INFLUENCE OF STRATEGIC LEADERSHIP ON PERFORMANCE OF INTERNATIONAL HUMANITARIAN ORGANIZATIONS IN KENYA

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ABSTRACT

UN-Habitat is applying its technical expertise, normative work and capacity development to implement the New Urban Agenda and Sustainable Development Goal 11 – to make cities inclusive, safe, resilient and sustainable. In the absence of effective urban planning, the consequences of rapid urbanization was dramatic. In recent years, humanitarian organizations have come under immense pressure from the donors, pledging millions in aid and goods, to prove that they are meeting their objectives in the most efficient and effective way. Leadership challenges faced therefore worsen humanitarian operations creating a lot of uncertainty in UN Habitat. The study was guided by the following objectives; to analyze the effect of staff competence, firm resource capacity, management support, value orientation and social responsibility on performance of UN-Habitat. The theoretical underpinning of the study by specifically reviewed the resource-based view theory, theory of planned behavior, stakeholder theory, institutional theory and credibility theory. The study adopted a descriptive research design. The target population therefore comprised of 197 top level management, mid-level management and lower level management of UN Habitat. A sample population of 130 was arrived at by calculating the target population of 197 with a 95% confidence level and an error of 0.05. Primary data was obtained using self-administered questionnaires. The questionnaire is made up of both open ended and closed ended questions. Data was analyzed using Statistical Package for Social Sciences (SPSS Version 21.0). Correlation was used to analyze the degree of association between two variables while multiple regression analysis was used to establish the relations between the independent and dependent variables. Presentation of the data was in form of tables, pie charts and graphs. The study found that communicating the strategic direction affects performance of UN-Habitat in Kenya greatly, that adoption of core competencies greatly affects performance of UN-Habitat in Kenya, that that developing human capital affects performance of UN-Habitat in Kenya greatly, that sustaining effective corporate culture affects the performance of UN-Habitat in Kenya to a moderate extent and that organizational flexibility affects the performance of UN-Habitat in Kenya moderately. The study concluded that organizational flexibility had the greatest effect on Performance of UN-Habitat in Kenya in Kenya followed by developing human capital then communicating the strategic direction then sustaining effective corporate culture, then communicating the strategic direction while adoption of core competencies had the least effect on the Performance of UN-Habitat in Kenya in Kenya. The study recommended that that there is need for training and development of employees through on the job training as well as providing them with opportunities to seek higher education, that International Humanitarian Organizations need to adopt an effective monitoring program and that the International Humanitarian Organizations should review their leadership style and embrace strategic leadership. Strategic leadership goes a long way in incorporating everyone in decision making thus establishing coherence in the operations of the institution.

INTRODUCTION

Humanitarian organizations worldwide, like many other organizations, are often times faced with the challenge of managing their operations chains with dwindling financial resources, a lack of expertise, and insufficient personnel. Most of these organizations are surprised to learn that use of best practices in leadership processes can actually help them operate more efficiently while reducing their operating costs by as much as 60%. An efficient but flexible humanitarian relief leadership is the key subject in disaster relief (Finger & Princen, 2013).

The increasing number of natural and man-made disasters all over the world alongside donor's growing demand for more transparency and accountability for their money urges humanitarian aid organizations to professionalize and optimize the way they manage their operations (Oloruntoba & Gray, 2011). About eighty percent of these humanitarian aid operations are related to leadership process (Van Wassenhove, 2011), indicating the increasing interest of logistics researchers and practitioners towards cross-learning opportunities between commercial and humanitarian operations (Kovács & Spens, 2011).

In recent years, humanitarians have come under immense pressure from the donors, pledging millions in aid and goods, to prove that they are meeting their objectives in the most efficient and effective way. Since donors are becoming more involved when it comes to expenses, humanitarian organizations are under greater scrutiny to monitor the impact of aid, not just the input and output but the whole operation. As a result, humanitarian organizations are forced to be more result oriented, accountable and transparent in their operations. In disaster relief, 80 percent of the operations are spent on logistics (Wassenhove, 2011).

Leadership remains one of the most important and driving forces of an organization (Dimitrios, Sakas & Vlachos, 2013). Leadership is assumed to make a special, significant and positive contribution to organisational success for most organizations. The field of leadership studies has traditionally been leader-centred and has concentrated on the traits of the individual leader. However, leadership has evolved with different contemporary leadership models such as transformational leadership, servant leadership, authentic leadership and strategic leadership which have been used to explain effective leadership and the level of influence leaders have on followers (Avolio, 2007).

Strategic leadership is an ability of firms to anticipate, envision and maintain flexibility, and empower others to create a strategic chance and a viable future of the organization (Kjelin, 2009). Strategic leaders look forward in time to set directions for the organization. Their power is increased when they scan and cope with the critical sectors of their environment (Hambrick, 2011). They formulate the organization's goals and strategies, develop structures, processes, controls and core competencies for the organization, manage multiple

constituencies, choose key executives, groom the next generation of executives, provide direction with respect to organizational strategies, maintain an effective organizational culture, sustain a system of ethical values, and serve as the representative of the organization to government and other organizations and constituencies as well as negotiate with them. Such strategic leadership must be able to deal with ambiguity, complexity, and information overload requiring adaptability and a sense of timing. Strategic leaders make and communicate decisions for their organization's future (Zaccaro, 2009).

Strategic leadership does not come easily in most organizations. Statistics show that fewer than 10% of leaders exhibit strategic skills a woefully inadequate number considering the demands on organizations today. Strategic skills are not needed only in times of growth. During tough times, when resources are tight it is even more important to ensure those resources are focused in right areas. Strategic leadership requires us to think, act and influence others in ways that promote enduring success of the organization. A strategic plan is only a plan; an organization's actual strategies lie in the decisions and choices people make (Beatty, 2010).

