

**STRATEGIC LEADERSHIP PRACTICES AND ORGANIZATIONAL PERFORMANCE
OF FOUR STAR HOTELS IN NAIROBI COUNTY, KENYA**

BY

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DECLARATION AND RECOMMENDATION

This thesis is my original work and has not been submitted for a degree award in any University.

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DEDICATION

This thesis is dedicated to my Family, my husband Deodat Wamulla, my son Dereon Milla and my parents Mr and Mrs Nyamao, for being a source of inspiration towards my education and all my friends. I appreciate their spiritual and material support that they accorded me as I worked on this thesis. Thank you and May the Almighty God bless you all.

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ABSTRACT

Globally, strategic leadership is recognized for its major contribution to performance timetable that is successful and that is essential in directing and enhancing the context and mode of performance. Kenyan hotel closures have been caused by low staff retention rates and an inability to diversify. The strategic leadership style is one of the factors that helps businesses fulfill performance goals and effectively employ organizational resources and talents, especially during times of crisis.. The general objective of the study was to examine strategic leadership practices and performance of four star hotels in Nairobi County, Kenya. Specifically, the study sought to establish the influence of strategic planning on performance; to establish the influence of strategic human capital on performance; to establish the influence of strategic direction on performance and to find out the influence of strategic communication on performance of four star hotels in Kenya. Goal-setting theory, balanced scorecard theory, trait leadership theory, and strategic leadership theory served as guiding principles for this investigation. Questionnaires were used in the collection of data. For this study, a descriptive research design was used, 148 general managers, assistant general managers, and supervisors employed by Kenya's four-star hotels was the study's target group. This study included a census. To obtain the respondents, a census was used. Standard deviation and mean was utilized to measure central tendency, and regression and correlation analysis are two examples of inferential statistics that was employed in the study. Strategic planning, strategic human capital, strategic direction and strategic communication influence organizational performance of Kenyan four-star hotels. From the findings the study concluded that strategic leadership (planning, human capital, control and communication) have significant positive correlation with performance of four-star hotels in Nairobi County, Kenya. The study recommended that low cadre employees should participate in strategic planning. This can be achieved by asking them for their thoughts and opinions on potential strategies to enhance organizational planning, encourage implementation, and involve them in the organization's development. The study recommended that in order to enhance communication and organizational performance over time, four-star hotels in Nairobi County, Kenya, should increase their ICT investments. To reveal additional empirical data on this crucial topic of strategic direction and how it interacts with other facets of organizational performance, particularly social performance, more literature reviews are required. Researchers are advised to conduct investigations into this relationship. The study's findings can inform the development of more effective leadership strategies for four-star hotels in Nairobi, potentially leading to improved performance and competitiveness.

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ABBREVIATIONS AND ACRONYMS

CRM	Customer Relationship Management
EO	Entrepreneurial Orientation
GOK	Government of Kenya
KEMU	Kenya Methodist University
KIM	Kenya Institute of Management
KTB	Kenya Tourism Board
LO	Learning Orientation
MO	Market Orientation
NACOSTI	National Commission For Science, Technology & Innovation
RBV	Resource Based View
ROA	Return On Assets
SPSS	Statistical Package for Social Scientists
US	United States

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

The organization's performance is determined by the total accomplishments of every department. The objectives set forth by the organization for a given period of time, along with the accomplishments at every stage (Alam, 2013). According to Ahmed and Shafiq (2019), the concept of organizational performance is linked to an organization's existence and success. The complex concept of organizational performance consists of four parts: human resource performance, which includes level of innovation, time to market, and production; supply chain flexibility; and marketing and finance performance, which includes revenue, profits, market position, and employee organizational effectiveness (Hwang & Lee 2019).

Since making money is often the primary goal of corporations, organizational performance becomes central to these enterprises. Operational-level strategies have a significant impact on the success or failure of most firms (Iravo et al., 2018). Top management of a number of firms has determined what performance drivers are necessary for them to generate high returns. The core of daily operations management, which is focused on performance measurement, is performance management. Hotel managers have employed a variety of metrics to assess the hotels' performance. To attain a long-term competitive edge, a firm must perform and have been evaluated using metrics including productivity, employee morale, and effectiveness.

Establishing organizational goals and reaching predefined goals are the foundations of goal identification, which is one of the methods and metrics that have been found to assess organizational success. The systems resource approach, which is the second method of assessing organizational performance, explains how an organization's performance is affected by its relationship with the environment and how to protect that relationship. The last strategy is predicated on how well organizations' procedures work, which is determined by the tactics used in an attempt to improve performance. Operational-level plans are critical to long-term performance achievement of an organization.

According to Ahmed and Shafiq (2019) the existence and success of an organization are correlated with the notion of organizational performance. Global change management will be possible with

the use of strategic management approaches. Strategic leadership, which comprises motivating followers to work together to accomplish a similar objective, is one of these tactics, per the study Yukl (2013). To successfully implement strategies, it needs leaders that possess qualities like power without being harsh, humility without being shy, and humor without being stupid. Furthermore, Lubanga (2019) characterizes strategy as the approach and distribution of resources selected to achieve long-term objectives.

Strategic leadership practices influence an organization's successful strategic practices, which also help organizational leaders persuade their followers to make significant contributions to the achievement of the organization's goals and objectives. Strategic leadership, according to Covin and Slevin (2017), is the capacity of a leader to foresee, maintain flexibility, and empower others to execute strategic change as necessary. According to Schoemaker et al. (2013) Strategic Leadership is defined as a leader's capacity to foresee, imagine, remain adaptable, think strategically, and collaborate with subordinates to bring about changes that will build a long-term, sustainable firm. Gurel and Tat (2020) claim that SL has several uses and is connected to managing individuals and organizations in the current global economic climate. Furthermore, competence in both internal and external business management is necessary for strategic leadership (Mahdi, 2019).

The situation where the senior management consciously starts actions or measures to achieve the vision and enhance the performance of their organization is referred to as strategic leadership. Company performance has been proven to be influenced by the management decisions made by leaders (Quigley & Graffin, 2017). Both good and negative effects are possible, and they are mediated by a number of additional elements, including inaction, chance, and contextual difficulties.

According to Jaleha and Michuki (2018), strategic leadership practices are special and purposeful acts taken by top executives with the goal of enhancing organizational performance. These consist of the core competencies, human capital development, strategic direction, strategic controls, and ethical practices of the organizational leaders (Gichuhi & Karuoya, 2017). Both individually and collectively, these strategic leadership techniques affect the success of the business. A succinct

statement of organizational purpose that captures the top management's outlook for the company's future is typically used to convey strategic direction (Waithira et al.,2017).

Establishing fundamental concepts that specify an organization's long-term operational consistency and path of action is known as strategic direction. An organizational leader is a social architect who creates and manages a learning organization, shapes culture and values, and establishes the organization's vision and strategic direction, according to Manning and Curtis (2019). Stated differently, the top management's job is to set up thought and behavior patterns that steer the company in the right direction. Well-defined organizational culture, mission, vision, values, ideology, and principles serve as the foundation for these thought and behavior systems. By doing this, upper management also establishes the work culture, which outlines the level of rigor with which staff members contribute to the overall performance of the company.

One managerial role that affects organizational success is human capital development. In order for employees to effectively contribute to the achievement of corporate goals, it comprises the transfer and enhancement of their knowledge, skills, competencies, and motivation (Adekoya, 2018). The intentional and ongoing process of gaining the necessary information, abilities, and experiences that are used to generate economic value for promoting sustainable development is known as human capital development. Because it comes from a conscious choice to invest in enhancing people's abilities to meet and surpass goals, human capital development is a strategic leadership function at the organizational level. Numerous research studies have found a strong correlation between organizational development and higher investment in staff training and development (Diamantidis & Chatzoglou, 2019).

One aspect of strategic leadership that addresses the general knowledge of a company's executives is core competencies. The context and type of an organization determine the leadership abilities required. For example, Alvarenga et al. (2019) list leadership, communication, and dedication as outstanding traits of strategic leaders in project-oriented companies. The essential competencies of management, according to Ng and Kee (2018), are innovativeness, technical proficiency, entrepreneurial competence, and transformational leadership. The following six competences are essential for big businesses like tea companies: establishing strategic alliances, establishing vision

and goals, bringing about and overseeing change, coming up with innovative solutions to difficulties, encouraging empowerment, and executive presence.

According to Hwang and Lee (2019) strategic leadership practices include establishing the company's strategic direction, managing its resource portfolio effectively, focusing on ethical and effective organizational culture, and maintaining a balance of organizational controls. Strategic planning is crucial to sustaining small and medium-sized enterprises' profitability, per Kowo and Akinbola's (2019) study. Additionally, the results demonstrated that managers that plan strategically have a higher chance of sustaining profitability.

Global Perspective

Without a question, the hotel business is facing difficult years ahead of it, notwithstanding the crucial role it plays on a global scale . World Travel and Tourism Council (WTTC , 2017)_reported that the tourism sector contributed to over 225 million jobs and accounted for 9% of the worldwide GDP in 2011. According to projections, the tourism sector is expected to generate over 328 million jobs and 4% of the global GDP by 2022, displacing around US\$20 trillion from the global economy. Due to new initiatives, hotels are anticipated to provide the largest portion of job possibilities. According to Kandampully and Hu (2022), the global hotel business is currently in its mature stage and has grown extremely competitive.

In the competitive global market, especially in the business sector, managers encounter a number of difficulties. Among the challenges are meeting stakeholder needs and the escalation of global pricing competition (Smith, 2020). Since managers find it more difficult to create a healthy organizational culture at work, this is a crucial component that increases productivity (Kenny, 2019). Making a profit is the main objective of any organization, and growing the company's scope is essential to its growth (Erdorf et al., 2013).

The common practices of leadership still involve accountability, duty delegation, and the capacity to guide subordinates toward both individual and collective objectives. Aij and Teunissen (2018). To inspire, direct, and implement their goals, leaders might use a variety of leadership philosophies. It has been demonstrated that a combination of philosophies produces the best

results. Different leaders have different management philosophies. Chen et al. (2018) assert that there isn't a single best way to lead.

The widespread processes of leadership still include duty delegation, responsibility, and the ability to direct subordinates toward both personal and group goals (Aij & Teunissen, 2018). There are various leadership philosophies that leaders can employ to motivate, guide, and carry out their ideals. Different leaders have different management philosophies, and it has been shown that a mix of philosophies works best. According to Chen et al. (2018), there isn't just one ideal leadership style.

Without a question, the hotel business faces challenging times ahead, even with the significant role that it plays globally (Sainaghi et al., 2013). In 2019, the travel and tourism industry contributed over 25 million jobs (WTTC, 2022). The prediction by 2022 is that the tourist industry would account for 4% of the world economy and create over 328 million jobs, eliminating around US\$ 20 trillion from the global economy. Due to new initiatives, hotels are anticipated to provide the largest proportion of employment opportunities. According to Kandampully and Hu (2022), the hotel business worldwide has reached a highly competitive level and is currently in its mature stage of development.

Across the globe, the hospitality sector is recognized as one of the most prosperous and dynamic in both the United States and all other nations. A sizable hospitality sector exists in several nations, such as the United States of America, which influences and supports the national economy (Holston-Okae & Mushi 2018). It needs leaders with traits like strength without harshness, humility without shyness, and humor without idiocy to successfully implement strategies. Moreover, Elkhedr (2019) defines strategy as the method and resource allocation chosen in order to accomplish long-term goals.

A framework for sharing information is how strategic business communication is understood (Amadu & Anyarayor, 2022). Notably, knowledge can go in both directions. Due to sociopolitical influence, government organizations in developed nations like North Korea have experienced a range of concerns. As a result, the performance of parastatals has been limited, and decisions regarding strategies must now be made based on the president's wishes rather than those outlined in the constitution (Johanson & Vakkuri, 2020). There have been documented instances of

management failing to respond to requests for information from operations staff in Japan, which has resulted in personnel making poor decisions (Songling et al., 2019). According to Hsieh et al. (2019), there hasn't been much responsibility in England for the kind of impact that communication has on political decisions.

According to Altarawneh et al. (2019), any incident that takes place in one Middle Eastern country has an impact on all the other Middle Eastern countries. For this reason, the Middle East is seen as a challenging region. The quantity of tourists traveling to Middle Eastern countries is negatively impacted by the security condition. Consequently, the probability of a crisis erupting in the Middle East and negative stereotypes have compelled the nations in the area to focus on developing crisis management strategies and refuting negative beliefs.

The tourism business in Jordan was dominated by the hotel sector, which employed about 30% of the labor force and generated around 25% of all tourism-related income. The hotel industry was severely impacted by the turmoil, which led to a decline in hotel income, employment, and the industry's overall viability. Additionally, a number of lodging companies were compelled to take out loans from nearby banks in order to pay off their debts as a result of the recession and low occupancy rates that beset the Jordanian hotel industry (Jordan Hotels Association, 2019).

Regional Perspective

The COVID-19 epidemic has caused a significant economic downturn in Sub-Saharan Africa, both globally and regionally. In 2020, real GDP fell to 2.1, with the hotel and tourism industry being the most affected sector, and the Eastern Africa Community saw 2.9 (Radwan, 2020). The majority of the slowdown was attributed to oil-exporting nations and other key resource-producing nations. Due to short-term delays in oil production, foreign exchange shortages brought on by lower oil receipts, and decreased power output. In general, activity stayed strong in non-resource-intensive nations (those that import commodities and export agricultural products) (Radwan, 2020).

