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## INTEGRATIVE LEADERSHIP STYLE AND THE ORGANIZATIONAL PERFORMANCE OF COMMERCIAL STATE CORPORATIONS IN KENYA

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### ABSTRACT

State businesses are essential to Kenya's Vision 2030, which seeks industrialisation and enhanced quality of life. Recent statistics from the Kenya National Treasury reveal subpar performance, characterised by substantial cumulative losses in the 2021/2022 financial year. The objective of this study was to establish the relationship between integrative leadership style and organizational performance of commercial state corporations in Kenya. Utilising the Full Range Leadership Model and Resource-Based View Theory (RBV), the research implemented a cross-sectional survey design, gathering data from top management teams of all 52 commercial state corporations in Kenya via purposive sampling, while adhering rigorously to ethical standards during data analysis. The study results revealed that the Pearson correlation coefficient between integrative leadership style and organizational performance was  $R = -0.730$ , with a significance level (p-value) of 0.000. This robust positive connection signifies that an increase in integrative leadership style is associated with a substantial improvement in organizational effectiveness. The R Square value was 0.533, indicating that about 53.3% of the variation in organizational performance is attributable to the integrative leadership style. This conclusion underscores the significance of a successful integrative leadership style in improving several facets of organizational performance, reinforcing the notion that leadership styles promoting cooperation and employee engagement provide superior results. The study recommends that commercial state corporations in Kenya prioritise and invest in the development of integrative leadership style initiatives. Considering the favourable view and considerable influence of integrative leadership on organizational performance, training programs should specifically emphasise the enhancement of leaders' skills in staff development, promoting ethical conduct, and instilling confidence in subordinates.

**Keywords:** *Integrative leadership style, organizational performance, commercial state corporations in Kenya*

### INTRODUCTION

The efficacy of state companies in North America is influenced by historical antecedents, economic goals, and current issues. Although they are vital in delivering basic services and advancing national interests, their efficacy may be affected by management practices, legal frameworks, and the overarching economic context (Smith & Johnson, 2023). State corporations in North America are fundamentally anchored in economic nationalism, which emphasises governmental involvement in the economy to retain control over

critical areas. This action is often essential to guarantee the provision of important services to the public, especially in sectors considered crucial for national interests, such as transport and utilities (Peters, 2022). The federal government has traditionally nationalised essential industries, like as railroads, to ensure these services remain accessible and dependable for all residents (Smith & Johnson, 2023). This historical context highlights the crucial function of state companies in remedying market failures, as private entities may insufficiently fulfil public requirements (Anderson, 2021).

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The integrated leadership style is a refined approach that amalgamates diverse leadership qualities and strategic decision-making procedures to enhance organizational performance. This dynamic capability is crucial for developing organisations that can adjust to changing surroundings and attain their desired objectives (Zhang et al., 2018). The roots of the integrative leadership style may be linked to previous contributions by Yukl (1971) and Winter (1979), but it acquired prominence in the 1980s with Bass's full-range leadership model (Mango, 2018). This concept emphasised the need to adjust leadership styles to address the requirements of followers and the challenges of the environment. The full-range leadership model provides a framework for comprehending the integration of many leadership styles to attain optimum outcomes (Tungol, 2024). The emergence of integrative leadership style ideas originates from the examination of public sector leadership (Crosby and Bryson, 2018).

Studies acknowledge the need for leadership frameworks capable of tackling the intricacies of public administration, whereby cooperation and stakeholder involvement are essential. Integrative leadership underscores the need to use varied viewpoints and competencies from both internal and external stakeholders. This collaborative methodology not only improves decision-making but also cultivates a feeling of ownership and dedication among team members. Integrated leadership is defined by its flexibility and adaptability. Leaders using this style are not limited to one method; rather, they use a varied repertoire of leadership tactics. This enables them to address the distinct issues and opportunities that emerge inside their organisations efficiently. Integrated leaders may cultivate a more comprehensive and adaptive corporate culture by amalgamating many leadership traits, including transformational, transactional, and servant leadership (Crosby and Bryson, 2018).