The resource capability view suggests that organizations need to build a unique set of resources and capabilities, but that this should be done within the framework of the dynamics of the industry (or industries) in which an organisation competes. In this context, an organisation is viewed as a "bundle of market activities and a bundle of resources (Eisenhardt et al., 2010). Strategic leadership can, therefore, be viewed as a competency that is the capability of creating capabilities within an organisation by the acquisition, recombination and renewal of these activities and resources (Eisenhardt et al., 2015).

Strategic leadership capabilities are needed in the new competitive landscape expected for the 21st century. Human and social capitals are source of sustainable competitive advantage for organization and, therefore, should be carefully nurtured and developed (Hambrick, 2011). The success in today's global, interconnected economy springs from the fast and efficient exchange of information. Sustainable competitive advantage is no longer rooted in physical assets and capital, but in effective channeling of intellectual capital (Halawi, Aronson, & McCarthy, 2015).

In recent years, competitive markets and business environments have been volatile, turbulent, uncertain, complex, and heterogeneous. Thus, firms have implemented valuable competencies, capabilities and strategies for their business operations and activities in order to enhance business excellence, encourage competitive advantage, achieve firm performance, gain corporate survival, and promote organizational sustainability in these circumstances (Halawi, Aronson & McCarthy, 2015). Strategic leadership has become a key determinant of driving and explaining firms' competitiveness, and profitability. Firms with greater strategic leadership tend to achieve higher firm performance and enhance organizational success in the business operations.

The role of the leader appears to be fundamental to the success of organisations. Hence identifying the criteria that leaders require to make their organisations successful will greatly

enhance the possibility of leadership achieving this goal in organisations. Strategic leadership is the ability to influence others to voluntarily make day-to-day decisions that enhance the organisation's long-term viability, while at the same time maintaining its short-term financial viability. Participants attending the inaugural Africa leadership forum in Dar es Salaam convened by former president of Tanzania Benjamin Mkapa and Uongozi institute under the theme ''meeting challenges of Africa transformation'' agreed that Africa needs leaders who are strategic, inclusive and capable of managing diversities so as to realize transformation. They agreed that Africa does not lack vision and ideas but needs leaders to transform these ideas to action (ECA -Economic Commission for Africa, 2014).

Kenya experiences a myriad of humanitarian catastrophes which include drought, famine, floods, disease outbreaks, food insecurity, conflict and war. The largest refugee population in the world of 600,000 people is found in Kenya. With 450,000 in Daadab, nearly 100,000 in Kakuma and over 50,000 in Nairobi (Feeny & Ives, 2014). This substantiates the range and magnitude of humanitarian activities in the country. There is a heavy presence of UN affiliated organizations as well as international NGOs that engage in disaster relief, health, reconstruction and development activities in various parts of the country.

Humanitarian organizations working in Kenya recognize that there is an on-going need to identify and facilitate access to relevant knowledge for evidence-based decision support. As such several humanitarian-based information user groups have been established for coordination purposes, including Inter Agency Working Group (IAWG) on Information Management and Technology, Information Management Working group and Kenya Geospatial user group. Priorities for these working groups have been to focus on identification and endorsement of global standards, provision of a platform to exchange information and best practices, building partnerships to support cross organization data exploration, exchange and analysis (Houlding, 2017).

The Kenya government has made a commitment to provide timely and quality public services to achieve national development goals. In order to achieve sustained reforms and improvements in performance, effective leadership is required at all levels to spearhead any change effort. This requires top management commitment in strategic leadership where the "big picture" the vision, is made and is thereafter cascaded and transformed into day-to-day meaning. This requires developing and enhancing leadership competencies especially at senior levels of Government. Leadership development programs require training, which aims at improving service delivery and achieving targeted results for Kenyans on a consistent long-term basis (ROK, 2016).

In many places around the world, the effects can already be felt: lack of proper housing and growth of slums, inadequate and out-dated infrastructure – be it roads, public transport, water, sanitation, or electricity – escalating poverty and unemployment, safety and crime problems, pollution and health issues, as well as poorly managed natural or man-made disasters and other catastrophes due to the effects of climate change. Mindsets, policies, and approaches towards urbanization need to change in order for the growth of cities and urban areas to be turned into opportunities that will leave nobody behind. UN-Habitat, the United

Nations programme for human settlements, is at the helm of that change, assuming a natural leadership and catalytic role in urban matters (UN- Habitat, 2016).

Mandated by the UN General Assembly in 1978 to address the issues of urban growth, it is a knowledgeable institution on urban development processes, and understands the aspirations of cities and their residents. For forty years, UN-Habitat has been working in human settlements throughout the world, focusing on building a brighter future for villages, towns, and cities of all sizes. Because of these four decades of extensive experience, from the highest levels of policy to a range of specific technical issues, UN-Habitat has gained a unique and a universally acknowledged expertise in all things urban. This has placed UN-Habitat in the best position to provide answers and achievable solutions to the current challenges faced by our cities. UN-Habitat is capitalizing on its experience and position to work with partners in order to formulate the urban vision of tomorrow. It works to ensure that cities become inclusive and affordable drivers of economic growth and social development (UN-Habitat, 2010).