Radwan (2020), transactional leadership; nonetheless, it has a detrimental effect on employees' motivation. Again, it discovered a substantial correlation between employees' performance and innovation and transformative leadership. The service industry in Malaysia has demonstrated that transactional leadership improves organizational outcomes.

According to Irtameh's (2019) research, core competencies like impact, empowerment, teamwork, and information consumption were highly impacted by strategic leadership capabilities, which include both leadership and strategic evaluation capabilities. The results of Mapetere et al.'s (2018) study showed that the lack of a defined, strategic mission and insufficient leadership participation during strategy adoption contributed to the extremely low success rate of strategies in the Zimbabwean context.

To achieve their organizations' goals, strategic leaders must proactively plan and strategize in the complex and dynamic corporate environment. Serfontein (2019) found that organizational change can be facilitated by strategic leadership based on research done in South Africa. This study underlined the importance of strategic leaders in the effective execution of strategic plans.

Local Perspective

The establishment of an institution's strategic route and the identification of important strategic activities required vital tasks for strategic leadership at the local level. Strategic leaders need to concentrate on developing the necessary human capital while holding onto critical competencies if they are to carry out their plans successfully. However, according to Kaplan and Norton (2012), social capital is thought to have the least substantial impact on successful strategic execution.

As a result, developing well-developed processes that promote constructive relationships inside the workplace is crucial for strategic leadership. It is imperative for organizations to acknowledge that in order to thrive, they need to give top priority to enhancing customer service, creating novel competitive advantages, and maintaining their competitiveness in highly competitive markets in the future. People must work hard to bring about change, and companies must constantly adapt to stay competitive as the market grows more sophisticated and demanding (Lussier & Achua, 2017).

The COVID-19 pandemic has caused Kenya to enter the economic crisis with a great deal of resilience, which has had a detrimental effect on the hotel industry. Travel limitations have caused an unprecedented and sudden decline in the demand for hotel services in Kenya. As a result, a number of hotels around the nation have sent some employees home on paid and unpaid leave (Kenya Tourism Board (2020)). A hotel's success is positively correlated with the number of rooms it has.

Kenya Tourism Board (2020) have voiced concerns about the underwhelming performance of Kenya's four-star hotels, citing fierce rivalry as a primary cause of their continuous financial failure. Empirical studies on the effectiveness of these hotels are scarce, nevertheless. In Kenya, hotels are classified based on a star rating system, ranging from one to five stars, with one star indicating the lowest standard and five stars representing luxury accommodations. This classification is overseen by the Tourism Regulatory Authority (TRA) and is guided by standards established by the East African Community (EAC). The objective of the study was to compare the performance of strategic leadership techniques with star-rated hotels. Odhuon et al. (2019) underlined that in order for the Kenyan hotel sector to thrive, it must adjust to the demands of historically high levels of competition.

1.2 Statement of the Problem

The global hospitality industry, encompassing hotels, restaurants, travel, and entertainment, is a massive sector that significantly impacts economies and employment worldwide. It is a dynamic industry characterized by continuous evolution and adaptation to changing consumer preferences and technological advancements (Siongok, 2021). Globally, The COVID-19 pandemic caused an unprecedented level of disruption to the global hotel industry. A combination of local lockdowns and travel restrictions resulted in many hotels having to close temporarily or operate at a fraction of their available capacity. Large numbers of hotel operators looked to restructure their debts, which could create opportunities for private equity owners with large cash reserves. The entire retail value of the hotel sector worldwide is \$493.76 billion (Siongok, 2021). High turnover in terms of profits and returns is a feature of some of the best hotels in the world. Kenya National Bureau of Statistics (KNBS, 2022), Kenyan hotel industry dropped from 24% in the last quarter of 2019 to 17% by the end of 2020. It is now difficult for hotel management to have an inclusive viewpoint on quality since they have to focus on critical quality issues while making decisions with limited resources (Namkung & Jang, 2019).

In addition to the erratic and uncertain operating environment, internal issues brought on by low employee motivation, Kenyan hotel closures have been due to a lack of diversification and low employee retention rates (Kahongeh, 2023). The strategic leadership style is one of the factors that helps businesses fulfill performance goals and effectively employ organizational resources and talents, especially during times of crisis. (Elkhwesky, et al., 2022).

Researchers and practitioners have found a positive and strong correlation between strategic leadership and an organization's performance (El-Deen & Ali, 2021). As of right now, particularly in the wake of the pandemic there aren't many empirical studies in Kenya's hospitality business (Langat, et al. 2019). There are several gaps that call for additional study.

Even though the evaluated research' objectives are identical, their outcomes are conflicting. There may be contextual, conceptual, and methodological gaps as a result of different operationalizations of variables, data collection and analysis techniques, and data used for analysis. Strategic leadership techniques' impact on Nairobi County's five-star hotels' performance, Kenya has been studied by Muteti et al. (2019). The current study focused on four star hotel to enable comparison of findings. Four-star hotels in Nairobi County face several challenges, including intense competition, fluctuating demand, and issues with service delivery and customer satisfaction. These factors can lead to reduced financial performance, impacting occupancy rates, revenue, and overall profitability.

Effective strategic management techniques had a major impact on the hotel industry's success, according to research by Hassan et al. (2017). Murimi and Wadongo (2021) argued that hotels with star ratings might function better if they have better revenue management. Evidence of the positive impacts of employee training on hotel performance was shown by Gitongu (2021). Despite having comparable goals, the examined research show conflicting findings. There may be contextual, conceptual, and methodological gaps as a result of the many operationalizations of variables, data collection and analysis techniques, and data used for analysis. This study aims to fill this research vacuum by examining the association between strategic leadership and performance of 4 star hotels in Nairobi County, Kenya.

1.3 General Objective of the Study

The general objective of the study was to examine strategic leadership practices and performance of four star hotels in Nairobi County, Kenya.

1.3.1 Specific Objectives of the Study

- i) To establish the influence of strategic planning on performance of fourstar hotels in Kenya
- ii) To establish the influence of strategic human capital on performance of four star hotels in Kenya.

- iii) To establish the influence of strategic direction on performance of four star hotels in Kenya.
- iv) To evaluate the influence of strategic communication on performance of four star hotels in Kenya.

1.4. Research hypothesis

H₀₁: There is no significant positive influence between strategic planning and organization performance.

H₀₂: There is no significant positive influence between strategic human capital and organization performance.

H₀₃: There is no significant positive influence between strategic direction and organization performances.

H₀₄: There is no significant positive influence between strategic communication and organization performance.

1.5 Significance of the Study

The goal of this analysis is to advance current understanding by offering fresh ideas and frameworks. It is anticipated that the study would pinpoint creative solutions that are likely to be used to deal with the issues that Kenya's four star hotels face. The study report will offer important theoretical, empirical, and methodological insights that will help future research endeavors better comprehend the obstacles that can stand in the way of strategic leadership in their respective businesses. The study also aims to expand on earlier creative research that focuses mostly on fourstar hotels in Kenya.

1.5.1 Strategic Management Leadership

In the Kenyan context, the study will specifically concentrate on developing organizational strategic competencies and determining the crucial juncture for strategic transformation in order to contribute to the corpus of knowledge on strategic leadership. Strategic leaders are not just enthusiastic change agents but also adept at identifying the strategic turn a company want to make. Through offering guidance on cultivating and maintaining the strategic leadership necessary to maintain their companies' competitive edge.

1.5.2. Industry Stakeholders

It is anticipated that the research's conclusions will be helpful to the hotel industry's stakeholders in assessing managerial and leadership abilities as well as the degree to which organizational change processes are influenced by strategic leadership. It has been found that one of the most important areas of research for the complexities of social, political, technical, and regulatory changes is an organization's ability to adapt and change.

1.5.3. Academicians and Researchers

The study's enhanced competencies require leaders to decide whatever competency they wish to develop more thoroughly and to begin attempting it step-by-step may provide academics and researchers with increasingly helpful data for appropriate planning and decision-making in Kenya's hotel sector going forward. In this sense, the study may offer more significant perspectives on organizational performance and strategic leadership in Kenya to academics and researchers in the hotel sector, hence creating avenues for future research in this field. The study may serve as a foundation for future investigations on how to raise the standard of products and services. The discovery of this could inspire fresh concepts for improved and more effective management of hotel.

1.6 Justification of the Study

Due to a multitude of factors, including the coronavirus epidemic, the 2017 repeat election declaration, and terrorist assaults in Dusit D2, Nairobi's four-star hotels have seen a decline in patronage. Due to the fact that many hotels rely on international visitors, the Covid-19 outbreak has put Kenya's hotel business at risk. The problem has gotten worse as a result of the closure of numerous hotels, which has decreased bed occupancy. The hospitality sector in Kenya, which includes hotels, is confronted with issues such as technological hibernation, competition, social and cultural shifts, and economic transformation. To overcome these obstacles and reverse the downward trend in the performance of the hotel business, appropriate strategic leadership techniques must be established.

1.7 Limitation of the Study

Some participants may have attempted to withhold important information out of fear of disclosure and potential reaction due to the study's intrusive nature regarding personal, confidential

information. Informed permission was sought in order to overcome this type of obstacle. They will be informed by the researcher that the data is only meant for scholarly purposes in order to enhance the performance and strategic leadership practices of four-star hotels located in Nairobi County, Kenya.

1.8 Scope of the Study

This research took place within Nairobi County, Kenya, with a specific emphasis on impact of strategic leadership techniques on Nairobi County, Kenya's four-star hotels' performance. The study intends to investigate the effects of communication, human resources, strategic direction, and planning on the operations of four-star hotels in Nairobi County, Kenya. The study included hotels that have been operational between 2013-2023. The general managers and assistant general managers of Nairobi County's four-star hotels was the study's specific participants with a sample size of 148 employees. This study was carried in a period of six months beginning March 2024 to August 2024.

1.9 Definition of Key Terms

Strategic Communication:	refers to the methods used by companies and organizations to communicate with different audiences, both internal and external. These audiences include clients and prospective clients, employees, significant stakeholders (such as the C-Suite and investors), the media, the general public, governmental bodies, and other external regulators (Radwan, 2020).
Strategic Human capital:	The collective expertise and abilities of all employees within a company (Hwang & Lee 2019).
Performance:	Organizational performance is a method by which an organization fulfills its obligations in respect to the intended objectives and predetermined goals. It is still a vital part of corporate strategy (Alam, 2013).
Strategic Direction:	Refers to management control, hotels use strategic control as a device to track the creation and execution of important plans (Elkhedr, 2019).
Strategic Planning:	refers to the method by which an organization determines its direction or strategy and the distribution of its resources to meet its strategic goals. Furthermore, it may also include control mechanisms that oversee the implementation of the strategy (Alam, 2013).

Strategic Refers to a process whereby executives create a vision for their company a
Leadership: process whereby CEOs use different management styles (Radwan, 2020).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The literature review is presented in this chapter with special attention to the conceptual and theoretical frameworks and the research hypotheses. The literature review, research gaps, and literature summary are all provided. The literature has been drawn from the theoretical body of work already published on strategic leadership.

2.2 Theoretical Review

This section provides a detailed theoretical literature on strategic leadership and organization performance. The following theories are supported by this study: goal-setting theory, trait leadership theory, balanced score card theory, and strategic leadership theory which is the anchor theory of the study.

2.2.1 Strategic Leadership Theory

The original upper echelons theory of strategic leadership proposed by Hambrick and Mason in 1984 has been superseded, according to a study by Hambrick and Pettigrew (2001), by a more comprehensive methodology that considers the symbolic and social aspects of senior leadership in addition to the practical influence of the major association on institutional outcomes. Moreover, Hambrick and Pettigrew draw attention to the differences between "leadership theory" and "strategic leadership theory." They contend that although leadership theory covers leadership throughout an organization, strategic leadership theory looks on the characteristics and behaviors of those in high organizational positions. Furthermore, several approaches have been taken to leadership research, with the main emphasis being on the relationship between the subjects and leaderships. Rather of focusing on the characteristics of the leader-follower dynamic, strategic leadership examines how the company's major associations influence the strategic learning processes of the organization (Kareithi & Lund, 2012). Furthermore, strategic leaders use a compelling vision and mission to give the organization meaning and purpose, according to Ireland and Hitt (1999). The literature makes it clear that organizations are formed to accomplish specific strategic objectives. Lack of strategic leadership was determined to be the primary reason of the majority of business failures. An analysis of the data showed that strategic leadership has an impact on an organization that helps it build a strategic goal and mission. According to Kebede et al.

(2024), research, strategic leadership techniques assist leaders in improving the performance of their organizations.

Smith (2020) claim that the accomplishment of the organization's goals is a direct result of strategic leadership. Similarly, Serfontein (2010) to better understand the corporate environment, external variables, and other factors that aid in problem prediction. Organizational leaders can develop new justifications for the organization's survival by utilizing strategic leadership.

Above all, they have to assess environmental alterations and advancements. According to Hambrick and Cannella (1989), strategic leadership focuses on the people who run the entire organization. The purpose of non-profits (NFPs) is to serve the needs of people. As part of their core goal, vision, and mission, NFPs must fulfill their commitments to supply goods to their constituency and the larger community.

Strategic leadership theory, while valuable, has limitations including difficulty in predicting the future, potential for neglect of current issues, and challenges in implementation due to external factors and internal resistance. Leaders must be aware of these limitations and adapt their approach accordingly, integrating different leadership styles and involving stakeholders (Serfontein, 2010).