Organisations and academics often assess performance from several viewpoints, complicating the establishment of a single definition owing to its intricate and multidimensional characteristics (Contu, 2020). Nonetheless, performance is essential to the survival of any company and continues to be a pivotal concern for both stakeholders

and shareholders. The importance is emphasised by the focus it garners from both managers and scholars (Taouab & Issor, 2019). Historically, performance assessments have mostly emphasised financial criteria, especially those that enhance profit maximisation (Muthuveloo, Keat & Teoh, 2022). This focus underscores the significance of financial results in evaluating an organization's overall efficacy and success. The financial performance focuses on the entity's profitability, cost management, revenue expansion, and overall viability (Kabiye et al., 2019). The financial success of businesses may be assessed by market development, product or service quality, staff productivity, work happiness, and customer satisfaction (Koay & Muthuveloo, 2021). Organisations mostly focused on financial performance metrics. Consequently, due to heightened competition and the impacts of globalisation, corporations are increasingly prioritising non-financial performance indicators (Omran, Khallaf, Gleason, & Tahat, 2021; Mio, Costantini & Panfilo, 2022).

### STATEMENT OF THE PROBLEM

Since achieving independence, the Government of Kenya (GoK) has acknowledged the crucial function of State Corporations in promoting development to expedite economic and social advancement, mitigate regional economic inequalities, and augment the involvement of Kenyan citizens in the economy (GoK, 1965). This acknowledgement initiated governmental expenditures in critical industries, including industry and agriculture. According to Kenya's Vision 2030, State Corporations are essential to the nation's socio-economic development strategy, aiming to utilize these entities to convert Kenya into a "newly industrializing, middle-income country that ensures a high quality of life for all citizens by 2030, within a clean and secure environment.

The Kenya National Treasury and Economic Planning report (2023) assessed 236 State Corporations for the financial year 2021/2022 from July to October 2022. Of them, 18 corporations, constituting 7.6%, attained a "EXCELLENT" performance rating, whilst 43.2% were classified as "VERY GOOD." Furthermore, 116 corporations, accounting for 49.2%, obtained "GOOD" or "FAIR" ratings, signifying their failure to reach performance objectives. The assessment of the State Corporations was based on twelve critical variables that directly influence service performance. The set of indicators includes: absorption of allocated funds, absorption of externally mobilised funds, pending bills, adherence to the core mandate, pre-tax profit, dividends paid to the National Treasury, return on investment, project completion rate, implementation of presidential directives, access to government procurement opportunities, youth internships, industrial attachments, apprenticeships, and measures for corruption prevention.

For FY 2021/2022, State Corporations achieved an average composite score of 3.0036, with performance ratings ranging from 1.00 (optimal) to 5.00 (suboptimal). In the analysis of performance across functional categories, Public Universities ranked highest with an average composite score of 2.7752, whilst the Commercial category ranked lowest with an average score of 3.3460. Significantly, Public Universities excelled in FY 2020/2021, whereas the Commercial category languished at the lowest position. The research also indicated that the 32 Commercial State Corporations, which used Pre-tax Profit as a performance metric, sustained an aggregate loss of KSh. 9,444,118,212.47, surpassing the anticipated loss of KSh. 7,597,996,202.12 This signifies that during the fiscal year 2021/2022, these corporations incurred an extra loss of KSh 1,846,122,010.35, after the

prior year's deficit. 7,597,996,202.12 If the existing performance patterns of Commercial State Corporations continue, it may provide considerable obstacles for the Kenyan government in achieving the goals established in Vision 2030. This research seeks to fill existing gaps by examining how integrative leadership styles, effective strategy implementation, and government restrictions might improve the organizational performance of Commercial State Corporations in Kenya.

## **RESEARCH OBJECTIVE**

The objective of the study is to determine the effect of integrative leadership style and organizational performance of commercial state corporations in Kenya

## **LITERATURE REVIEW**

### **Theoretical Framework**

#### **Full Range Leadership Model (FRLM)**

The full-range leadership model (FRLM) was initiated by Burns in 1978 and further refined by Bass and Avolio in 1991. "The Full Range Leadership Model (FRLM) is an extensive leadership paradigm that highlights leader behaviour across many work contexts (Adesugba, 2023). The framework includes three core leadership styles: transformational, transactional, and laissez-faire. The Full Range Leadership Model (FRLM) posits that successful leadership involves a spectrum of behaviours rather than being limited to one approach. This concept posits that Transformational Leadership is essential for improving organizational performance by fostering an environment of trust, motivation, and commitment among workers. Transactional Leadership emphasises the attainment of corporate goals via clearly defined structures and incentive systems, potentially leading to short-term performance improvements. Laissez-faire leadership may adversely affect performance if leaders fail to effectively interact with their staff, possibly resulting in a deficiency of direction and responsibility (Randolph, 2021).