STATEMENT OF THE PROBLEM

There are very many upcoming international humanitarian organizations that are bringing new and different ways of leadership and as a result threatening the older practices. The high turnover is so costly to the organizations especially in terms of recruitment, administration and assimilation costs. This is a looming problem that has even caused some international humanitarian organizations to close down some branches due to lack of experienced employees in leadership to run the portfolios (Njoroge, 2013). In recent years, humanitarian organizations in Kenya have under gone immense pressure from the donors, pledging millions in aid and goods, to prove that they are meeting their objectives in the most efficient and effective way (UNDP, 2016). In Kenya, urbanization have increased, in 2016, 26.06 percent of Kenya's total population lived in urban areas and cities (KNBS, 2017). However, the operations in most of them including UN-Habitat are hampered by a myriad of leadership challenges creating a lot of uncertainty and lack of sustainability. The organization requires some changes and improvements in order to be more focused and more efficient in the overall objective delivery (Un-Habitat, 2016). However, UN-Habitat has been experiencing various challenges in its change management approach. This results in an opportunity cost to the community as they cannot derive the benefits of the organization in good time, and also UN-Habitat incurs additional and unnecessary costs in its operation; monies that would have financed other activities given the limited budget it operates on (Kimani, 2013). The ineffective strategic leadership is exemplified by a general lack of organizational flexibility in the wake of operating environmental changes and poor communication of strategic direction across the organization (UN-Habitat Annual Report, 2016).

Previous studies have been conducted in relation to strategic leadership; Obunga (2014) did a study on strategic leadership and performance of savings and credit co-operative societies in Kakamega County, Kenya. Masungo, Marangu, Obunga and Lilungu (2015) established the effect of strategic leadership on the performance of devolved government system in Kakamega County, Kenya, Kitonga, Bichanga and Muema (2016) determined the strategic

leadership and organizational performance in not-for-profit organizations in Nairobi County in Kenya, Shuria (2016) examined the influence of strategic leadership on humanitarian aid delivery effectiveness in Somalia, Abba (2016) assessed the influence of strategic leadership in strategy implementation in commercial banks: a case study of Kenya Commercial Bank, Mutia (2015) did a study on strategic leadership and its influence on church growth in Kenya, Muasya (2017) the role of strategic leadership in effective strategy implementation: a case study of UNICEF Somalia. However, none of the studies focused on influence of strategic leadership on performance of UN-Habitat. This study sought to fill this gap by answering the question; what is influence of strategic leadership on performance of international humanitarian organizations in Kenya focusing on UN-Habitat.

GENERAL OBJECTIVE

The general objective of this study was to establish the influence of strategic leadership on performance of international humanitarian organizations in Kenya focusing on UN-Habitat.

SPECIFIC OBJECTIVES

1. To examine the influence of communicating the strategic direction on performance of UN-Habitat in Kenya.
2. To establish the influence of adoption of core competencies on performance of UN-Habitat in Kenya.
3. To determine the influence of developing human capital on performance of UN-Habitat in Kenya.
4. To assess the influence of sustaining effective corporate culture on performance of UN-Habitat in Kenya.
5. To evaluate the influence of organizational flexibility on performance of UN-Habitat in Kenya.

THEORETICAL FRAMEWORK

Resource Base View Theory

Resource Base View was used to underpin the study. Popularly known as RBV, the theory is a very popular in management science proposed by Porter (1985). RBV implies that organizations can leapfrog over their rivals through developing resources that are distinctive and diversely distributed. Resource based view aspired to explain the internal sources of a firm's sustained competitive advantage (Kraaijenbrink, Spender & Groen, 2010). The Resource Based View (RBV) of the firm postulated that, resources internal to the firm were sources of competitive advantage (Tukamuhabwa, Eyaa & Derek, 2011). Such resources were valuable, rare, unique and difficult to substitute. Resources believed to be valuable were those that were capable of facilitating the conception or implementation of strategies that improved performance, exploited market opportunities or neutralized impending threats.

The two assumptions for RBV theory are; resources and capabilities are heterogeneously distributed among firms and resources and capabilities are imperfectly mobile, which makes

firms' differences remain stable over time. Every firm is different (heterogeneous) from other firms in terms of the resources and capabilities a firm possesses or accesses. These differences differentiated one firm from another and a firm's success is due to its firm-specific (idiosyncratic) resources (Karia & Wong, 2011). Accordingly, individual resources, competencies and capabilities of the organization are a bundle of the firm's resources or the essence of the resource-based view. For instance, in inventory business, a resource is described as a basic element or a prerequisite for the development and operation of logistics; and it is required for building up a firm's capabilities. The resource-based view (RBV) of firms mainly emphasizes their internal strengths and weaknesses, in contrast to industrial organization economics which focuses on the firm's external opportunities and threats Shang & Marlow (2015), because when the external environment is unstable, a firm's own resources and capabilities may be easier to control (Shang & Marlow, 2015).

The resource focused perspective contends that a firm is a collection of tangible and intangible resources (Kraaijenbrink et al., 2010). This collection is unique to each firm so that each firm could be considered different (heterogeneous) from each other within the same industry i.e. no two companies possess the same experiences, or had acquired the same assets or skills or built the same organizational culture. Such differential endowment of resources among firms was the ultimate determinant of strategic decisions (Shang & Marlow, 2015). Ganotakis and Love (2010) used the RBV to explain the importance of inventory management to a firm. According to Ganorakis and Love (2010), inventory flexibility and efficiency was considered to be a source of competitive advantage for entrepreneurial firms. Therefore, this theory helps in understanding developing human capital which is a resource for organization to have a sustained competitive advantage. Resources are capable of facilitating conception or implementation of strategies that improved performance, exploited market opportunities or neutralized impending threats.

Strategic Leadership Theory

This theory for this study was postulated by House and Baetz (1979). Strategic leadership gives organizational leaders the ability to create and re-create reasons for the organization's continued existence. According to Kirmi and Minja (2010), strategic leaders shape the formation of strategic intent and strategic mission and influences successful strategic actions for the formulation of strategies and implementation of strategies which yields strategic competitiveness and above average returns. A number of scholars have observed substantial interest in strategic leadership, such as reflected in works by Bradley and Barrick (2008). This interest was highlighted in the comprehensive treatment of strategic leadership by Finkelstein, Hambrick and Cannella (2009). Carter and Greer (2013) wonder how a strategic leader affects organizational performance! Further Ireland and Hitt (1999) observed that strategic leaders create meaning and purpose for the organization with a powerful vision and mission. It is evident from literature that organizations are set up to achieve certain strategic goals. It is the leader who has the capability to influence organizational members to contribute effectively towards the accomplishment of pre-determined goals and objectives.