The short-term decisions taken by CEOs that secure the organization's long-term existence have been the focus of strategic leadership theory. Senior executives can also successfully integrate human resources with the business strategy. In addition to managing the numerous difficult issues facing this industry, leaders must guide their organizations in the areas of public relations, fundraising, mission development and evaluation, and strategic planning. Strategic leadership theory and strategic planning are intertwined concepts focused on guiding an organization towards its long-term goals. Strategic leadership involves setting a compelling vision, fostering innovation, and navigating change, while strategic planning is the process of allocating resources and outlining steps to achieve those goals. As a result, the thesis emphasized how strategic leaders provide strategic guidance to improve organizational performance.

2.2.2 Balanced Score Card Theory

According to Kaplan and Norton (2012), managers have long realized that operating profit or return on investment alone are not sufficient metrics to effectively assess an organization's effectiveness. Non-financial measures need to be taken into account as well in order to get a more

comprehensive picture of performance. The drawback of financial metrics is that they can only report on previous performance without offering recommendations for the future. To properly evaluate an organization's total performance, Kaplan and Norton (2012) propose that indicators be selected from four aspects: learning and innovation, internal processes, customers, and finances.

The BSC aids in the following areas, according to Kaplan and Norton (2012): identifying and aligning strategic initiatives; clarifying and reaching consensus. These advantages will also result in improved organizational performance. Because it helps translate a company's mission statement and business strategy into quantifiable (Yaghoobi & Haddadi, 2016). The Balanced Scorecard (BSC) offers a comprehensive approach to performance management, but it also has limitations. Key drawbacks include the potential for complexity, difficulty in establishing clear links to strategic goals, and challenges in turning insights into actionable steps. Additionally, the BSC can be rigid, require significant buy-in, and may not adequately address certain aspects of organizational performance like ethics or the impact of external factors. Implementing a BSC can be complex, requiring significant effort to define objectives, metrics, and targets across different perspectives. The framework's structure can also be difficult to grasp for some users (Yaghoobi & Haddadi, 2016).

The traditional BSC focuses on four key perspectives (financial, customer, internal processes, and learning & growth), potentially overlooking other important areas like social and environmental impact. Some critics argue that the BSC tends to emphasize lagging indicators (historical performance) over leading indicators (future drivers of performance), potentially limiting its proactive value.

Hotels can monitor progress, promote performance improvement, and align HR practices with company goals and objectives. It also shows the strategic importance of HR by defining and quantifying its contribution in ways that are easy to understand. For the HR scorecard to be genuinely effective, it must include the following components in addition to alignment with business objectives: accountability, validity, and actionable, quantifiable results. This hypothesis helped establish a connection between four-star hotels' performance and human capital.

2.2.3 Trait Leadership Theory

The study's main driving concept was the Trait Leadership Theory. Two seminal articles, one from 1948 and the other from 1974, form the basis of the defining hypotheses. One of the first theories of leadership focuses on analyzing the characteristics and attributes of effective leaders rather than their accomplishments. Horn and Johnson (2013) posits that trait theory postulates that exceptional leadership and success are contingent upon a set of natural physical attributes, social characteristics, task-related skills, and social qualities. The trait theory has been supported by empirical research, which shows that specific traits (Northouse, 2013).

Great man theory, which maintains that people who possess leadership traits and qualities have a higher chance of success than those who do not, is thus inspired by the study of strong heroes. Leaders naturally possess the ability and aptitude to lead via the lives of famous people. The theory contradicts the notion that strategic leadership entails events that occur over extended periods of management time and during times when minor causes of traits have a tendency to overpower them. According to Spencer, the organizational environment's resources are essential for effective strategic leadership. It asserts that before a great individual may speak, a community must produce leaders. Like any theory, leadership quality is characterized by its integrated strategies in the characteristics that draw attention to the differences (Zaccaro, 2014).

Because it describes the traits of people who are bred for strategic leadership, the trait leadership theory is relevant to our investigation. They can show off their skills to anyone in the company, including their intelligence, sense of duty, inventiveness, and roles in values. The strategic leadership strategy is the foundation of effective management and performance. Clarification of how leaders manage through the application of such approaches is another aspect of the importance. This study is used by great male leaders to support the smooth operation of their organizations (Zaccaro, 2014).

Trait leadership theory, while offering valuable insights into leadership characteristics, has several limitations. These include its oversimplification of leadership by focusing solely on inherent traits, its neglect of situational factors and follower influence, and the difficulty in definitively identifying and measuring these traits. Additionally, the theory can be criticized for potentially leading to biased perceptions of leaders and overlooking the potential for leadership development. Trait

theory tends to reduce leadership to a set of inherent traits, neglecting the dynamic and complex nature of leadership in different situations. The theory often fails to consider how situational contexts and environmental factors can influence leadership effectiveness. The same traits that are effective in one situation may not be in another (Zaccaro, 2014).

Understanding the responsibilities that strategic leadership traditions place on leadership attributes is essential, especially in circumstances where multiple elements contribute to success. This is important because it clarifies why a specific leader contributes significantly to the efficacy of the company. Organizations become more competitive as a result of leaders and their actions. This theory describes how a leader's abilities, knowledge, and characteristics can affect the results of an organization and offers a framework for effective leadership principles. This idea was applied in the analysis to show how strategic leadership affects organizational results.

2.2.4 Goal Setting Theory

Kurt Lewin initially presented the goal-setting hypothesis in 1960. According to analyses done by Locke and Latham (2002) setting and achieving goals is related to better performance. According to Ferris et al. (2007), goal-setting is a belief-based process that influences choices about productivity and motivation. Kinick et. al. (2013) contends that perception is crucial in this situation because it highlights the cognitive ability to predict possible results from behavioral acts. The two main tenets of goal setting theory are that people see problems arising from their interactions and relationships among results, and that people have positive reactions to particular results with both positive and negative impacts. Establishing goals at work means that the management group has to make sure that workers' fundamental needs like getting paid fairly and having a secure workspace that supports their entire growth are satisfied. The theory's central tenet is to control human behavior (Locke & Latham, 2007).

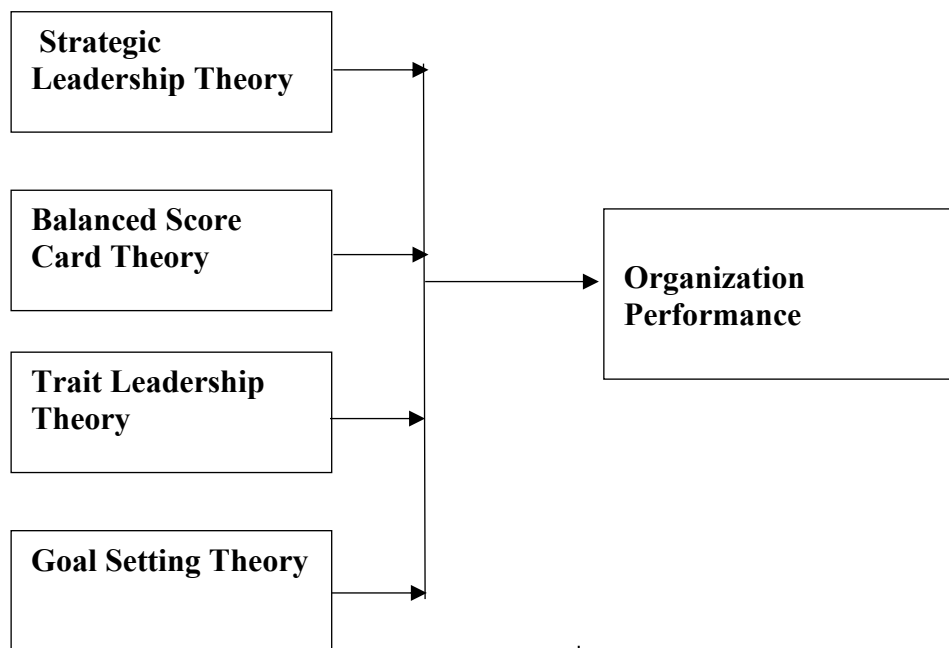
While goal-setting theory is widely used and generally effective, it does have limitations. Some key drawbacks include the potential for negative behaviors like unethical actions, goal displacement, and decreased adaptability, especially with complex tasks. Furthermore, overly challenging goals can lead to frustration or demotivation if they are perceived as unattainable. Overly focused goal pursuit can lead to neglecting other important aspects of the task or project, resulting in a loss of the big picture. Goal-setting theory often emphasizes quantitative

and measurable goals, potentially overlooking qualitative aspects of performance (Kinick et,al., 2013).

The initial goal-setting process considers the possibility that any given intention will generally result in a desired result. Any chance that a desired outcome will lead to another desirable outcome is included in the second goal-setting process. The workforce won't be motivated to do any work, even if all efforts are reimbursed or not within the institution's framework. The research highlights the need of assurance, accountability, and maturity. Organizational goals are established through the process of managing by objectives, and staff members are empowered to set their own goals and understand what is expected of them. The theory was applied in this review to show how strategic leadership and good communication affect organizational success.

Figure 2.1 :

Theoretical Framework



2.3 Empirical Review

This section has analyzed the performance of four star hotels by reviewing a range of sources, including secondary research, empirical studies, and other research focused on strategic planning, developing human capital, strategic direction, and corporate communication.

2.3.1 Strategic Planning and Organisation Performance

Mousa, et.al.(2024) examined the connection between organizational performance and strategic planning in the context of Iraqi manufacturing. Primary data was gathered from manufacturing companies spread across Iraq using a structured questionnaire. The researchers employed multiple regression analysis, correlation, and descriptive statistics to examine the findings. The data analysis was done using SPSS version 16. The findings show that financial performance benefits from the strategic planning process. The nonfinancial performance of a business is positively impacted by environmental scanning in a statistically significant way. At the ten percent level, management involvement and planning formality have a favorable and statistically significant impact on a company's nonfinancial success. The nonfinancial performance of a business is unaffected by the domain of strategy and technique.

An examination of the effects of a participatory leadership style on senior managers' performance in Kenya who are nominated for COYA (Company of the Year Awards) was carried out by Lumbasi et al. (2019). The results demonstrated that implementing a participative leadership style significantly improved employee performance. Data analysis revealed a robust positive correlation between the two variables, with participative leadership having a 23.2% impact on worker performance.

In Greek fourstar hotels, Belias (2023) the hotel sector operates in a volatile environment with frequent changes, this research is valuable. As such, it is imperative to investigate every facet of transformation, encompassing the function of strategic leadership. Because of this, the authors conducted quantitative study using a sample of 513 hotel employees from Greece's four star hotels. The study's findings indicate that Greek hotel management is oriented toward leadership. However, it appears that both the success and the integration of change are moderate. To be more precise, the study's conclusions show that organizational change and integration are positively correlated with strategic leadership.

Strategic planning's effect on organizational performance was examined by Salem (2019) using Qatari state institution. Ultimately, strategic planning have a substantial and favorable link. Oludele (2021) looked on how organizational effectiveness in Nigerian health care services was affected by strategic planning. The results shown that the development and application of strategic

planning directly affects the service delivery of healthcare institutions, resulting in enhancements to departmental performance and the lifetime of the institution. Oludele (2021) looked at how organizational success in Nigerian health care services is affected by strategic planning. The findings shown that the creation and implementation of strategic planning significantly impacts the efficacy and efficiency of healthcare facilities, improving departmental performance as well as the institution's lifespan.

Alotaibi (2020) investigated how innovation and strategic planning affected the Saudi Red Crescent authority's organizational performance. The research's primary conclusions showed that good management techniques can influence the efficacy of bank branches; additionally, the research revealed that the branch's overall performance is heavily reliant on both innovation and long-term planning.

Nyong'a and Maina (2019) in order to gather data for the study, he also used a research assistant that he had previously trained in data gathering methods. A preliminary investigation was conducted to identify potential issues pertaining to the questionnaire's validity and degree of clarity in design. The study found that the KRA, Southern Region's strategy implementation is positively and significantly impacted by management commitment, participatory leadership, planning programs, and delegation all of which are examples of strategic leadership techniques.

Mwangi et al. (2020) the development of mission and vision, the creation and implementation of strategic plans, and the allocation of resources with growth and expansion and revenue production were all positively and significantly correlated. Conversely, there was a substantial and favorable association ($P < 0.01$) between the two organizational performance characteristics and the development of an organizational mission and vision, as well as the creation and implementation of a strategic plan, resource allocation, and drawing. This suggested that the organization's performance would increase if it carefully crafted its goal and vision as well as created and carried out its strategic plan. According to the report, KEWI should implement more strategic planning techniques to achieve steady performance improvement.

2.3.2 Strategic Human Capital and Organisation Performance

Mekuri-Ndimele's (2022) to thrive in today's cutthroat environment, organizations must continuously enhance their performance. Human capital is one of the most important elements that

enhance performance. This study examines how human capital affects organizational performance. The study was conducted at Istanbul's private healthcare institutions between November 2016 and January 2017. The sample includes managers who work for healthcare institutions. Gichana and Oloko (2022) established that the organizational effectiveness of SACCOs in Kisii County is significantly impacted by implementation control. Based on the results, this study suggests that Kisii County's SACCO management develop and put into practice efficient plans to enhance premise control inside the company.