The Full Range Leadership Model (FRLM) is particularly relevant to this research. Integrative Leadership strongly connects with the ideas of transformational leadership, highlighting the significance of cooperation and the ability to motivate different teams. Examining the impact of integrative leadership style on strategy implementation might provide significant insights for enhancing organizational performance. According to the FRLM, effective leadership is essential for successfully implementing strategy (Mair, 2024). Leaders who adapt their methods to meet team needs and align with organizational strategic goals are more likely to attain positive results. Third, the model's flexibility facilitates the examination of how government rules may serve as moderating variables in the correlation between leadership styles and organizational performance. Leaders must adeptly manoeuvre through these rules while endeavouring to sustain superior performance. Ultimately, applying the Full Range Leadership Model allows scholars to assess how various leadership styles affect the performance of commercial state enterprises, especially within Kenya's intricate regulatory landscape. This holistic approach helps improve comprehension of the variables influencing organizational effectiveness."

#### **Resource-Based View Theory (RBV)**

The resource-based view theory was first by Birger Wernerfelt in 1984 and then refined and expanded by Barney in 1991 (Barney, 1991). The Resource-Based View (RBV) posits

that organisations compete based on their competences and resources (Ferreira & Fernandes, 2017). The Resource-Based View (RBV) thesis posits that a firm's competitive advantage derives from its valued, limited, inimitable, and non-substitutable resources (Nason & Wiklund, 2018). A firm's competitive advantage is its effective and value-generating strategy, which competitors do not use (Varadarajan, 2023). Sustainable competitive advantages (SCAs) arise when competing corporations are unable to replicate or acquire knowledge about them (Yewei & Pereira, 2022). Given that resources are pivotal components of an organisation, competitive advantages may be evaluated from a resource-oriented approach (Varadarajan, 2023)."

"The Resource-Based View (RBV) hypothesis is very relevant to this research for several convincing reasons. Integrative Leadership is essential for identifying, "developing, and using unique, uncommon, distinctive, and non-substitutable resources and competencies inside commercial state businesses in Kenya. Leaders using an integrative strategy may efficiently align and use these strategic resources, hence improving overall organizational performance. Secondly, the RBV theory underscores the importance of the external environment, especially governmental restrictions, in shaping the resources and skills that commercial state corporations may develop and use. A comprehension of how these restrictions influence the correlation between available resources and performance results is crucial for good management. Ultimately, the core premise of the RBV theory posits that a firm's strategic resources and skills are the principal factors influencing its competitive advantage and exceptional performance. By enabling researchers to examine the influence of valuable, scarce, unique, and non-substitutable resources and competencies on the organizational performance of commercial state corporations in Kenya, the Resource-Based View (RBV) theory offers a thorough framework for analyzing factors that enhance competitive advantage. Consequently, it represents an essential theoretical lens for the proposed research."

## **Empirical Literature Review**

### **Integrative Leadership Style and Organizational Performance**

A study by Sibiya (2023) examined the link between integrative leadership styles and employee engagement, demonstrating a favourable association between the two variables. This study used a mixed-methods approach, which is especially beneficial for elucidating the complex nature of leadership and participation. The qualitative data were collected using interview schedules, enabling participants to articulate their experiences and perspectives comprehensively. Conversely, quantitative data were gathered using standardised questionnaires, yielding quantifiable insights that might corroborate the qualitative results. Notwithstanding the advantages of this mixed-methods approach, the research's designation as a case study presents a methodological deficiency. Case studies, however abundant in contextual information, may limit the generalisability of conclusions owing to their emphasis on a particular organisation or incident. This constraint prompts questions about the generalisability of the findings to different contexts or populations, especially within varied organizational settings. To address this methodological deficiency, the present study will use a quantitative methodology and will be carried out among commercial state corporations in Kenya. The research seeks to improve the application and relevance of its results by concentrating on a more extensive sample within this particular environment. This quantitative method will enable the

gathering of data from a greater number of participants, so permitting statistical analysis that may uncover patterns and correlations not apparent in a case study format.”