This is further confirmed by Awan, Qureshi and Arif (2012) who observed that effective leadership in NGOs/NFPs led to improved organizational performance. Strategic leadership is important in all kinds of organizations. In a review of strategic leadership in the first decade of the twenty-first century, Hitt, Haynes and Serpa (2010) noted that a number of strategic organizational leaders have failed to deal effectively with environmental turbulence. The failures in most organizations were observed to be due to lack of strategic leadership. Likewise, Kirimi and Minja (2010) observed that organizations fail when the leadership fails to sell their vision for the organization to its followers, have not convinced followers why they should be passionate, and which they fail to make employees loyal to the organizational agenda. Empirical review found that strategic leadership guides organization in ways that result in the formation of a strategic intent and strategic mission. Goffee and Jones (2006) provide evidence that when leaders practice strategic leadership this leads to improved organizational performance.

In affirmation to this argument, Kirimi and Minja (2010) observe that strategic leadership is no doubt important to all organizations. Likewise Hughes and Beatty (2005), note that strategic leadership leads to achievement of the objectives of the organization. Similarly Serfontein (2010) theorized that the primary goal of a strategic leader is to gain a better understanding of the business conditions, the environment and other aspects that help identify future challenges. Ahmed (2013) asserts that strategic leadership includes both the management and leadership functions where the TMT work as partners in strategic issues. According to Gill (2011) strategic leaders must be able to develop the organization's vision, mission, strategies and culture and above all, monitor progress and changes in the environment with a view to ensuring strategies are focused, relevant and valid. Therefore, this theory is relevant to this study as it helps in understanding good communication of strategic direction on performance of organization.

The Upper Echelons Theory

At the end of the 1970s and the beginning of the 1980s, leadership as a field of study had reached an impasse: little new theory was being developed, and serious scholars were asking not where the field should go next, but whether leadership even matters. Notable exceptions included the early work of House (1977) on charismatic leadership and that of Lord (1977) on implicit theories of leadership. In the 1970s and 1980s, there was considerable disagreement on the impact of leadership on performance, as sceptics from the field of organisational sociology contended that leadership behaviours influenced organisational performance less than environmental or organisational factors, while proponents argued that leaders' attitudes had a major impact on the performance of organisations. The mid-1980s indicated a shift from the study of "supervisory" leadership towards the study of strategic leadership. This change in emphasis was accompanied by a newfound sense of interest, initially centering on the upper echelons theory and the study of TMTs, as well as what has been labelled the "new" leadership theories. The attention of early leadership researchers focused predominantly on what lower-level managers did or should do in their attempts to provide guidance, support and feedback to subordinates.

In response to the scepticism about the impact of leaders, three streams of leadership research emerged (Elenkov, Judge & Wright, 2005). First, Hambrick articulated an ambitious research agenda set out to provide a stronger argument for leadership in the strategic management literature and labelled this the "upper echelons perspective". According to Finkelstein and Hambrick (1996), this had a profound impact on our understanding of organisational processes and outcomes. While the upper echelons perspective expanded understanding of strategic leadership, it has been criticised for not directly studying actual strategic leadership behaviour. Instead, it used demographic proxies and inferred strategic leadership behaviours. Most of these studies have been conducted in Western developed (predominantly the United States) economies. As such, the way in which strategic leadership behaviours vary throughout the world is unknown and relatively unexplored (Elenkov et al., 2005).

Bowing to leadership sceptics, the upper echelons research has also recognised that sometimes top managers matter significantly to organisational outcomes, and sometimes not at all – they are often somewhere in between, depending on how much discretion or latitude of action they are afforded. Discretion exists when there is an absence of constraints in decision making and when there are many plausible alternative courses of strategic action. With more discretion, top managers are more likely to realise their original intentions and vice versa. In a nutshell, according to Elenkov et al. (2005), the upper echelons perspective has provided sound theoretical and a number of empirical arguments for the central role of strategic leadership in relation to adoption of core competencies in the organization.

Trait Leadership Theory

This theory is anchored on the traits or the individual characteristics of leaders. Some specific traits are key to the success of a leader and his leadership. Intelligence and ability to communicate among others are very essential traits necessary for success of leadership. This theory makes an assumption that leaders have innate great character qualities that enable them to be better suited for leadership. This makes them different from other people or their followers. These qualities of leaders are very pertinent when any great leader possesses them; they make them to perform their roles with excellence.

Key among the traits is to be a good communicator, ability to make excellent decisions and empathy in various situations. Derue et al (2011), argues that even if many of these traits have been researched by many scholars. Many of them group these qualities as: intellect, diligence, appetite for risk, and emotional maturity. Research suggests that leadership qualities associated with sustaining effective corporate culture are eminent projectors of management efficacy. Therefore this theory is relevant to this study as it helps in underpinning of organizational performance in relation to sustaining effective corporate culture.

RESEARCH METHODOLOGY

Research Design

This study employed descriptive survey design; the design is the most appropriate since it ensures that the data obtained gives appropriate answers to the research questions. A descriptive research describes a situation or condition at hand; it examines aspects such as opinion, abilities, behavior, knowledge and beliefs of individuals, groups or situation (Yin, 2011). This design is chosen because the study is a survey involving collection of data at one point in time.

Target Population

A research population is also known as a well-defined collection of individuals or objects known to have similar characteristics. According to Pole and Lampard (2002), a target population is classified as all the members of a given group to which the investigation is related, whereas the accessible population is looked at in terms of those elements in the target population within the reach of the study.