The effect of strategic HRM practices on organizational performance was studied by Phiri and Phiri (2022). The quantitative research method was used in the investigation. A questionnaire was used to gather information from the study participants. The findings of the hypothesis test showed a connection between the National Assembly of Zambia's organizational performance and all HRM practices. Organization and resourcing, on the other hand, were found to have a weakly favorable effect on organizational performance and a negative effect, respectively. Organizational performance was significantly impacted by employee welfare, performance and reward management, and learning and development.

Kegeni (2021) understanding the strategic control systems (SCS) that the organization uses to execute its five-year competitive strategy lunges was the aim of the study. Interviews were then synthesized and conclusions were drawn using content analysis. The study found a favorable relationship between Bamburi Cement Limited's (BCL) financial performance and the comprehensive SCS that was employed. In his 2019 study on the development of human capital, Muhammad sampled fifteen associations from pharmaceutical companies in Jordan. The sampling unit comprised managers, employees, and department heads from these companies. The study used a descriptive method to analyze the data, and questionnaires were used to gather the data.

Alnidawi et al. (2017) collected utilizing questionnaires from forty employees of each of the three Jordanian telecommunications firms using a descriptive survey approach. After doing hypothesis testing with simple and multivariate regressions, the results showed how important it was to create human capital since it helped a corporation achieve its goals. According to Kraiger (2019), training increases an organization's revenue base, profitability, efficacy, and productivity; for this reason, banking businesses should also prioritize training.

Through a thorough review of the literature, Kiran et al. (2022) investigated the connection between HRM, HR analytics, and performance of the organization.. The study's foundation is a comprehensive, methodical analysis of the literature that was compiled from past studies. Results: A systematic review that demonstrated how HR analytics improves organizational performance by monitoring human capital management inside businesses validated the conceptual model that was given.

An explanation of the connection between organizational performance and human capital management was made by Kiran et al. (2022). Data was gathered from 16 businesses in the knowledge-intensive sector segment in Peshawar, Pakistan; these businesses, which are primarily pharmaceutical companies and higher education institutions, depend on human resources to get a competitive edge. The Cronbach's Alpha value verifies the constructs' reliability. To test hypotheses, linear regression and Pearson correlation were employed. The study's conclusions support the organizational and national strategies of investing in and managing human capital for competitive advantage.

Almekhlafi (2022) results showed that each component of human capital had a statistically significant and unique practical influence on the way the business operated. A change in performance of 76.4% was seen overall when human capital components were used effectively. It was found that each component knowledge, experience, abilities, inventiveness, and staff morale had a different degree of favorable influence on performance. Establishing and implementing knowledge and skill development programs is advised for organizations hoping to attain long-term growth.

The aim of Onagh and Azim's (2019) study was to determine how work satisfaction, organizational commitment, and organizational confidence are impacted by components of organizational justice and its sub-dimensions. As a result, 40 standard questionnaires were randomly distributed and the descriptive and survey approaches were applied. As a result, the statistical findings demonstrated the validity of each research hypothesis and revealed the positive significance of each variable. As a result, the two researchers suggested that firms take into account the core responsibilities of enhancing justice, trust, dedication, and contentment among their workforce. Al-Zubaidi and AlMashhadani (2019) 86 managers made up the sample for the study. The advice focused on how

crucial it is to promote creativity, provide novel concepts and test them inside the existing framework in order to learn new approaches, and practice problem-solving strategies in order to achieve the best possible results.

2.3.3 Strategic Direction and Organisation Performance

Strategic direction puts into context the threats and opportunities the challenges that strategic leaders foresee their company will experience over the next three to five years (Lawter & Garnjost, 2025). The envisioned future guides many facets of aorganization design, leadership, employee empowerment, and motivation in the firm's plan execution process. The consistency of the strategic choices modelled by the strategic leader culminates organizational performance. The output is a 3-5-year strategic plan, strategic implementation, and organizational performance (Britton & Callender, 2019).

Additional research, such as that conducted by Sung and Kim (2021) similarly suggested that administrators of higher education institutions can use the components of an effective vision to develop their visions in order to maximize the performance of their faculty as a whole through process improvement, financial stability, client satisfaction and growth, learning, and faculty member satisfaction.

In order to build future direction and guide the firm's values, strategic direction is essential. It involves strategic planning and formulation within the organization. Organizations can build their visions, missions, goals, and values with the help planning process. Ng'ang'a (2019) states that top management is in charge of creating and disseminating the strategic direction. Kitonga et al. (2019) the study's conclusion was that organizational performance and strategic direction were positively correlated. Ng'ang'a (2019) studied the performance and strategic direction of Kenyan tourist industry groups. The investigation also established although subordinate staff members carry out the plan, they were not involved in its creation.

Gaturu et al. (2019) looked into how mission hospitals in Kenya performed organizationally as a result of strategic control, one of the tactics used in strategic management. Foreign churches used to donate to mission hospitals and the government would provide them money, but these hospitals now receive very little funding. The organizational performance of mission hospitals has been adversely impacted by the increase in healthcare costs and the substantial workforce outflow to

other nations. The study's findings indicated a marginally beneficial relationship between ambulance service businesses' performance and strategic direction.

Lerai et al. (2023) looked into how organizational effectiveness of Kenya's commercially based parastatals was affected by strategic direction. Data was collected from 151 administrative employees and 45 department managers made up the responders. To examine the data, both inferential and descriptive statistics were applied. Approximately 60 (56%) and 19 (18%) strongly agreed that their parastatal promoted innovation and customer satisfaction.

Furthermore, Munyao et al. (2020) provides insight into the performance of theological training institutes in Kenya. Top executives of Africa Inland Church theological training institutes were advised in the report to exercise strategic leadership while steering their companies through a difficult economic environment. However, Munyao et al. (2020) omitted students in their first, second, and fourth years, who could have been valuable contributors to the subject matter.

Sung and Kim (2021) regression analysis revealed that organization performance increases by 74 - 79% due to employees' focus on the attainment of goals set through the organization's mission. This led to the conclusion that a clear definition of mission is essential to achieving high organisational performance. Arguably, this was attributed to employees being accorded the opportunity to discharge their functions under a broader framework.

Kishore (2022) used a descriptive design technique and semistructured questionnaires to gather data for their research on how organizational effectiveness in industrial estate firms is affected by strategic planning. The senior executives of the companies that actively contributed to the development of the organization's strategic plan was the targeted population. The findings showed that 70% of the firms polled had specific plans, and there was no discernible association.

With a particular focus on the Agricultural Finance Corporation, Muchiri et al. (2024) investigated the impact of strategic direction on the organizational performance of public enterprises in Kenya. Standardized questionnaires were used to collect primary data, and AFC's financial reports and other pertinent publications served as the source of secondary data on organizational performance. Descriptive and inferential statistics, such as mean and standard deviation, were used in data analysis. It was discovered that enhanced financial performance, operational efficiency, and

customer happiness resulted from a clearly defined strategic direction that was successfully communicated and matched with the organization's operations.

Okongo et al. (2024) investigated government-funded youth empowerment groups in Kenya. They examined the relationship between strategic direction and group effectiveness. This study aimed to quantify achievement using the Balanced Scorecard technique and the principles of strategic leadership. Out of 1,089 employees, 109 individuals were randomly selected from five GSYEOs for a descriptive study. The findings of the correlation study indicate a positive relationship between organizational performance and strategic leadership. According to the findings, GSYEO's top executives should budget enough to implement strategy direction.

2.3.4 Strategic Communication and Organisation Performance

The impact of communication tactics on organizational effectiveness was examined by Muragijimana et al. (2024). The study used a mixed strategy, combining a descriptive and correlational design. Out of a target of 248 workers who took part in various service deliveries in Rwanda, a sample size of 150 was selected. The study found that performance feedback provision is statistically significant with cost efficiency ($r=0.122^*$; $pvalue=0.035$), and the results showed that it has an impact on time schedules, cost efficiency, and service quality. The coherence and consistency of multi-voiced communications and time schedules are significantly correlated, according to the results ($r=0.105$, $p-value=0.071$).

Farmansyah and Isnalita (2020) investigated how the use of ICT affected local government performance in Poland. Seventy-six questionnaires were sent by the study to the East Java Province's Local Apparatus Organization [LAO]. Notably, Farmansyah and Isnalita (2020) found that staff performance was greatly enhanced when ICT was used to transfer information. That is, the workers received effective notice of management decisions about strategy via text messages, phone calls, WhatsApp messages, and emails. Technology-enabled communication allowed management to send and receive staff feedback instantly. Furthermore, unclear duties were easily consulted on and successfully resolved.

Lerai (2023) investigated how corporate communication strategy affected Kenyan commercial parastatals' organizational effectiveness. The study's six (6) commercial parastatals made up its target population, and data gathered using a descriptive research approach. 151 administrative

employees and 45 department managers made up the responders. Using a basic random technique, the study's sample size consisted of 110 administrative employees and 40 department managers. Open-ended and closed-ended were given to them. A pre-test study was also carried out at Kenya Airways, involving 11 administrative staff members and 4 departmental managers. To illustrate the results, frequency tables, explanation, and descriptive analysis were also used. Performance within an organization is positively correlated with corporate communication.

Munyi and Atieno (2021) studied corporate communication risks at four Kenyan institutions with ties to the government. Kenyatta, Laikipia, and Rongo Technical University of Mombasa were these universities. Yamane (1967) was used to sample 2040 administrative staff members, yielding 334 employees who made up the target population. They responded to questionnaires and were questioned. Munyi and Atieno (2021) list inadequate communication measurement as one of the problems, along with inadequate funding for acquiring dependable systems and networks for communication, a failure to take responsibility for the impact that communication has on decisions made on governance, inadequate induction of new employees specifically in the area of communication, and limited communication policies. Since these concerns were associated with public institutions, it is necessary to broaden the study's focus and include private parastatals in order to comprehend the challenges they face.

Shonubi and Akintaro (2019) findings demonstrated how crucial effective communication was to an organization's functioning. According to the study, management should have a good understanding of the human and physical contexts, as well as the motivations behind communication, in order to increase performance effectiveness and efficiency. When creating communications. The tone and content of the communication should be carefully examined, and both explicit and implicit facts are taken into consideration.

Kibe (2019) undertook a research study. Four communication strategies open-door policies, group efforts, organizational structure, and formal channels of communication that may have had an impact on organizational performance were experimentally analyzed in this study. The study's findings indicated that communication techniques, systems, and strategies were the main factors influencing success at Kenya Ports Authority. Wanjiku (2022) identified methodological flaws in the need for additional analysis to address other change management variables. The need to

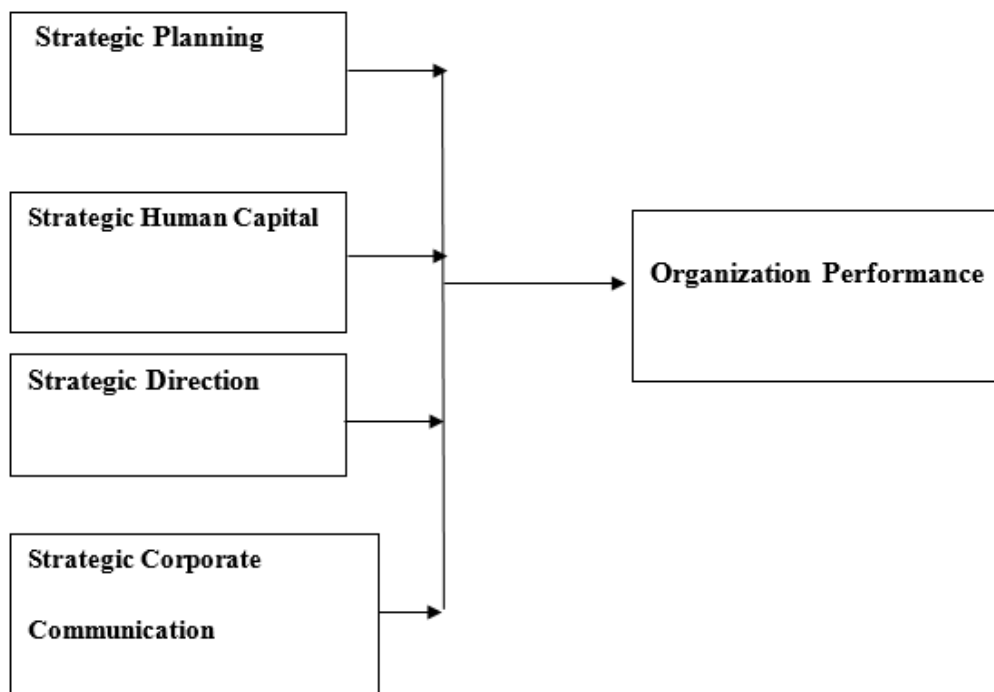
concentrate on the relationship between organizational performance and strategic transformation strategies has a gap in analysis.

2.4 Conceptual Framework

Latham (2017), is a structured framework composed of multiple overarching concepts and theories. This framework can be used by researchers to assist them define problems, create research questions, and ultimately develop workable answers. It generally consists of a set of broadly defined concepts that are methodically constructed to provide guidance, support, according to Cooper and Schindler (2016). As part of the process of building a conceptual framework, consistent theoretical definitions need to be developed in order to make sense of and organize facts and early thoughts. This process includes coming up with new ideas, defining significant constructs, and making clear how these elements relate to one another, according to Yin (2017).