The research by Botha and Aleme (2023) used an explanatory sequential mixed-design technique to examine the link between integrative principals' leadership behaviour and student academic results, revealing a strong relationship between these factors. The study used closed-ended questionnaires to collect data, facilitating quantitative analysis of the replies. This approach effectively yields quantifiable insights into the influence of leadership behaviours on academic success.

Sobiecki (2018) conducted a longitudinal case study examining the correlation between integrated leadership and performance management, demonstrating a statistically significant association between the two variables. The research gathered yearly performance ratings using panel data from 2015 to 2016, enabling a thorough examination of the influence of integrated leadership strategies on performance outcomes across time periods. The research found a methodological gap by using both null and alternative hypotheses in its analysis. This methodology prompts enquiries on the validity of the results, since dependence on these hypotheses may constrain the investigation of more intricate relationships among the variables. This examination seeks to fill the existing gap by examining the null hypotheses to ascertain the relationship between the research variables, thereby offering a more defined analytical framework. Although Sobiecki's research used a longitudinal methodology, advantageous for tracking changes and trends over time, the present study will implement a cross-sectional research strategy. This methodological approach facilitates the analysis of the correlation between integrated leadership and performance management at a particular moment, rather than throughout an extended timeframe. A cross-sectional method allows for the gathering of data from a wider sample, allowing a prompt evaluation of the relevant variables.”

## **METHODOLOGY**

### **Research philosophy**

This study was “based on a positivist research philosophy. Positivism posits that natural science requires the formulation of logical relationships within and between phenomena, and that the examination of things must scientifically ascertain and authenticate these relationships using rational methods (Ryan, 2018; Dawadi, Shrestha, & Giri, 2021). Creswell and Creswell (2017) contend that the positivist ideology posits that valid knowledge must be ascertained via simultaneous testing by several researchers, resulting in consistent outcomes. Bell, Bryman, and Harley (2022) asserted that the positivist methodology relies on acquired abilities. This study will heavily use positivism, which is grounded on the principles of validity, reason, and truth. Positivists claim they can provide scientific explanations for occurrences using quantitative approaches, including experiments and observations (Maksimovic & Evtimov, 2023).

### **Research Design**

A cross-sectional survey methodology was adopted. A cross-sectional observational survey method assesses individuals' exposures and outcomes concurrently (Wang & Cheng, 2020). Data may be collected more quickly and cheaply using a cross-sectional survey design compared to other survey methodologies. The cross-sectional survey facilitates the collection of primary data that will assist in identifying correlations among different factors (Patten & Newhart, 2018; Shanmugam, 2020). This design is

advantageous since it is time-constrained and allows for data collection at a designated moment (Wang & Cheng, 2020). The design will integrate quantitative data since it relies on numerical measurement and statistical methodologies (Patten & Newhart, 2018). The design will assist the researcher in collecting critical data about the impact of integrative leadership style, strategy implementation, and government regulation on organizational performance.

### Target Population

The target population included all Kenyan Commercial State Corporations enumerated as of March 2021 on the State Corporations Advisory Committee website, as detailed in the report of the Presidential Taskforce on Parastatal Reforms 2013. Kenya has 253 State Corporations, of which fifty-two (52) are commercial and two hundred and one (201) are non-commercial. The Task Force on Presidential Parastatals Reforms classified the Commercial State Corporations into two groups in the 2013 report: solely commercial (32) and those with strategic roles (20)."

**Table 1:** Population Distribution

No.	Category	No. of Institutions
1.	Purely Commercial State Corporations	32
2.	Commercial SC with strategic function	20
<b>Total</b>		<b>52</b>

### Sample Frame and Sampling Technique

The research executed a survey of senior management across all 52 Commercial State Corporations, using a census sample technique to guarantee thorough data acquisition. Oribhabor and Anyanwu (2019) assert that this methodology improves the generalizability of the results while reducing possible sample mistakes and biases. Mweshi and Sakyi (2020) endorse census sampling, especially for smaller, homogenous populations. Purposeful sampling will be used to choose the senior management team, concentrating especially on five (5) pivotal persons from each firm. The five important responders were the Managing Director, Head of Supply Chain Management, Head of ICT, Head of Audit and Risk Management, and the Corporation Secretary and Legal Services. The chosen professionals are essential due to their substantial expertise and their role in managing policy and strategic efforts within their respective directorates. Thus, the researcher selected five senior management members from each of the 52 Commercial State Corporations, resulting in a total sample size of 260 respondents (52 x 5).