Sampling Frame

Sampling frame has been defined as the source from which the sample is drawn being the list of all the elements in the population (Noor, 2014). Sampling frame was drawn from the management staff in UN-Habitat in Nairobi Kenya.

Sample and Sampling Technique

The sampling plan describes how the sampling unit, sampling frame, sampling procedures and the sample size for the study. The sampling frame describes the list of all population units from which the sample was selected (Marshall & Rossman, 2015). This study used stratified random sampling technique. According to Swanborn (2010), this is a method where the population is divided into subgroups and then a separate sample unit is selected from each subgroup. It has two main advantages. First, it reduces sampling errors by giving the researcher a greater control over the composition of the sample, especially in variables where it is important that the sample be representative. Secondly, it ensures that a small group within the population is adequately represented in a sample in order to compare it to the larger sample. A sample population of 130 is arrived at by calculating the target population of 197 with a 95% confidence level and an error of 0.05 using the formula below taken from Kothari (2004).

$$n = \frac{z^2 . N . \partial_p^2}{(N-1)e^2 + z^2 \partial_p^2}$$

Where: n = Size of the sample; N = Size of the population and given as 197; e = Acceptable error and given as 0.05; ∂p = the standard deviation of the population and given as 0.5 where not known; Z = Standard variace at a confidence level given as 1.96 at 95% confidence level.

Data Collection Instruments

Primary data was obtained using self-administered questionnaires while secondary data was obtained using data collection sheet. The questionnaire is made up of both open ended and closed ended questions covering issues associated to strategic leadership on performance of UN-Habitat in Kenya. The open-ended questions were used so as to encourage the respondent to give an in-depth and felt response without feeling held back in illuminating of any information and the closed ended questions allow respondent to respond from limited options that has been stated. According to Saunders, Lewis and Thornhill (2012), the open ended or unstructured questions allow profound response from the respondents while the closed or structured questions are generally easier to evaluate. The questionnaires were used in an effort to conserve time and money as well as to facilitate an easier analysis as they are in immediate usable form.

Data Collection Procedure

Primary data was collected from the top management, middle and low-level management using a self-administered semi structured questionnaire. The study administered the questionnaire individually to the programme and operations managers at the international humanitarian organizations. Care and control by the researcher was exercised to ensure all questionnaires issued to the respondents are received. To achieve this, the researcher maintained a register of questionnaires, which was sent, and which was received. The questionnaire was administered using a drop and pick later method to the sampled respondents. The drop and pick method is preferred for questionnaire administration so as to give respondents enough time to give well thought out responses.

Pilot Study

Pilot testing refers to putting of the research questions into test to a different study population but with similar characteristics as the study population to be studied. Pilot testing of the research instruments were conducted using staff from Humanitarian organizations in Nairobi. A total of 13 questionnaires were administered to the pilot survey respondents who were chosen at random representing 10% of the sample size as recommended by Kumar (2015). After one day the same participants were requested to respond to the same questionnaires but without prior notification in order to ascertain any variation in responses of the first and the second test. This helped to improve on the efficiency of the instrument. This process was repeated until the researcher is satisfied that the instrument does not have variations or vagueness.

In this study, so as to ensure that there is validity, the questionnaire was prepared in line with the set objectives and making sure that it contains all the information that can enable answer these objectives (Saunders, 2009). The researcher used content validity through expert and supervisor's opinion. Content validity draws an inference from test scores to a large domain of items similar to those on the test.

The researcher used the Cronbach's Alpha that is widely used to assess internal consistency reliability and is used for three, four, or five-point Likert scale items with 0.7 being the cut-off point (Malhotra, 2015).

Data Processing, Analysis and Presentation

Data processing, analysis and presentation was used to interpret the data collected and relate to the study on establishing the influence of strategic leadership on performance of international humanitarian organizations in Kenya. The data collected was assessed and comparison made so as to select the most accurate and quality information from the feedback given by various respondents. This involved assessing and evaluating the questionnaires and other sources of both primary and secondary data. The quantitative data collected was analyzed using descriptive statistics such as frequency, percentages, mean and standard deviation using SPSS version 24 and Microsoft excel. The findings were presented using frequency tables and graphs.

Multiple regression analysis was used to establish the relations between the independent and dependent variables. Multiple regression tools were used because it is the procedure that uses two or more independent variables to predict a dependent variable. The study used multiple regressions analysis to analyze the collected data to measure the relationship between strategic leadership and performance of international humanitarian organizations. Since there were five independent variables in this study, the multiple regression model generally assumed the following equation;

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

Where: Y = Performance of UN-Habitat in Kenya; β_0 = Constant (coefficient of intercept); $B_1 \dots B_5$ = regression coefficient of five variables; X_1= Communicating the strategic direction; X_2= Adoption of core competencies; X_3= Developing human capital; X_4= Sustaining effective corporate culture; X_5= Organizational flexibility; ε = Error term

RESEARCH FINDINGS

Reliability Analysis

Reliability analysis was subsequently done using Cronbach's Alpha which measures the internal consistency by establishing if certain items within a scale measure the same construct. Malhotra (2015) established the Alpha value threshold at 0.7, thus forming the study's benchmark.

Table 1: Reliability Analysis

	Alpha value	Comments
Communication of the strategic direction	0.768	Reliable
Adoption of core competencies	0.886	Reliable
Developing human capital	0.702	Reliable
Sustaining effective corporate culture	0.773	Reliable
Organizational flexibility	0.701	Reliable

Cronbach Alpha was established for every objective which formed a scale. The findings in Table 1 illustrates that all the four variables were reliable as their reliability values exceeded the prescribed threshold of 0.7, Malhotra (2015). This, therefore, depicts that the research instrument was reliable and therefore required no amendments.