Figure 2.2 :

Conceptual Framework



Source: Author (2024)

The conceptual framework mentioned above illustrates a basic set of related elements that, according to studies, influence organization's performance. Organizational performance, the dependent variable, is directly impacted by strategic leadership techniques, which are regarded as an independent variable.

2.4.1 Strategic Planning

Leinwand,et.al. (2016) defined strategic planning as a method of determining the best allocation of resources to achieve an organization's goals. Meanwhile, Kessler and Kelley (2016) described it as a process of making decisions to achieve an organization's objectives, while Sev (2017) stated that transformation initiatives are meticulously planned and thought out. Basing on Egelhoff (2017), strategic planning is an activity promoting performance by aligning corporate goals with the organization's vision and purpose.

2.4.2 Strategic Human Capital

The investment in human capital is a crucial variable in strategic leadership. Any firm, whether for-profit or nonprofit, must successfully recruit and retain qualified employees with the necessary skills, expertise, and dispositions to be successful. Odero and Kavale (2025) state that human capital is a valuable asset for all types of organizations, encompassing the range of skills, knowledge, competencies, and personal qualities possessed by the workforce.

2.4.3 Strategic Direction

According to Ibrahim (2015), Organizations and Companies evaluate their performance by use of both financial and non-financial parameters. These parameters aid the company in gaining a better understanding on what the company is doing right and what it is doing wrong and therefore getting better knowledge on where to apply greater effort. For a successful organization, there has to be a balance between the financial and non-financial parameters which are supplemental for the organization's success (Ndegwa, 2019).

2.4.4 Strategic Communication

CEOs utilize corporate communication as a proactive and constructive tool to engage with society and facilitate organizational success, according to Mutia (2018). Effective communication is a key principle that impacts development and strategic management, as emphasized by Doe and Green (2019) research. Musheke and Phiri (2021) added that communication also enables community

consultation on specific initiatives, which improves the reputation and credibility of the organizations involved.

2.4.5 Strategic Organization Performance

Organizational performance, as defined by Dinwoodie et al. (2014) pertains to an institution's capacity to efficiently and effectively use its utilities and achieve its goals. Hence, excellent organizational performance is not accidental but is established through the actions of strategic leaders (Dinwoodie et al., 2014). Hotels face numerous challenges that require strategic leaders to decide on the best course of action. By utilizing strategic leadership practices, skills, and knowledge, organizational leaders in hotels can achieve their mission and objectives.

2.5 Research Gap

The evaluated literature showed a range of viewpoints from the academics who examined different strategic leadership and organizational performance metrics. As the research were carried out in other nations, it is not possible to extend the results to Kenya. Additionally, the variables under investigation differed from those in the research study. Studies concentrating on the aforementioned elements, particularly in the context of philanthropic organizations, are scarce locally. Subjective assessments of the establishments under investigation's performance are provided.

Lerai et al. (2023) looked into how organizational effectiveness of Kenya's commercially based parastatals was affected by strategic direction. Approximately 60 (56%) and 19 (18%) strongly agreed that their parastatal promoted innovation and customer satisfaction. Munyao et al. (2020) provides insight into the performance of theological training institutes in Kenya. However, Munyao et al. (2020) omitted students in their first, second, and fourth years, who could have been valuable contributors to the subject matter. Munyi and Atieno (2021) studied corporate communication risks at four Kenyan institutions with ties to the government. Found that inadequate communication measurement as one of the problems, along with inadequate funding for acquiring dependable systems and networks for communication, a failure to take responsibility for the impact that communication has on decisions made on governance, inadequate induction of new employees specifically in the area of communication, and limited communication policies.

Since these concerns were associated with public institutions, it is necessary to broaden the study's focus and include private parastatals in order to comprehend the challenges they face.

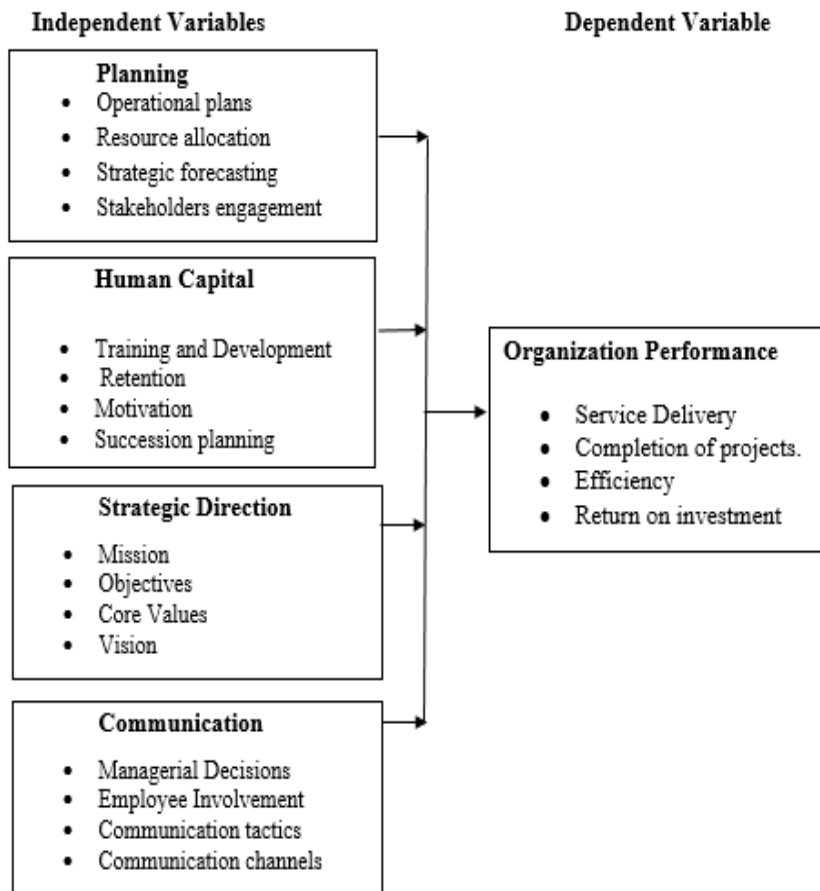
It seems from a survey of the literature that there is not enough data to prove a direct correlation between organizational success and strategic leadership. For instance, Serfontein's (2019) study did not look for a correlation between operational strategy and organizational performance; rather, it simply looked at the effect of strategic leadership on these variables. Previous studies on the connection between strategic leadership and organizational performance were unable to reach any strong results because they either focused on one component as independent or dependent on another. The goal is to expand on Serfontein's (2019) results, which identified the particular components of strategic leadership that influence organizational success.

Strategic leadership and organizational performance are interdependent and tightly related. To succeed in the ever-evolving business environment, an organization needs strategic leadership to supply the required resources tools, skills, and expertise. When making organizational changes, it's crucial to take the workforce's diversity and the organization's distinct culture into account. Keeping a competitive edge also requires being able to adjust to local and global technological changes. Achieving optimal organizational performance requires internal policies and practices to be adaptable and sensitive to these changes. Researchers have identified three primary objectives for organizational leaders: disseminating internal knowledge; obtaining and incorporating external data; and articulating a transformative vision to investigate novel prospects and assets.

2.6 Operational Framework

Figure 2.3

Operational Framework



Source: Author (2024)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter includes a review of the methods that was used for data collecting and analysis, as well as the procedures and study design. This chapter also covers target population study sample design, target population along with research design, and data collection methods. To ensure consistency in the study's deductions, a review of the validity and reliability of the data gathering instruments is also included.

3.2. Research Design

Cooper and Schindler (2016) define research design as a plan or strategy that explains the arrangement and structure of relationships between study variables as well as the technique used to gather empirical data on those relationships. It is a methodological framework intended to address particular research inquiries. The overall plan and timeline for the research are outlined in the research design selected for a project. A descriptive research design was applied in this study to look at the relationship between two variables. This kind of design seeks to ascertain if variations in one variable directly affect variations in the other. Furthermore, according to Creswell (2014), this design determined if the independent and dependent variables have a linear relationship. Descriptive surveys are a type of data collection wherein participants are interviewed or the general public is given questionnaires (Creswell, 2018). This assessment used a descriptive survey to look at organizational performance and strategic leadership strategies.

3.3. Target Population

A target population, according to Maxwell (2012), is the group that the researcher hopes to connect the study's findings with. The general managers and assistant general managers of Nairobi County's 25 four-star hotels made up the study's population (Appendix 4). The study used a census survey.

Table 3.1:

Target Population

Designation	Number
General managers	25
Assistant general managers	45
Supervisors	78
Total	148

Source: Human Resources Records Four Star Hotels(2024)

3.4. Data Collection Instruments and Procedures

An introduction and ethical review letter from the University's postgraduate office, which explicitly stated the intention to conduct a study and made a formal request to the authorities to carry out the allowed study, were received in order to facilitate data collection. The researcher applied for and received permission from the National Council for Science, Technology, and Innovation (NACOSTI) to conduct the empirical investigation. A questionnaire was used in the study to gather primary data. This is good for the study because it made it possible to gather a lot of data (Kothari, 2019). Participants received their surveys in a "drop and pick later" approach. Nonetheless, the researcher will be accommodating and permit the surveys to be filled out right away.

3.5. Data Analysis

Following data collection, uniformity was achieved by using a variety of control indicators, such as waiting for data entry to be completed and checking for inconsistencies. Each questionnaire was coded and given a unique identifying code while it waits to be entered into the data. Following the input of the numbers, the gathered data was examined for any discrepancies. In order to find instances of incompleteness and inconsistency, the investigator reviewed the data. Version 26 of the SPSS was used to analyze the data. A descriptive analysis and frequency table presentation was made in the next step.

The following model will also be used for multi regression analysis.

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

Whereby;

Y: is the Organization Performance

β_0 : is constant (coefficient of intercept)

X_1 : is StrategicPlanning

X_2 : isStrategic human capital

X_3 :is Strategic direction

X_4 :isStrategicCommunication

ϵ : is the error term,

$\beta_1.....\beta_4$ is the regression coefficient of the variables

3.6. Validity and Reliability of Instruments

Piloting tests must be carried out to make sure the questionnaire gathers relevant data in accordance meets expectations in order to meet the criteria for validity and reliability as an investigator (Yin , 2017).

3.6.1 Pilot Study

To ensure the appropriateness and reliability of the research instruments, Pilot study was carried out in four star hotels.Cronbach's Alpha was used by the researcher to assess internal consistency. This involved distributing 14 questionnaires to respondents in four star hotels. Following the guidance of Kothari (2019), it is a common practice to use approximately 10% of the intended sample size for a pilot study. A higher Cronbach's Alpha value is desirable, and as per the recommendation of Kothari (2019), a reliability value of 0.70 or higher is generally considered acceptable for research instruments.

In reliability testing, a Cronbach's Alpha value of 0.70 or higher holds significant importance. This coefficient, ranging from 0 to 1, signifies the degree of internal consistency among items within a research instrument. When the Cronbach's Alpha surpasses 0.70, it indicates a desirable level of consistency among these items, suggesting that they effectively measure the same underlying construct. This internal consistency is vital in research because it ensures that the instrument reliably captures the intended concept. While a value of 0.70 is often considered acceptable, researchers in different fields and contexts may set varying thresholds depending on the specific requirements of their studies. Essentially, a Cronbach's Alpha of 0.70 or higher enhances the reliability of data collection, contributing to more robust and dependable research outcomes (Creswell, 2019).

Yin (2017) defines content validity as the significance and accuracy of conclusions. According to this, validity is the extent to which the conclusions drawn from the examination of facts faithfully represent the subject under study. The researcher consulted with research specialists, seasoned graduates, and lecturers to get insightful recommendations on how to improve the face and content validity of the study instruments. These specialists carefully went over the tools and offer their opinions on their relevance, appropriateness, and clarity. Questions that are unclear or difficult to understand were reworded, and things that are unnecessary or repetitive were changed or eliminated. The researcher carefully evaluated and incorporate dsuggestions for new questions or modifications if they are in line with the goals of the study. Through piloting, the researcher was able to identify items in the study instrument that are hard to interpret and extract meaningful data, thus improving face validity.

3.7 Diagnostic Tests

Diagnostic tests are tests done to assess whether linear regression assumptions are satisfied or violated. Before proceeding with equation estimation, diagnostic tests were conducted to ensure that the conventional “linear regression model assumptions” are not being violated. Skewed and ineffective parameter estimations are the outcome of breaking the claims of a traditional regression model. To ensure that there are no violations of the regression analysis norms, diagnostic tests were conducted. The tests included multicollinearity, autocorrelation, heteroskedasticity, and normality.

3.7.1 Multicollinearity Test

The multicollinearity test evaluates the degree to which one independent variable can be adequately represented by the others. Multicollinearity is indicated when one independent variable can be highly represented by the other independent variables (Creswell, 2019). Tolerance levels and VIF was also employed. Any multicollinear variables would be removed from research, and a new measure was chosen and replaced with the collinear variable.

3.7.2 Heteroskedasticity

Heteroscedasticity occurs when the variance of the residuals fluctuates unequally throughout a range of observed values. When performing a regression analysis, heteroskedasticity results in an uneven scattering of the residuals, commonly known as the error term (Creswell, 2019).Plotting a

graph of the residuals is one of the most popular methods for determining whether heteroskedasticity exists. The presence of heteroskedasticity is visually indicated by a residual plot that looks like a fan or cone.