### Data Collection Instruments

Structured questionnaires were employed to gather primary data, rated by respondents on a 5-point Likert scale ranging from "Strongly disagree" to "Strongly agree." These questionnaires are efficient, allowing respondents to complete them at their convenience. The structured questions utilised the 5-point Likert scale, which, according to Kothari (2004), is a prevalent tool in research. Likert scales effectively convey the intensity of respondents' feelings regarding the subject matter, facilitating data analysis and collection, while being comprehensive and expeditious (Kothari, 2004). The questionnaire comprises five sections: Section A addresses demographics, Section B focuses on integrative leadership style, Section C pertains to strategy implementation, Section D

examines government regulations, and Section E presents questions related to organizational performance.

### **Pilot Study**

The pilot study was done to check the validity and reliability of the research questionnaire tool. Following the recommendations of Riffe et al. (2019), that pilot study should be between 1% to 10% of the study population, the current study adopted a 6% of 52 commercial state corporations, resulting in 3 commercial state corporations participating in the pre-test. By highlighting errors in the particular questions, the order, and the design, as well as by watching how the questionnaire performs in real-world scenarios, the pre-test results will contribute to the improvement of the research instruments (Althubaiti, 2023). The pilot group respondents will not be permitted to take part in the main study since they will produce skewed results and replications, as argued by Althubaiti (2023).

### **Validity**

Validity denotes a test's capacity to accurately assess the intended construct, discriminant, external, or internal variables (Clark & Watson, 2019). Internal validity concerns a research instrument's effectiveness in measuring the intended construct, while external validity pertains to the generalisability of findings (Clark & Watson, 2019). Four types of validity tests exist: criterion-related validity, face validity, content validity, and construct validity (Sürücü & Maslakçi, 2020). Construct validity refers to the extent to which an instrument accurately measures the concept for which it was intended (Almanasreh, Moles, & Chen, 2019; Mellor, 2022). The assessment of construct validity is grounded in evidence from various studies utilising a specific measurement tool (Clark & Watson, 2019). Two subcategories of construct validity are convergent validity and discriminant validity (Webber, Critchfield & Soble, 2020). Convergent validity indicates the degree of agreement between data from one scale and data from other scales aimed at measuring the same construct (Webber, et al., 2020). Discriminant validity posits that the results from a scale do not correlate with those from scales intended to measure different constructs (Webber, et al., 2020).

### **Reliability**

Reliability denotes the extent to which a measurement, technique, or instrument consistently yields identical results over time (Revelle & Condon, 2019; Sürücü & Maslakçi, 2020). It is also characterised as the capacity of a research tool to produce data or outcomes consistently across multiple trials (Corry, Porter, & McKenna, 2018). Reliability will be 'Split-halves' and 'internal consistency'. Split-half method will be employed to find similarities between the two responses. The reliability of an empirical indicator depends on its consistency throughout several theoretical idea measurements. Inter-rater dependability will ensure reliability in this study. In order to ascertain if senior executives' assessments of the same variables will produce comparable findings in a follow-up research, questionnaires and other data collection instruments will be sent to a number of them. The internal consistency, which is a reliability measure, will be assessed using Cronbach's alpha. Cronbach's alpha measures internal consistency, or how closely related objects are (Taber, 2018; Revelle & Condon, 2019). A "high" alpha value is often used to demonstrate that the questions measure a hidden component (McNeish, 2018). A reliability threshold of 0.7 or higher is needed to confirm reliability (Bujang, Omar, & Baharum, 2018). Alpha coefficients (0 -1) will be calculated. Studies have adopted the

defined threshold of 0.70 and higher, so the indicators that meet this threshold will be regarded as adequate for portraying the components.

**Diagnostics Tests**

The study employed various diagnostic tests to assess the compliance of the Classical Linear Regression Model (CLRM) and to identify appropriate alternative models if the CLRM assumptions are violated (Saunders et al., 2019). Before executing the regression model, a sequence of pre- and post-estimation tests was conducted. The diagnostic tests utilised encompassed normality tests, multicollinearity tests, heteroscedasticity tests, and linearity tests. The subsequent sections will discuss these tests in detail.

**Model for the Study**

To assess the hypothesis as predicated on a single response variable that varies linearly on numerous predictor variables, the study employed a simple regression model. Using the following empirical model, the effect of integrative leadership style on performance will be examined.

