional and non-traditional methodologies. In order to adapt to changing business conditions, firms will need to constantly rethink their current practices, instruments, and methods. The results also demonstrate that the industrial and construction sectors, county governments, parastatals, and Saccos are leading SM research in Kenya. The standard in contemporary business will be new ways of combining micro and macro elements with a variety of intricate quantitative tools in research methodologies and other key metrics in SM research. Future SM research will therefore probably yield further varied dimensions.

Suggestions for future studies

Based on the findings of this study, the conclusion, and the recommendations that followed, it is necessary to conduct additional research on strategic leadership practices and organizational performance in Kenya's public sector. This additional research should aim to add to and validate the findings of the current study.

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