Regression Analysis

Using multiple regression analysis was used to test the relationship between the variables where it shows how the dependent variable is influenced by the independent variables.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.848	0.719	0.704	0.707

The ANOVA tests whether the model is fit for data. From the ANOVA table, the independent variables were statistically significant predicting the dependent variable since adjusted R square was 0.704 implying that communicating the strategic direction, adoption of core competencies, developing human capital, sustaining effective corporate culture and organizational flexibility explains 70.4% variation in Performance of UN-Habitat in Kenya.

Table 3: ANOVA Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	123.121	5	24.624	47.178	.000
	Residual	48.019	92	0.522		
	Total	171.14	97			

The probability value of 0.000 indicates that the regression relationship was significant in determining how communicating the strategic direction, adoption of core competencies, developing human capital, sustaining effective corporate culture and organizational flexibility influence Performance of UN-Habitat in Kenya. The F calculated at 5 percent level of significance was 47.178. Since F calculated is greater than the F critical (Value = 2.2899), the overall model was significant.

Table 4: Coefficients of Determination

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.988	0.182		5.429	.000
Communicating the strategic direction	0.716	0.296	0.623	2.419	.020
Adoption of core competencies	0.606	0.208	0.527	2.913	.005
Developing human capital	0.803	0.117	0.699	6.863	.000
Sustaining effective corporate culture	0.714	0.312	0.621	2.288	.027
Organizational flexibility	0.862	0.212	0.749	4.066	.000

The established model for the study was:

$$Y = 2.345 + 0.716X_1 + 0.606X_2 + 0.803X_3 + 0.714X_4 + 0.862X_5$$

Where: Y= Performance of UN-Habitat in Kenya, X_1= Communicating the strategic direction; X_2= Adoption of core competencies, X_3= Developing human capital; X_4= Sustaining effective corporate culture, X_5= Organizational flexibility

The regression equation above has established that taking (communicating the strategic direction, adoption of core competencies, developing human capital, sustaining effective corporate culture and organizational flexibility), Performance of UN-Habitat in Kenya will be 0.988 The findings presented also show that taking all other independent variables at zero, a unit increase in the Communicating the strategic direction would lead to a 0.716 increase in the score of Performance of UN-Habitat in Kenya. Further it was found that a unit increase in the scores of adoptions of core competencies would lead to a 0.606 increase in the scores of Performances of UN-Habitat in Kenya. Further, the findings show that a unit increases in the scores of developing human capital would lead to a 0.803 increase in the scores of Performances of UN-Habitat in Kenya. The study also found that a unit increases in the scores of sustaining effective corporate culture would lead to a 0.714 increase in the scores of Performances of UN-Habitat in Kenya.

Moreover, the study indicated that holding other factors constant, a unit change in organizational flexibility would lead to 0.862 change in Performances of UN-Habitat in Kenya. Overall, organizational flexibility had the greatest effect on Performance of UN-Habitat in Kenya in Kenya followed by developing human capital then communicating the strategic direction then sustaining effective corporate culture, then communicating the strategic direction while adoption of core competencies had the least effect on the Performance of UN-Habitat in Kenya in Kenya. All the variables were significant since their p-values were less than 0.05.

DISCUSSION OF THE FINDINGS

Communicating the Strategic Direction

The study found that communicating the strategic direction affects performance of UN-Habitat in Kenya greatly. The study revealed that core values are well stated in our organization for strategy implementation process enhancing performance, that goals of our organization are achievable enabling us attain high performance, that mission of our institution has unifying focus of effort for all employees enhancing their motivation and that horizontal organizational communication structures enhance concepts of participative management. This conforms to Dyer, Gregersen and Christensen (2011) who argued that most firms hire strategic leaders who are able to use efficient mode of communication with the technological advancement for their execution abilities, not for their discovery skills and CEOs with the insight and commitment to cultivate organizational capabilities for invention are rare.

Moreover, the study found that most institution rarely have an efficient mode of communication with the technological advancement high execution abilities and disagreed that vision of most organization is well postulated promoting customer service quality. This concurs with Amos (2006) who also alludes to two primary components of a good vision, which include a "core ideology" (comprising "core values" and a "core purpose"), and an "envisioned future" (which serves as a unifying focus of effort for all employees to strive towards). The "envisioned future" serves as a guide to many aspects of a firm's strategy implementation process, including motivation; leadership; employee empowerment, and organizational design.

It was also clear that good communication of strategic direction makes the employees aware of where the organization is headed and how their goals fit in to the larger goals of the organization, makes the employees motivated and increase their performance and encourages all staff to speak with the same voice and pursue the same values and objectives. This conforms to Kumar, Latif and Daver (2012) who noted that it is through planning and forecasting that organizations better document current challenges, forecast future threats, inform their decisions on how best to intervene and mitigate crises, and more strategically implement risk-reducing recovery efforts in the aftermath of humanitarian crises. In this study, visioning and strategic planning, contingency planning and strategic forecasting have been used to measure strategic forecasting and planning elements of strategic leadership.

It also enables the central and local governments to understand how UN-Habitat can support them in achieving their goals and programs in the area of sustainable urbanization and mobilizing other actors such as donors and community representatives to ensure programs and policies are inclusive and sustainable. This is in line with Holloway (2012) who noted that strategic leadership can be difficult to implement in non-profit organizations due to environmental complexity of the organization and its work which is based on volunteerism compared to corporate counterparts.

Adoption of Core Competencies

The study also sought to establish the influence of adoption of core competencies on performance of UN-Habitat in Kenya. The study reveals that adoption of core competencies greatly affects performance of UN-Habitat in Kenya. This correlates with Gorgens and Kusek (2010) who argued that understanding the skills needed and the capacity of people involved in the M&E system (undertaking human capacity assessments) and addressing capacity gaps (through structured capacity development programs) is at the heart of the system.