The model for the study:

$$P = \alpha_0 + \beta_0 IL + \varepsilon \dots \dots \dots (1)$$

Where:

P = Performance; IL = Integrative leadership style;  $\alpha_0$  = Constant;  $\beta_1$  = Beta coefficients;  $\varepsilon$  = Error term

**RESEARCH FINDINGS AND DISCUSSIONS**

**Demographic Characteristics**

The demographic characteristics of the study sample provide insights into the composition of the workforce in commercial state corporations in Kenya, which is crucial for understanding how integrative leadership influences organizational performance.

**Table 1: Demographic Characteristics**

Demographic Profile		Frequency	Percentage
<b>Age</b>	Less than 30 years	9	4.3
	31 to 54 years	129	53.4
	More than 55 years	94	42.3
<b>Length of Service</b>	less than 10 years	9	3.9
	11 - 20 Years	61	26.3
	21 - 40 Years	91	38.8
	Over 40 years	71	31
<b>Level of Education</b>	College Diploma	1	0.4
	Bachelor's Degree	112	48.3
	Master's Degree	114	49.1
	Doctorate or PhD	5	2.2

The age distribution shows that the workforce is predominantly mature, with only 4.3% of respondents under 30 years old, while 53.4% are aged 31-54 and 42.3% are over 55. This indicates that most employees are mid-career to senior professionals with significant experience and decision-making influence, contributing to stable strategy implementation and organizational continuity. However, the limited presence of younger staff suggests a potential shortage of fresh perspectives and reduced adaptability to

change, raising concerns about innovation and future leadership succession in Kenya’s commercial state corporations.

The length of service reveals that the majority of employees (69.8%) have over 20 years of experience, with 38.8% serving 21–40 years and 31% exceeding 40 years, indicating a highly experienced and loyal workforce that provides stability, institutional knowledge, and leadership continuity. A smaller group with 11–20 years of service (26.3%) acts as a bridge between new and senior staff, while only 3.9% are newcomers with less than 10 years of service. This high tenure supports effective strategy implementation but may also lead to resistance to change and reduced adaptability to evolving leadership styles and regulations. The limited presence of younger, less tenured employees highlights a potential gap in innovation and succession planning, emphasizing the need for proactive efforts to balance experience with organizational agility in Kenya’s commercial state corporations.

The workforce is highly educated, with nearly half (49.1%) holding a Master’s degree and 97.6% possessing at least a Bachelor’s degree, including a small but influential group with Doctorates likely in senior or specialized roles. This strong academic profile supports strategic thinking, effective leadership, and regulatory compliance. However, the near absence of diploma-level employees indicates a preference for advanced qualifications, which may enhance competence but could limit diversity in practical, hands-on perspectives, potentially affecting innovation and inclusivity in organizational decision-making.

**Hypothesis Testing**

**Integrative Leadership and Organizational Performance of Commercial State Corporations in Kenya**

This section addresses the research purpose of the study, to examine the relationship between Integrative leadership and organizational performance of commercial state corporations in Kenya. A simple linear regression analysis was conducted. The first null hypothesis was as follows:

*H<sub>01</sub>: There is no significant relationship between integrative leadership style and organizational performance of commercial state corporations in Kenya.*

The statistical significance of the hypothesis was tested using simple linear regression, which generated the regression coefficients, coefficient of determination (R<sup>2</sup>), analysis of variance (ANOVA), and model coefficients. The test covered goodness of fit, overall significance, individual significance, and diagnostic test. Table 2 presents the model summary for the integrative leadership style.

**Table 2:** Model summary integrative leadership style and organizational performance

R	R Square	Adjusted R Square	Std. Error of Estimate	Change in the R Square	Change in F	df1	df2	Sig. Change	F
.730 <sup>a</sup>	.533	.531	.42695	.533	262.186	1	230	.000	

a. Predictors: (Constant), integrative leadership style

The model summary presented in Table 2 offers key insights into the relationship between integrative leadership style and organizational performance in commercial state corporations in Kenya. The results reveal a strong correlation, with an R value of 0.730, indicating a robust linear association between the predictor variable (integrative leadership style) and the dependent variable (organizational performance). The R Square value of 0.533 shows that integrative leadership style explains approximately 53.3% of the variance in organizational performance. This sizable proportion underscores its significance as a predictor in the operational context of commercial state corporations. The Adjusted R Square value of 0.531, which adjusts for the number of predictors, reinforces this finding by providing a more precise estimate of the model's explanatory power. The minimal difference between R Square and Adjusted R Square suggests that the model is well-specified and that the inclusion of integrative leadership style is appropriate. Nevertheless, the remaining 46.7% of the variation in organizational performance may be attributed to other factors not accounted for in the present model.