3.7.3 Normality Test

Normality tests are used to verify the assumption that the response variables' residuals have a normal distribution around the mean (Yin, 2019). Normality was ascertained “using the Shapiro-Wilk test, which can identify departures from normalcy brought on by skewness, kurtosis, or both. Figures greater than 0.05 indicate that the data is normal” and its statistics range from 0 to 1 .

3.8. Research Ethics

When conducting a study, ethics involves taking into account one's moral standing while prioritizing the wellbeing of the participants. In scientific study, respondents ought to be treated with decency . The investigator was not obligated to attempt to influence any study results and made every effort to present the report in its original form. This benefited not only the researcher but also future researchers who could wish to confirm the information, receive guidance for conducting a similar study, or reject some of the findings.

The good and evil deeds in the define research ethics. The four star hotel employees who participate in this survey were called responders; neither their gender nor their identify was disclosed. Furthermore, the investigator obtained authorization to gather information from both KEMU and NACOSTI. Respondents were not bought off by the researcher to take part in the study.

CHAPTER FOUR

RESULTS AND ANALYSIS

4.1 Introduction

The conclusions drawn from the examination of the data gathered are described in depth in the fourth chapter. It also records the characteristics of the participants and their opinions about how strategic leadership methods affect the performance of four-star hotels in Nairobi County, Kenya. The researcher chose tables that provided a summary of the participants' responses in order to ensure simplicity when presenting the data.

4.2. Response Rate

This study's target population was all 148 the general managers, assistant general managers and supervisors of Nairobi County's four-star hotels will make up the study's population, 107 out of the 148 questionnaires administered were correctly completed and submitted, resulting in a favorable response rate of 72.29%. According to Kothari (2019) a response rate of above 50 percent is adequate for descriptive study.

4.3 Reliability Analysis

Since Cronbach's Alpha assesses internal consistency by determining whether particular instruments in a scale suggest a comparable construct validity, it was used to determine reliability. According to Kothari (2019), an optimum Alpha score should be 0.7. Reliability was optimal on all five scales, as indicated by the examples in table 4.1 below, as their scores above the desired threshold of 0.7 and higher.

Table 4.1:

Reliability Analysis

Determinant	No of items	Cronbach's	Verdict
Strategic Planning	5	.743	Reliable
Strategic Human capital	5	.867	Reliable
Strategic direction	5	.924	Reliable
Strategic communication	5	.772	Reliable
Organizational performance	5	.791	Reliable

Source: Research Data (2024)

The statistics exceeded the optimal score of 0.7 and above, indicating consistent performance of the data gathering method based on the detailed Cronbach's alpha scores.

4.4 General Information of the Respondents

The investigation aims to acquire the basic data of the participants such; sex, age, education levels, duration of job inside the four-star hotels in Nairobi County.

4.4.1 Gender Distribution of the Respondents

The researcher aimed to evaluate the participants' gender distribution. Table 4.2 below provides a thorough breakdown of deductions. The respondents' gender was gathered in order to determine the gender distribution of important leadership positions in Nairobi County's four-star hotels. Women are still underrepresented in high management, despite numerous studies suggesting that they are more effective than men as leaders.

Table 4.2:

Gender of the Respondents

Gender	Frequency	Percentage
Male	69	64.5
Female	38	35.5
Total	107	100

Source: Research Data (2024)

From the deductions, Male respondents made up 64.5% of the study's sample, while female respondents made up 35.5%.The study's findings showed that both genders were fairly represented, and it's significant to highlight that the gender ratio set forth by the government was exceeded.

4.4.2 Age Brackets of the Respondents

The goal of the investigation was to ascertain the participants' age distributions. Table 4.3 below provides a complete breakdown of deductions.The respondents' ages were gathered in order to determine the age distribution of crucial leadership positions in Nairobi County's four-star hotels. Although effective strategic leadership can be found across different age groups, depending on individual skills and the specific context, research indicates that a leader's age can have a

significant impact on their strategic leadership abilities. Older leaders are often seen as having an advantage due to their accumulated experience and perspective, which can lead to more thoughtful and long-term strategic decision-making, while younger leaders may be more inclined toward rapid innovation and quick action.

Table 4.3:

Age Brackets of the Respondents

Age brackets	Frequency	Frequency
40-44 years	48	44.9
45 years	59	55.1
Total	107	100

Source: Research Data (2024)

To determine whether respondents were mature enough to provide accurate answers, questions concerning their age group were also posed to them. Since all of the respondents were adults, as can be seen in Table 4.3 below, all the responders are 40 years and above, indicating that they are still highly engaged and productive.

4.4.3 Working Experience in the Four Star Hotels

Respondents were asked how long they had been employed by their present employers. Table 4.4 following provides a thorough breakdown of deductions. Working experience of the respondents was sought to establish whether the experience of the respondents related to strategic leadership in the 4 star hotels in Nairobi County. The ability of a leader to practice strategic leadership is greatly influenced by their work experience, which gives them the perspective, knowledge, and insights necessary to make long-term decisions by using past experiences to analyze current circumstances and predict future trends. In other words, the more varied and extensive a leader's work experience, the more capable they are of navigating complex strategic challenges.

Table 4.4:

Working Experience in the Four Star Hotels

Working Experience	Frequency	Frequency
Below 5 years	52	25.6
6-10 years	86	42.4
11-15 years	44	21.7

16-20 years	21	10.3
Total	203	100

Source: Research Data (2024)

The study asked participants to indicate how long they had worked for the four star Nairobi County. Figure 4.4 shows that 21.7% of respondents said they had worked there for 11 to 15 years, 10.3% said they had worked there for 16 to 20 years.

4.4.4 Education level

Participants in the study were required to provide their highest levels of schooling. Table 4.5 provides a complete breakdown of deductions. Education level of the respondents was sought to establish whether the education level of the respondents related to strategic leadership in the 4 star hotels in Nairobi County. A higher education level of a leader is generally associated with a greater capacity for strategic leadership, as it provides the knowledge, analytical skills, and broader perspective needed to effectively develop and execute long-term organizational strategies, anticipate future trends, and make informed decisions in complex situations; essentially, a higher education level equips leaders with the tools to think strategically and navigate challenging environments.

Table 4.5:

Respondents' Level of Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Undergraduate	60	56	56	56
Postgraduate	47	44	44	100.0
Total	107	100.0	100.0	

Source: Research Data (2024)

The highest level of education for the respondents was an important requirement for the study. Examining the respondents' educational background allows someone to properly explain and disseminate information regarding a problem. Based on the research findings displayed in Table 4.10, it was determined that the majority of participants (56%) held bachelor's degrees, while 44% held postgraduate degrees.

4.5 Diagnostic Tests

Pre-estimation experiments were conducted in order to support the usage of the regression model.

4.5.1 Normality Assumptions Test

Using the Shapiro-Wilk test, normality was checked. This test assesses the degree of normality of the data by identifying the presence of skewness, kurtosis, or both. Data is considered normal if the figures exceed the Shapiro-Wilk Test value, which is larger than 0.05. The data substantially depart from a normal distribution if it is less than 0.05 (Yin, 2017). Cresswell (2019) asserts that if a data set deviates significantly from a normal distribution, it is less than 0.05. Table 4.6 displays the results of the test of normality.

Table 4. 6:

Normality Assumption Test Results

Variables	Statistic	Shapiro Wilk
		sig
Strategic Planning	.453	.015
Strategic Human capital	.675	.001
Strategic direction	.876	.046
Strategic communication	.443	.034

Source: Research Data (2025)

The results in Table 4.6 showed that $p\text{-value} < 0.05$, thus the null hypothesis that that data is normal is therefore rejected. This confirmed that the assumption of normality was satisfied.

4.5.2 Multi-Collinearity Assumption Test

Multicollinearity arises where more than one variable measures the same value. Multicollinearity entails high correlation levels of independent variables that should predict the dependent variable. Presence of Multicollinearity between variables implies a significant effect on the statistical and regression results of research findings. Running Collinearity tests between variables detects Multicollinearity. Collinearity tests result to two significant values that researchers use to make decisions on multicollinearity. These values are the variance inflection factor (VIF) values and the tolerance values (Yin, 2019). This study has analyzed the multicollinearity tests for strategic planning, human capital, strategic direction, and strategic communication against performance outcomes as the dependent variable. The researcher has shown the findings in Tables 4.7.

Table 4.7:***Multicollinearity Tests***

Model	Collinearity Statistics	
	Tolerance	VIF
1		
Strategic Planning	.157	6.385
Human Capital	.157	6.378
Strategic Direction	.155	6.445
Strategic Communication	.903	1.107

^a- Dependent Variable: Performance

The VIF values from this research are below 10. Therefore, the two results of the tolerance values and VIF values give an indication that there is no concern for multicollinearity. Hence, this study can conclude that there was no multicollinearity problem between the variables. There is therefore no need for further multicollinearity tests.

4.5.3 Autocorrelation Assumption Test

To check for autocorrelation, the study employed the Durbin-Watson test. The values of Durbin-Watson statistics range from 0 to 4. When the value is 2.0, it means that no autocorrelation was found in the sample. Positive autocorrelation is indicated by a value close to 0, and negative autocorrelation is shown by a value close to 4. Generally speaking, Durbin Watson test statistic values between 1.5 and 2.5 are considered to be very typical. Values that go outside of this range should raise red flags. Table 4.8 presents the findings.

Table 4. 7:***Autocorrelation Assumption Test Results***

Variable	Durbin-Watson
Strategic Planning	2.210
Human Capital	1.665
Strategic Direction	1.334

Source: Research Data (2025)

The findings in table 4.8 above indicated that Durbin Watson values ranges between 1.665 and 2.210. These values are within the accepted limits of a range of 1.5 to 2.5. Thus, there is no problem of autocorrelation

In conclusion, the data collection instruments were found to be valid and reliable and therefore can be used for data collection in the main study.

4.5 Descriptive Analysis

The presentation of the findings from the descriptive analysis with reference to the independent (planning, human capital, strategic direction, strategic communication) and the criterion variable (organizational performance).

4.5.1 Organization Performance

In response to the organizational performance question, participants had to indicate how much they agreed or disagreed. Table 4.9 following provides a complete breakdown of deductions.

Table 4. 9:

Descriptive Statistics for Organization Performance

	N	Mean	Std. Deviation
In our organization, efficiency is always satisfactory.	107	3.82	1.29
Return on investment has a constant impact on our organization's performance.	107	2.23	.68
Over the past five years, the organization's service delivery has improved.	107	3.82	1.29
Our firm has funds available for the payment of suppliers.	107	3.13	1.28
In our firm, the annual strategic plan is often carried out.	107	1.78	.90

Source: Research Data (2024)

Findings from table 4.9 indicate that in our organization, efficiency is always satisfactory (M = 3.82, Sd = 1.29). Over the past five years, the organization's service delivery has improved (M =

3.82, Sd = 1.28). Our firm has funds available for the payment of suppliers (M = 3.13, Sd = 1.28). Further, they disagreed that return on investment has a constant impact on our organization's performance (M = 2.23, Sd = 0.68) and that in our firm, the annual strategic plan is often carried out (M = 1.78, Sd = 0.90).

4.5.2 Influence of Strategic Planning on Performance of Four Star Hotels

Regarding the issue about how strategic planning affects the performance of four-star hotels, participants were to indicate how much they agreed with it. The results are shown in detail in table 4.10 below.

Table 4.10:

Influence of Strategic Planning on Performance of Four Star Hotels

	N	Mean	Standard deviation
The top management employees take formal responsibility for organization's strategic business planning.	107	2.85	1.54
Strategic plans inform our operational plans.	107	2.86	1.25
Our strategic planning decisions have always been informed by benchmarking.	107	3.47	1.34
Employee motivation is influenced by resource allocation availability.	107	3.41	1.52
Our strategic planning has been greatly influenced by strategic forecasting.	107	1.78	.90

Source: Research Data (2024)

The findings from Table 4.10 revealed that employee motivation is influenced by resource allocation availability (M = 3.41, Sd = 1.51). Our strategic planning decisions have always been informed by benchmarking (M = 3.47, Sd = 1.34). Our strategic planning has been greatly influenced by strategic forecasting (M= 1.78, Sd = .90). Strategic plans inform our operational plans (M= 2.86, Sd = 1.25). The top management employees take formal responsibility for organization's strategic business planning (M= 2.85, Sd= 1.54).

In the open ended questions the respondents were asked; in what other ways do strategic planning influence organization performance? In response:

Strategic planning significantly influences organizational performance beyond just setting a direction. It enhances focus, alignment, and forward movement, while also providing a framework for anticipating and mitigating risks. By clarifying an organization's vision and goals, strategic planning ensures resources are prioritized and operations are aligned with long-term objectives.

Strategic planning helps organizations identify their core strengths and weaknesses, as well as external opportunities and threats. This understanding allows for better allocation of limited resources (time, money, personnel) towards activities that directly support the organization's strategic goals. By focusing on key priorities, organizations can avoid wasting resources on initiatives that are not aligned with their overall vision.

Strategic planning encourages organizations to think critically about their future and identify opportunities for innovation. By constantly evaluating their environment and adapting their strategies, organizations can stay ahead of the curve and maintain a competitive edge. This adaptability is crucial in today's dynamic business landscape, where change is constant.

Belias (2023) found that Greek hotel management is oriented toward leadership. However, it appears that both the success and the integration of change are moderate. To be more precise, the study's conclusions show that organizational change and integration are positively correlated with strategic leadership.