It was clear that strategic intent enhances proper staff commitments, that ICT is well employed in our organization enhancing efficient service delivery and that key work processes are efficient offering customer service of high quality. This is in line with Zhou and Li (2012) who argued that the organization encourages communication and involvement in core capability development across the organization for better performance of the organization. Firms that invent in more domains tend to encompass greater technological distance, and while this expands latent combinative opportunities, it can also negatively affect

a firm's ability to integrate knowledge. Nevertheless, individual firms might derive very different inventive benefits from a given level of diversity, according to differences in their strategic leadership.

Additionally, the study revealed that knowledge diversity enhances meeting customer demands, that knowledge management enhances staff mentorship and that resources and capabilities are not well integrated in most organization enhancing service delivery. This corresponds with Perrin (2012) who said that the organization also compare itself with other companies with the same skills to ensure that it is developing unique capabilities Where necessary, skill levels should be augmented to meet the needs and with ongoing investments in developing such capacity within the office as necessary.

Moreover, adoption of core competencies was found to varies greatly between staff members whereby some are highly committed, and others are not and that with the adoption of core competencies, the organization is able to focus on its core business and perform its duties efficiently. Core competencies were also indicated to be essential for excellent performance where currently the ICT systems are not up to international best practice standards due to heave systems such as UMOJA which are not specifically designed to meet the needs of our agency and its clients and that the core competencies of the agency, which are not the ones necessarily outlined in the annual performance of every staff in the organization as staff are assessed against these competencies. This agrees with Mulwa (2008) who points out that illiteracy is a key hindrance to management hence calling for capacity building. The aspects of management is said to empower people in such areas hence promoting sharing and learning among stakeholders thus ensuring indigenous knowledge is brought on board.

Developing Human Capital

The study revealed that developing human capital affects performance of UN-Habitat in Kenya greatly. It was also found that knowledge is well shared in our organization enhancing staff growth, that career progression enhances staff proficiency in service delivery, that skill development workshop is frequently held improving service delivery and that recruitment processes is thoroughly conducted enhancing customer satisfaction. This is in line with Ouakouak and Ouedraogo (2013) who noted that it's also helpful to include each employee's performance rating and salary on the assessment report and compare this data with the skills assessment information. This process provides the information necessary to plan and prioritize development needs, as well as opportunities to recognize valued employees through increased compensation, promotional opportunities, or visibility assignments.

The study also found that team building in our organization results to mentorship and that training and seminar programs in our organization enhance service delivery. Additionally, developing human capital motivates employees to perform their work better, as they feel valued by the organization. This concurs with Clarke (2013) who noted that through strategic leadership, teams can manage tasks better than individuals. Strategic leaders create an atmosphere of change, and use visionary ideas that motivate, stimulate, and drive other

people to work hard. A human capital management review process provides a systematic assessment of an organization's structure and staffing.

It also leads to acquisition of new skills to better perform their work and that the delivery of some courses, especially mandatory ones, which are mainly online has helped to enhance staff competencies and there is a realization that much more could be done but this is not possible due to lack of funds. These findings agree with Ouakouak and Ouedraogo (2013) who noted that it's also helpful to include each employee's performance rating and salary on the assessment report and compare this data with the skills assessment information. This process provides the information necessary to plan and prioritize development needs, as well as opportunities to recognize valued employees through increased compensation, promotional opportunities, or visibility assignments.

Sustaining Effective Corporate Culture

The study revealed that sustaining effective corporate culture affects the performance of UN-Habitat in Kenya to a moderate extent. This concurs with Katan (2014) who suggests that Organizational culture is the unique pattern of shared assumptions; values, and norms that shape the socialization activities; language; symbols; rites and ceremonies of people in the firm. Strong cultures provide clear guidelines of how people in the organization should behave.

It was established that norms in our institution are aligned to high quality services, that market culture enhance performance of our organization and that optimistic attitudes in our organization enhances customer focus. This concurs with Senge (2014) who also revealed strategic decisions may be necessary for the purposes of aligning the firm's culture with the organization's vision and strategic direction. Some of the meaningful ways that leaders impact the culture include: how well our words match our deeds, how we handle things when they do not match up; which of our values we live and which we only pay lip service to; who we hire and who we fire; who we reward and who we do not, the systems/recipes/processes we put in place; how we handle failure.

Moreover, the study found that leadership emphasis in our institution enhance customer service quality, that beliefs in our organization are staff and customer relation centered enhancing high performance, that values in our institution are geared towards staff motivation and that reward system don't encourages staff motivation in most organizations. This correlate with Katan (2014) who argued that changing a firm's organizational culture may be more difficult than maintaining it, but effective strategic leaders recognize when change is absolutely essential. There is no paucity of academic literature that emphasizes the inextricable relationship between strategic leadership and organizational culture.

It was also found that when employees have similar norms, they tend to respect each other and get motivated to perform their work better and that effective corporate culture enhances confidence of the employees which enables them to perform their work better. This corresponds to Zellmer-Bruhn and Gibson (2006) who found positive associations between

quality team members' relationship and performance. Goal and task interdependence of members of organisation teams have positive relationship with team effectiveness.

Organizational Flexibility

It was clear that organizational flexibility affects the performance of UN-Habitat in Kenya moderately. These findings agree with Thomas (2014) who suggested that organizations that deliver emergency responses are required to have flexibility in their organisational culture and systems for them to play a central role in relief aid in emergency and complex environmental contexts.

It was established that monitoring of work activity against plan and taking remedial action when necessary is well practiced to deliver what is required on time, that financial Flexibility in our institution raises the stability of our organization, that operational Flexibility enhances networking of the institution and that staff occasionally assists customer in establishing priorities enhancing number of beneficiaries. These findings correspond to Weiss and Hoffman (2007) who argued that humanitarian agencies will be more responsive to their external environment if they are more flexible and they build shared commitments around their core organizational values instead of building flexibilities around key organizational policies and rules.