**Table 3:** ANOVA integrative leadership style and organizational performance

	Sum of Squares	df	Mean Square	F	Sig.
Regression	47.792	1	47.792	262.186	.000 <sup>b</sup>
Residual	41.925	230	.182		
Total	89.718	231			

a. *Dependent Variable: organizational performance*

b. *Predictors: (Constant), integrative leadership style*

The ANOVA results in Table 3 provide an in-depth assessment of the relationship between integrative leadership style and organizational performance. This analysis plays a vital role in determining whether differences in leadership practices have a measurable impact on performance outcomes. The reported F statistic of 262.186 serves as a key indicator of the overall significance of the regression model. Such a high F value demonstrates that the integrative leadership style accounts for a considerable proportion of the variance in the dependent variable. Furthermore, the associated significance level ( $p = 0.000$ ) falls well below the conventional threshold of 0.05, affirming the statistical significance of the model. These findings validate the rejection of the null hypothesis, confirming the existence of a meaningful relationship between integrative leadership style and organizational performance in commercial state corporations in Kenya.

**Table 4:** Coefficients for integrative leadership style and organizational performance

	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error				Lower Bound	Upper Bound
(Constant)	.791	.190		4.162	.000	.417	1.165
Integrative leadership	.765	.047	.730	16.192	.000	.672	.858

a. *Dependent Variable: organizational performance*

The coefficients presented in Table 4 provided critical insights into the relationship between integrative leadership style and organizational performance within commercial

state corporations in Kenya. The analysis includes both unstandardized and standardized coefficients, which help to interpret the impact of integrative leadership style on organizational performance. The unstandardized coefficient for the constant is 0.791 with a standard error of 0.190. The constant represents the expected value of organizational performance when the integrative leadership style is zero. The significance level (Sig.) for the constant is 0.000, indicating that this value is statistically significant and provides a baseline for understanding the model.

The unstandardized coefficient for integrative leadership style is 0.765 with a standard error of 0.047. This coefficient indicates that for every one-unit increase in integrative leadership style, organizational performance is expected to increase by 0.765 units, holding all other factors constant. A "one-unit increase" in Integrative Leadership means moving up by one point on this scale. For example: Moving from "Disagree" (2) to "Neutral" (3), Moving from "Neutral" (3) to "Agree" (4), Moving from "Agree" (4) to "Strongly Agree" (5). Since Integrative Leadership is a composite score, derived from averaging sum scores across (21 items) multiple items, a "one-unit increase" in the overall Integrative Leadership score represents an average increase of one point across all the underlying indicators (Transformational, Transactional, and Laissez-faire dimensions). This means respondents, on average, rated their leaders one point higher on the combined Integrative Leadership scale. The coefficient of 0.765 then predicts that for every such one-point average increase in perceived Integrative Leadership, the predicted Organizational Performance score (also on a similar Likert scale) would increase by 0.765 points.

The concept of a one-unit increase in integrative leadership style highlights the measurable and impactful nature of leadership practices on organizational performance. The positive coefficient indicates that enhancing these practices can lead to significant improvements in how organizations operate and achieve their goals, reinforcing the critical role of effective leadership in organizational success. The significance level for this coefficient is also 0.000, confirming that the relationship between integrative leadership style and organizational performance is statistically significant. The standardized coefficient (Beta) for integrative leadership style is 0.730. This value indicates the strength of the relationship between integrative leadership style and organizational performance in standardized terms, allowing for comparison across different variables. A Beta value of 0.730 suggests a strong positive relationship, indicating that integrative leadership style are highly effective in enhancing organizational performance.

Based on the results presented in Table 4, the regression model equation can be formulated as follows:  $Y=0.791 + 0.765X$  where Y represents the organizational performance, and X represents integrative leadership style. Organizational performance =  $0.791 + 0.765 \times$  integrative leadership style. The findings from this study provide empirical evidence that an integrative leadership style significantly influences the organizational performance of commercial state corporations in Kenya. As a result, the null hypothesis ( $H_{01}$ ), which stated that there is no significant relationship between integrative leadership style and organizational performance of commercial state corporations in Kenya, was rejected. Therefore, the researcher concluded that integrative leadership style does indeed have a significant effect on the organizational performance of commercial state corporations in Kenya.