Although strategic planning is very effective in increasing organizational effectiveness—that is, whether or not organizations succeed in reaching their objectives—it shouldn't always be done with the intention of increasing efficiency. By using a more methodical, logical, and reasonable approach to strategic decision-making, strategic planning as a process aids businesses in developing stronger plans and fosters comprehension and dedication among managers and staff. Managers and staff frequently feel a sense of belonging and are dedicated to supporting the organization when they get what it does and why.

In order to accomplish the goals and objectives of the business, managers and staff are typically unexpectedly creative and imaginative due to their commitment. A company's managers and staff will be able to see change as an opportunity rather than a danger if they adopt a strategic approach.

Outlining the organization's future position, or aspiration, is the first step in strategic planning.

Next, it defines the organization's purpose (mission) and creates realistic goals, objectives, and detailed schedules (plans) that are in line with the mission within the institution's implementation capacity. It conveys such aims, objectives, and plans to the stakeholders of the institutions, fosters a sense of ownership over the plans.

For any business or group that want to accomplish certain goals, strategic planning may be a very useful tool. Planning and carrying out a strategic plan successfully requires a methodical approach that pays close attention to every little detail. Getting feedback from a wide range of stakeholders, such as staff members, clients, and other pertinent parties, is one efficient method of developing a strategy plan. This can guarantee that the strategy is comprehensive and considers the requirements and preferences of all parties. As part of the planning process, it's also critical to set precise objectives and priorities, as well as to specify action items and implementation schedules. Lastly, it's critical to stay flexible and adaptable in the face of new opportunities and difficulties, as well as to periodically review and reevaluate the plan as conditions change. Organizations can develop and carry out long-term, sustainable strategic plans by following these steps.

Strategic planning's effect on organizational performance was examined by Salem (2019) using Qatari state institution. Ultimately, strategic planning have a substantial and favorable link. Oludele (2021) looked on how organizational effectiveness in Nigerian health care services was affected by strategic planning. The results shown that the development and application of strategic planning directly affects the service delivery of healthcare institutions, resulting in enhancements to departmental performance and the lifetime of the institution. Oludele (2021) looked at how organizational success in Nigerian health care services is affected by strategic planning. The findings shown that the creation and implementation of strategic planning significantly impacts the efficacy and efficiency of healthcare facilities, improving departmental performance as well as the institution's lifespan.

Alotaibi (2020) investigated how innovation and strategic planning affected the Saudi Red Crescent authority's organizational performance. The research's primary conclusions showed that good management techniques can influence the efficacy of bank branches; additionally, the research revealed that the branch's overall performance is heavily reliant on both innovation and long-term planning.

Nyong'a and Maina (2019) in order to gather data for the study, he also used a research assistant that he had previously trained in data gathering methods. A preliminary investigation was conducted to identify potential issues pertaining to the questionnaire's validity and degree of clarity in design. The study found that the KRA, Southern Region's strategy implementation is positively and significantly impacted by management commitment, participatory leadership, planning programs, and delegation all of which are examples of strategic leadership techniques.

Mwangi et al. (2020) the development of mission and vision, the creation and implementation of strategic plans, and the allocation of resources with growth and expansion and revenue production were all positively and significantly correlated. Conversely, there was a substantial and favorable association between the two organizational performance characteristics and the development of an organizational mission and vision, as well as the creation and implementation of a strategic plan, resource allocation, and drawing. This suggested that the organization's performance would increase if it carefully crafted its goal and vision as well as created and carried out its strategic plan. According to the report, KEWI should implement more strategic planning techniques to achieve steady performance improvement.

4.5.4 Influence of Strategic Human Capital on Performance of Four Star Hotels

In response to the question on how strategic human capital affects the performance of four-star hotels in Nairobi County, participants had to indicate how much they agreed with the statement. The results are shown in full in table 4.11 below.

Table 4.8:

Influence of Strategic Human Capital on Performance of Four Star Hotels

	N	Mean	Standard deviation
The company has a systematic training and development plan for its human resources.	107	3.13	1.58
Ongoing on-the-job training programs are available to improve service delivery's efficacy and efficiency.	107	3.32	1.58
The purpose of the formal induction and orientation procedure is to acquaint new hires with the company.	107	4.52	.50
Employees have the opportunity to gain and share work experience.	107	3.19	1.78

This organization rewards and promotes exceptional employee performance.	107	3.18	1.70
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Source: Research Data (2024)

According to the study, new hires go through a comprehensive induction and orientation procedure to acquaint them with the company ($M = 4.52$, $Sd = 0.50$), as shown in Table 4.11. To improve the effectiveness and efficiency of service delivery, ongoing on-the-job training programs are in place ($M = 3.32$, $Sd = 1.57$). Employees have the opportunity to gain and impart work experience to others ($M = 3.19$, $Sd = 1.77$). This organization rewards and promotes exceptional employee performance ($M = 3.18$, $Sd = 1.70$). The company has a systematic training and development plan for its people resources ($M = 3.13$, $Sd = 1.57$).

In the open ended questions the respondents were asked to indicate how strategic human capital affects the performance. In response:

Strategic human capital significantly influences organizational performance through several key pathways beyond just boosting productivity. These include fostering a culture of innovation, enhancing employee engagement and loyalty, and driving competitive advantage through unique capabilities. Effective human capital management, including knowledge management systems, facilitates the development and sharing of knowledge and expertise within the organization. This leads to increased innovation and the ability to adapt to changing market conditions. Investing in employee training and development ensures a workforce with the skills needed to develop new products, services, and processes, crucial for staying ahead in competitive markets.

Employee effectiveness and efficiency can be increased through human capital development, allowing them to do jobs more quickly, more accurately, and with fewer mistakes. Higher output, reduced expenses, and increased customer satisfaction can result from this. Because your employees may use their knowledge and skills to solve problems and come up with new ideas, developing human capital can also encourage creativity and innovation.

You may lower the turnover rate and related expenses by improving employee engagement and loyalty through human capital development. As your staff members recognize the prospects for advancement inside your company, building human capital can also help you draw in and keep

talent. The company culture can also be improved by investing in human resources, as your staff will feel appreciated, respected, and supported.

Understanding your current condition is necessary before you can create and carry out a human capital development plan. Your workforce's strengths and weaknesses, skill and competency gaps and possibilities, and the degree to which your human capital aligns with your vision and mission must all be determined. Surveys, interviews, performance reviews, competency frameworks, and SWOT analysis are just a few of the tools and techniques you might use to evaluate your human resources.

After gaining a comprehensive understanding of your existing situation, you must establish your goals and benchmarks for human capital development. Setting your company's strategy and values is essential. Establishing the metrics and techniques that will enable you to monitor and assess your impact and development is also necessary. Key performance indicators (KPIs), ROI, market share, employee engagement, and customer happiness are a few examples.

Creating and implementing educational initiatives that meet the demands and expectations of your human capital is the next stage. Along with your organization's resources and limitations, you also need to take into account the various learning styles, preferences, and motivations of your staff. Online courses, workshops, coaching, mentorship, job rotation, and peer learning are just a few of the different learning formats and techniques that are available to you. Additionally, you must make sure that your educational initiatives are interesting, pertinent, and flexible enough to adjust to the ever-evolving demands of your workplace.

Mekuri-Ndimele's (2022) to thrive in today's cutthroat environment, organizations must continuously enhance their performance. Human capital is one of the most important elements that enhance performance. This study examines how human capital affects organizational performance. The study was conducted at Istanbul's private healthcare institutions between November 2016 and January 2017. The sample includes managers who work for healthcare institutions. Gichana and Oloko (2022) established that the organizational effectiveness of SACCOs in Kisii County is significantly impacted by implementation control. Based on the results, this study suggests that Kisii County's SACCO management develop and put into practice efficient plans to enhance premise control inside the company.

Kegeni (2021) understanding the strategic control systems (SCS) that the organization uses to execute its five-year competitive strategy lunges was the aim of the study. Interviews were then synthesized and conclusions were drawn using content analysis. The study found a favorable relationship between Bamburi Cement Limited's (BCL) financial performance and the comprehensive SCS that was employed. According to a study by Gichana and Oloko (2022) found that, for a number of reasons, including economic development, various countries placed a high priority on developing their human capital. The study also found that enhancing human capital is a crucial corporate solution. In his 2019 study on the development of human capital, Muhammad sampled fifteen associations from pharmaceutical companies in Jordan. The sampling unit comprised managers, employees, and department heads from these companies. The study used a descriptive method to analyze the data, and questionnaires were used to gather the data.

Alnidawi et. al. (2017) collected utilizing questionnaires from forty employees of each of the three Jordanian telecommunications firms using a descriptive survey approach. After doing hypothesis testing with simple and multivariate regressions, the results showed how important it was to create human capital since it helped a corporation achieve its goals. According to Kraiger (2019), training increases an organization's revenue base, profitability, efficacy, and productivity; for this reason, banking businesses should also prioritize training.

Through a thorough review of the literature, Kiran et al. (2022) investigated the connection between HRM, HR analytics, and performance of the organization.. The study's foundation is a comprehensive, methodical analysis of the literature that was compiled from past studies. Results: A systematic review that demonstrated how HR analytics improves organizational performance by monitoring human capital management inside businesses validated the conceptual model that was given.

4.5.5 Influence of Strategic Direction on Performance of Four Star Hotels

In response to the question on how strategic direction affects the organizational performance of four-star hotels in Nairobi County, participants were to indicate how much they agreed with the statement. The results are shown in full in table 4.12 below.

Table 4.12:

Influence of Strategic Direction on Organization Performance

	N	Mean	Standard deviation
Evaluation of the internal and external environments serves as a reference for project definition.	107	3.21	1.15
We create top-notch project environmental data to help identify strategic risks and their possible effects early on.	99	3.31	1.26
Work plans cover the organization's goals, targets, metrics, tactics, schedules, oversight, and financial constraints.	100	3.81	1.26
We provide a set of steps to control risks and problems in the project or company.	103	3.64	1.26
The leadership ensure that control processes and procedures are carried out on the implemented strategies to mitigate risk and ensure compliance.	107	3.46	1.34

Source: Research Data (2024)

Work plans cover the organization's goals, targets, indicators, strategies, timeframes, monitoring, and budget, according to Table 4.15 (M = 3.81, Sd = 1.26). To control risks and problems in the project or organization, we create a set of steps (M = 3.64, Sd = 1.26). The leadership ensure that control processes and procedures are carried out on the implemented strategies to mitigate risk and ensure compliance (M = 3.46, Sd = 1.34). For the early detection of strategic risks and their possible effects, we create high-quality project environmental data (M = 3.31, Sd = 1.26). Evaluation of the internal and external environments (M = 3.21, Sd = 1.15) informs the definition of the project.

In the open ended questions the respondents were asked to explain how strategic direction influences organizational performance: In response:

Strategic direction significantly impacts organizational performance beyond just setting goals. It shapes the organization's structure, fosters a shared sense of purpose, and influences decision-making processes, ultimately driving operational efficiency and innovation. A clear strategic direction helps organizations focus on key priorities and allocate resources effectively. It clarifies

what is important and what is not, preventing wasted effort and promoting a more streamlined approach to operations.

In order to build future direction and guide the firm's values, strategic direction is essential. It involves strategic planning and formulation within the organization. Organizations can build their visions, missions, goals, and values with the help planning process. Ng'ang'a (2019) states that top management is in charge of creating and disseminating the strategic direction. Kitonga, et al. (2019) conclusion was that organizational performance and strategic direction were positively correlated. Ng'ang'a (2019) studied the performance and strategic direction of Kenyan tourist industry groups. The investigation also established although subordinate staff members carry out the plan, they were not involved in its creation.

By offering a clear path for decision-making, directing staff efforts toward shared objectives, facilitating better resource allocation, encouraging innovation, increasing flexibility in response to market shifts, creating a strong corporate culture, and enhancing communication at all levels, a strategic direction affects organizational performance and, in the end, improves overall performance and competitive advantage.

In order to prevent distractions and resource misallocation, a clear strategic direction aids in identifying important goals and concentrating organizational energy on the most significant projects. Employee engagement and team cohesion are increased when the strategic vision is communicated to them because it gives them a feeling of purpose and inspires them to strive toward common objectives. All levels of decision-making are guided by a clear strategic direction. By pinpointing areas where novel concepts and methods can provide a competitive edge, strategic direction can promote an innovative culture. Among stakeholders, including as partners, investors, and consumers, a clear strategic direction may foster confidence and trust.

Understanding the importance of a strategic direction is essential before delving into the specifics of developing strategic thinking skills. Fundamentally, a strategic direction gives everyone in an organization a common goal and vision. It serves as a North Star, directing decision-making procedures and guaranteeing that individual endeavors support the overall objectives of the company. Even the most adept strategic strategists may become lost without this guidance. They might create programs and plans that, although remarkable on their own, don't help the

organization achieve its long-term goals. Even worse, these misdirected endeavors may drive the company in several directions, resulting in inefficiency and internal conflict.

Strategic direction puts into context the threats and opportunities the challenges that strategic leaders foresee their company will experience over the next three to five years (Lawter & Garnjost, 2025). Hitt et al. (2010) identified that the proponents of strategic directions begin with the defining the objective, vision, and strategic plan to realize this vision over time as a strategic leader. The envisioned future guides many facets of a organization design, leadership, employee empowerment, and motivation in the firm's plan execution process. The consistency of the strategic choices modelled by the strategic leader culminates organizational performance. The output is a 3-5-year strategic plan, strategic implementation, and organizational performance.