Further, the study found that resource Allocation Flexibility enhances timely service delivery, that most institutions have an effective change management that assist staff in successful personal transitions and that staff thinks about the way things are done and are prepared to change approach to meet the needs of a situation. Moreover, the study found that the change management strategy needs to be inclusive and take into account all the staff voices and their experience over the years which reduce staff suspicion of management's motives, as well as increase motivation and performance of employees and that a rigid financial and operational systems inherited from the UN Secretariat make it difficult to react to challenges in the working environment and demands from clients. This is in line with Thomas (2014) who suggests that there is need for organizations to develop flexible and adaptable planning and decision processes that strongly encourage learning and change. Relief organization leaders must adopt spontaneous response positions of organisational flexibility to ensure that those affected by humanitarian disasters receive quick support and assistance.

CONCLUSIONS

The study concluded that communicating the strategic direction influenced performance of UN-Habitat in Kenya positively and significantly. In this case, Core values in most organizations were well stated in our organization for strategy implementation process enhancing performance and their goals were achievable enabling them to attain high performance. Organizations mission was also found to have a unifying focus of effort for all employees enhancing their motivation and that horizontal organizational communication structures enhance concepts of participative management. Moreover, mode of communication with the technological advancement high execution abilities was not more effective. Further good communication of strategic direction was attributed to making the employees motivated

and increase their performance and encouraging all staff to speak with the same voice and pursue the same values and objectives.

The study also concluded that adoption of core competencies influenced performance of UN-Habitat in Kenya positively and significantly. This could be attributed to the fact that strategic intent enhances proper staff commitments and that key work processes are efficient offering customer service of high quality. Additionally, the study revealed that knowledge diversity enhances meeting customer demands, that knowledge management enhances staff mentorship and that core competencies are essential for excellent performance where currently the ICT systems are not up to international best practice standards due to heave systems.

The study further concluded that developing human capital influenced performance of UN-Habitat in Kenya positively and significantly. The study revealed that developing human capital affects performance of UN-Habitat in Kenya greatly. It was also found that knowledge is well shared in our organization enhancing staff growth, that career progression enhances staff proficiency in service delivery, that skill development workshop is frequently held improving service delivery and that recruitment processes is thoroughly conducted enhancing customer satisfaction.

The study also found that team building in our organization results to mentorship and that training and seminar programs in our organization enhance service delivery. Additionally, developing human capital motivates employees to perform their work better, as they feel valued by the organization. It also leads to acquisition of new skills to better perform their work and that the delivery of some courses, especially mandatory ones, which are mainly online has helped to enhance staff competencies and there is a realization that much more could be done but this is not possible due to lack of funds.

The study further concluded that sustaining effective corporate culture influenced performance of UN-Habitat in Kenya. It was established that norms in our institution are aligned to high quality services, that market culture enhance performance of our organization and that optimistic attitudes in our organization enhances customer focus. Moreover, the study found that leadership emphasis in our institution enhance customer service quality, that beliefs in our organization are staff and customer relation centered enhancing high performance, that values in our institution are geared towards staff motivation and that reward system don't encourages staff motivation in most organizations.

The study concluded that organizational flexibility influences performance of UN-Habitat in Kenya significantly and positively. The study deduced that monitoring of work activity against plan and taking remedial action when necessary is well practiced to deliver what is required on time, that operational Flexibility enhances networking of the institution and that staff occasionally assists customer in establishing priorities enhancing number of beneficiaries. Further, the study found that resource Allocation Flexibility enhances timely service delivery, that most institutions have an effective change management that assist staff

in successful personal transitions and that staff thinks about the way things are done and are prepared to change approach to meet the needs of a situation.

RECOMMENDATIONS

It is highly recommended that the executives in International Humanitarian Organizations in Kenya to engage in the following high performance strategic leadership practices: Need to focus on determining corporate strategic direction verified in this study. This aspect will ensure the strategic competitiveness and performance of their organizations. There is also a need to focus on effectively managing the corporate resource portfolio which is the most important task for strategic leaders as it is categorized into financial capital, human capital, social capital and organizational culture.

The study recommends that there is need for training and development of employees through on the job training as well as providing them with opportunities to seek higher education. This is because the importance leaders place on the employees' knowledge and capability is reflected in how much they are willing to provide them with opportunities to grow through training and development. Leaders should also provide good working conditions for their subordinates to enable them to perform better on the job. Typically, employees are better at the functions they carry out day in day out and it becomes the responsibility of the manager to provide the right working conditions that facilitate productive work.

The study recommends the International Humanitarian Organizations need to adopt an effective monitoring program. The study found that effective monitoring system should help in collecting relevant data. The company should take action on its strategy by evaluating their work. They should have a reliable recordkeeping system to provide information to managers. The study recommends the company to have an effective evaluation program and reporting system. A company's reporting system helps to report data. Reporting determines level of development.

The researcher recommended that the International Humanitarian Organizations should review their leadership style and embrace strategic leadership. Strategic leadership goes a long way in incorporating everyone in decision making thus establishing coherence in the operations of the institution. Further, International Humanitarian Organizations should incorporate strategic leadership as one of the key pillars of their operational policies to ensure that the universities operate in an efficient manner. The researcher recommended that future researchers should research intensively on the dimensions of strategic leadership and their influence on tactical decision implementation.

It is the recommendation of the researcher that ethical issues should be coined within the culture of the organizations. When employees work from a very solid ethical consideration, it goes a long way to enhance to a very significant extent the customer satisfaction and this enhances a customer loyalty. Employees are key contributors of the organizational performance and once they feel that they are treated according to their expectations and are

regarded as important they will be motivated to be more productive in their work which eventually improves the performance of the organization.

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