## RESULTS

This study aimed to evaluate the correlation between integrative leadership style and the organizational performance of commercial state corporations in Kenya. The Pearson correlation coefficient between integrative leadership style and organizational performance was  $R = -0.730$ , with a significance level (p-value) of 0.000. This robust positive connection signifies that an increase in integrative leadership style is associated with a substantial improvement in organizational effectiveness. The R Square value was 0.533, indicating that about 53.3% of the variation in organizational performance is attributable to the integrative leadership style. This conclusion underscores the significance of a successful integrative leadership style in improving several facets of organizational performance, reinforcing the notion that leadership styles promoting cooperation and employee engagement provide superior results. The regression study indicated that each one-unit increase in integrative leadership style correlates with a 0.765-unit rise in organizational performance, demonstrating a quantifiable effect of leadership practices on performance. The significance level for this association is 0.000, therefore affirming its statistical importance. The standardised coefficient (Beta) for the integrative leadership style was 0.730, showing a robust positive correlation between integrative leadership style and organizational performance. Enhancing integrative leadership style may result in substantial improvements in organizational operations and goal attainment, underscoring the essential significance of good leadership in organizational performance.

The research findings align with the longitudinal case study conducted by Sobiecki (2018), which examined the correlation between integrated leadership and performance management. The research demonstrated a statistically significant correlation between integrated leadership and performance management. The research gathered yearly performance ratings using panel data from 2015 to 2016, enabling a thorough examination of the impact of integrated leadership strategies on performance outcomes over time. The present study's conclusions align with those of Botha and Aleme (2023), who examined the correlation between integrative leadership style conduct and student academic outcomes. The study used closed-ended questionnaires to collect data, facilitating quantitative analysis of the replies. The research results demonstrated a substantial association between integrative leadership style conduct and student academic performance.

The research has shown that integrative leadership styles fostering cooperation, communication, and employee involvement may enhance organizational results. The integrated leadership style accounted for 53.3% of the variation in the organizational performance of commercial state corporations in Kenya. This considerable percentage indicates that the integrative leadership style is a crucial determinant of organizational performance in Kenya's commercial state enterprises, underscoring its significance within their operational framework. The positive coefficient suggests that the enhancement of integrative leadership styles, specifically Transformational, Transactional, and Laissez-faire, can result in substantial improvements in organizational operations and goal attainment, thereby underscoring the vital importance of effective leadership in the performance of commercial state corporations in Kenya.

## CONCLUSION AND RECOMMENDATIONS

The primary aim of the research was to evaluate the correlation between integrative leadership style and organizational performance in commercial state corporations in Kenya. The results revealed a robust positive association, suggesting that enhancements in integrative leadership style markedly improve organizational performance. This link indicates that a successful integrative leadership style is essential for enhancing several facets of organizational performance, since it promotes cooperation and employee engagement. The regression study revealed that each unit increase in integrative leadership style correlates with a quantifiable improvement in organizational performance, highlighting the significant influence of leadership practices. The findings validated the statistical significance of this link, underscoring the critical importance of strong leadership in organizational performance. The research indicated that a significant amount of the diversity in organizational performance is attributable to an integrative leadership style. This conclusion establishes a robust foundation for rejecting the null hypothesis, which asserted that no significant association exists between integrative leadership style and organizational performance in these businesses. The research emphasises the need to advance integrative leadership styles to get superior organizational results, indicating that organisations have to prioritise leadership development as a method for boosting performance. These findings enhance comprehension of the impact of leadership dynamics on organizational performance within commercial state corporations in Kenya.

The study recommends that commercial state corporations in Kenya prioritise and invest in the development of integrative leadership style initiatives. Considering the favourable view and considerable influence of integrative leadership on organizational performance, training programs should specifically emphasise the enhancement of leaders' skills in staff development, promoting ethical conduct, and instilling confidence in subordinates. Highlighting practices that promote open communication, employee involvement in decision making, and sustained motivation will leverage existing strengths. Although views on strategy implementation and government regulation are predominantly favourable, explicitly incorporating these components into leadership training can equip leaders to proficiently manage both internal strategic execution and external regulatory environments, thus optimising organizational effectiveness.

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