Ng'ang'a (2019) assert that strategic direction demonstrates the organization's desired future state. Some of the most notable markers that can be used to determine whether a certain leader is providing strategic direction include strategic intent, vision, mission, and objectives. Guiding objectives, would be gathered in order to develop the strategic direction variable. According to Dugan (2017), it is evident that the conventional models and methods for performance measurement are no longer sufficient (Elbanna, Eid&Kamel, 2015). Additional research, such as that conducted by Kariyawasam (2019), Izadi et al. (2019), and Mariani and Gorda (2019) similarly suggested that administrators of higher education institutions can use the components of an effective vision to develop their visions in order to maximize the performance of their faculty as a whole through process improvement, financial stability, client satisfaction and growth, learning, and faculty member satisfaction.

In order to build future direction and guide the firm's values, strategic direction is essential. It involves strategic planning and formulation within the organization. Organizations can build their visions, missions, goals, and values with the help planning process. Ng'ang'a (2019) states that top management is in charge of creating and disseminating the strategic direction. Kitonga, Bichanga, and Muema (2019) the study's conclusion was that organizational performance and strategic direction were positively correlated. Ng'ang'a (2019) studied the performance and strategic direction of Kenyan tourist industry groups. The investigation also established although subordinate staff members carry out the plan, they were not involved in its creation.

Gaturu, et.al., (2019) looked into how mission hospitals in Kenya performed organizationally as a result of strategic control, one of the tactics used in strategic management. Foreign churches used to donate to mission hospitals and the government would provide them money, but these hospitals now receive very little funding. The organizational performance of mission hospitals has been adversely impacted by the increase in healthcare costs and the substantial workforce outflow to other nations. The study's findings indicated a marginally beneficial relationship between ambulance service businesses' performance and strategic direction.

4.5.7Influence of Strategic Communication on Performance of Four Star Hotels

Based on the question on how strategic communication affects the performance of four-star hotels in Nairobi County, participants were to indicate how much they agreed or disagreed. Table 4.13 below provides a complete breakdown of deductions.

Table 4.13:

Influence of Strategic Communication on Performance of Four Star Hotels

	N	Mean	Standard deviation
Employees are informed about our organization's vision, beliefs, and missions.	104	1.78	.90
Our company shares its vision, goal, and values with its staff.	100	1.80	.85
Our staff are informed when new policies are developed.	107	2.45	.74
Workers respond to their roles with enthusiasm.	107	2.51	1.31
Managers discuss tactics to ensure that roles are fulfilled.	107	2.86	1.19

Source: Research Data (2024)

According to the study, the majority of respondents disagreed with every statement: Managers communicate tactics to ensure that roles are completed ($M = 2.86$, $Sd = 1.19$). Workers respond to their roles with enthusiasm ($M = 2.51$, $Sd = 1.31$). Employees are informed about our organization's values, mission, and vision ($M = 1.80$, $Sd = 0.85$). Employees are informed of our

organization's vision, values, and missions ($M = 1.78$, $Sd = 0.90$). Employees are informed about our organization's values, mission, and vision ($M = 1.80$, $Sd = 0.85$).

In the open ended questions the respondents were asked to explain how strategic communication influences organizational performance: In response:

Strategic communication significantly influences organizational performance by enhancing internal and external relationships, improving operational efficiency, and boosting employee engagement. It fosters clarity, trust, and alignment, leading to better decision-making, increased productivity, and ultimately, improved business outcomes.

Munyi and Atieno (2021) list inadequate communication measurement as one of the problems, along with inadequate funding for acquiring dependable systems and networks for communication, a failure to take responsibility for the impact that communication has on decisions made on governance, inadequate induction of new employees specifically in the area of communication, and limited communication policies. Since these concerns were associated with public institutions, it is necessary to broaden the study's focus and include private parastatals in order to comprehend the challenges they face.

Maintain a flat organizational structure and a "open-door" policy so that team members can come to you or the team leads with any questions in order to enhance communication inside the group. A simple message asking the boss to locate a time during the day that works for both parties could be a good way to start the conversation. Instruct your bosses to use the same strategy unless they have other job commitments. Work-related inquiries should be answered as quickly as feasible.

Being an active listener is one of the most important aspects of communication. When your employees raise issues or concerns about their workplace, make sure they feel as though you are listening to them. People are more inclined to trust you with other information when they perceive that you are listening to what they have to offer. For all of its workers to remain productive, businesses require managers with excellent communication skills. manager can promote employee engagement and a more productive workplace by using active listening, providing clear task explanations, and resolving conflicts as needed.

Prior to making judgments that can cause disputes or misunderstandings, it is crucial to pay attention to what other people are saying and make an effort to comprehend their perspectives. Set the example by actively listening if you want your staff to feel comfortable approaching you with any concerns. Avoid attempting to solve a problem right away.

Farmansyah and Isnalita (2020) investigated how the use of ICT affected local government performance in Poland. Seventy-six questionnaires were sent by the study to the East Java Province's Local Apparatus Organization [LAO]. Notably, Farmansyah and Isnalita (2020) found that staff performance was greatly enhanced when ICT was used to transfer information. That is, the workers received effective notice of management decisions about strategy via text messages, phone calls, WhatsApp messages, and emails. Technology-enabled communication allowed management to send and receive staff feedback instantly. Furthermore, unclear duties were easily consulted on and successfully resolved.

Lerai (2023) investigated how corporate communication strategy affected Kenyan commercial parastatals' organizational effectiveness. The study's six (6) commercial parastatals made up its target population, and data gathered using a descriptive research approach. 151 administrative employees and 45 department managers made up the responders. Using a basic random technique, the study's sample size consisted of 110 administrative employees and 40 department managers. Open-ended and closed-ended were given to them. A pre-test study was also carried out at Kenya Airways, involving 11 administrative staff members and 4 departmental managers. To illustrate the results, frequency tables, explanation, and descriptive analysis were also used. Performance within an organization is positively correlated with corporate communication.

Munyi and Atieno (2021) communication measurement as one of the problems, along with inadequate funding for acquiring dependable systems and networks for communication, a failure to take responsibility for the impact that communication has on decisions made on governance, inadequate induction of new employees specifically in the area of communication, and limited communication policies. Since these concerns were associated with public institutions, it is necessary to broaden the study's focus and include private parastatals in order to comprehend the challenges they face.

4.6 Hypothesis Testing

4.6.1. Simple Regression of Strategic Planning

The goal of the study was to determine how strategic planning and four-star hotel performance are related.

Table 4.14:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.779 ^a	.607	.603	.42427

a. Predictors: (Constant), Strategic Planning

Source: Research Data (2024)

Table 4.14 shows R Square of 0.607 implying that strategic planning is determined 60.7% variation in performance of four star hotels in Nairobi County, Kenya. The model is fit for predicting the performance of four-star hotels in Nairobi County, Kenya, according to additional analysis that showed an ANOVA result with a P-value of $0.00 < 0.05$.

Table 4.15:

Relationship between Strategic Planning and Performance

ANOVA^a

		Sum	of			
Model		Squares	Df	Mean Square	F	Sig.
	Regression	26.179	1	26.179	145.431	.000 ^b
1	Residual	16.921	94	.180		
	Total	43.100	95			

a. Dependent Variable: Performance

b. Predictor: Strategic Planning

Source: Research Data (2024)

The regression connection was significant in predicting the impact of strategic planning on the performance of four-star hotels in Nairobi County, Kenya, as indicated by the likelihood value of $p < 0.00$.

The research further sought to establish the level at which introduction of strategic planning influences performance of four star hotels in Nairobi County, Kenya. The results are shown in Table 4.16.

Table 4.16:

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		T	Sig.
		B	Std. Error	Beta			
	(Constant)	1.214	.158			7.681	.000
1	Strategic planning	.617	.051	.779		12.059	.000

a. Dependent Variable: Performance

Source: Research Data (2023)

From Table 4.16 results, it was observed that holding strategic planning to a constant zero, performance of four star hotels in Nairobi County, Kenya would be at 1.214. Thus a unit increase in information integration would lead to increase performance by .617 units.

$$Y = 1.214 + .617X_1$$

Where;

Y= Performance **1.214**= Constant term, **X₁**= strategic planning

4.6.2. Simple Regression of Strategic Human Capital

The goal of the study was to determine the connection between four-star hotels' performance and human capital. To ascertain the predictive capacity of human capital on the performance of four-star hotels, a simple linear regression test was conducted, as indicated in Table 4.17.

Table 4.17:***Model Summary***

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.805 ^a	.649	.645	.41318

a. Predictors: (Constant), strategic human capital

Source: Research Data (2024)

Table 4.18 shows R Square of 0.649 implying that human capital is determined 64.9% variation in performance of four star hotels in Nairobi County, Kenya. The model is fit for predicting the performance of four-star hotels in Nairobi County, Kenya, according to additional analysis that showed an ANOVA result with a P-value of $0.00 < 0.05$.

Table 4.18:***Relationship between Strategic Human Capital and Performance***

ANOVA ^a					
Model		Sum of Squares	Df	Mean Square	F Sig.
1	Regression	31.200	1	31.200	182.757 .000 ^b
	Residual	16.901	99	.171	
	Total	48.101	100		

a. Dependent Variable: Performance

b. Predictor: Human Capital

Source: Research Data (2024)

The regression connection was significant in predicting the impact of human capital on the performance of four-star hotels in Nairobi County, Kenya, as indicated by the probability value of $p < 0.05$.

The study also aimed to determine the extent to which the performance of four-star hotels in Nairobi County, Kenya, is impacted by the entry of human capital. Table 4.14 presents the findings.

Table 4.19:
Coefficients^a

Model		Unstandardized		Standardized		Sig.
		B	Std. Error	Beta	T	
	(Constant)	1.363	.127		10.738	.000
1	Human Capital	.462	.034	.805	13.519	.000

a. Dependent Variable: Performance

Source: Research Data (2023)

According to Table 4.19's findings, four-star hotels in Nairobi County, Kenya would perform at 1.363 if Human Capital were held at zero. Performance would therefore rise by .462 units for every unit increase in human capital.

$$Y = 1.363 + .462X_1$$

Where;

Y= Performance 1.363= Constant term, X_2 = Human Capital

4.6.3. Simple Regression of Strategic Direction

The goal of the study was to determine how four-star hotels' performance and strategic orientation relate to one another. To ascertain the predictive power of strategic direction on the performance of four-star hotels, a simple linear regression test was conducted, as indicated in Table 4.20.

Table 4.20:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.891 ^a	.794	.792	.32357

a. Predictors: (Constant), Strategic Direction

Source: Research Data (2024)

Table 4.20's R Square of 0.794 indicates that 79.4% of the difference in the performance of four-star hotels in Nairobi County, Kenya, can be attributed to strategic direction. The model is suitable for forecasting the performance of four-star hotels in Nairobi County, Kenya, according to additional analysis, which showed an ANOVA result with a P-value of $0.00 < 0.05$.

Table 4.21:

Relationship between Strategic Direction and Performance

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	36.300	1	36.300	346.710	.000 ^b
	Residual	9.423	90	.105		
	Total	45.723	91			

a. Dependent Variable: Performance

b. Predictor: Strategic Direction

Source: Research Data (2024)

The regression connection was significant in predicting how strategic direction influences the performance of four-star hotels in Nairobi County, Kenya, according to the probability value of $p < 0.05$.

The study also aimed to determine how much the performance of four-star hotels in Nairobi County, Kenya, is impacted by the implementation of strategic direction. Table 4.22 presents the findings.

Table 4.22:

Coefficients^a

		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	T
1	(Constant)	1.005	.109		9.191
	Strategic Direction	.564	.030	.891	18.620

a. Dependent Variable: Performance

Source: Research Data (2023)

The performance of four-star hotels in Nairobi County, Kenya, would be at 1.005 if strategic direction were held at a constant zero, according to Table 4.23 findings. Performance would therefore rise by .564 units for every unit increase in strategic direction.

$$Y = 1.005 + .564X_1$$

Where;

Y = Performance 1.005 = Constant term, X_1 = Strategic Direction

4.6.4. Simple Regression of Strategic Communication

The goal of the study was to determine how four-star hotels' performance and strategic communication relate to one another. To ascertain the predictive capacity of strategic communication on the performance of four-star hotels, a straightforward linear regression test was conducted, as indicated in Table 4.24.

Table 4.24:***Model Summary***

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.069 ^a	.005	-.005	.69373

a. Predictors: (Constant), Strategic Communication

Source: Research Data (2024)

Strategic communication accounts for 5% of the variation in the performance of four-star hotels in Nairobi County, Kenya, according to Table 4.20's R Square of 0.005. The model is suitable for forecasting the performance of four-star hotels in Nairobi County, Kenya, according to additional analysis, which showed an ANOVA result with a P-value of $0.00 < 0.05$.

Table 4.25:***Relationship between Strategic Communication and Performance*****ANOVA^a**

		Sum of				
Model		Squares	Df	Mean Square	F	Sig.
	Regression	.226	1	.226	.469	.495 ^b
1	Residual	47.164	98	.481		
	Total	47.390	99			

a. Dependent Variable: Performance

b. Predictor: Strategic Communication

Source: Research Data (2024)

The regression connection was not significant in predicting the impact of strategic direction on the performance of four-star hotels in Nairobi County, Kenya, as indicated by the probability value of $p > 0.05$.

The study also aimed to determine how much the performance of four-star hotels in Nairobi County, Kenya, is impacted by the implementation of strategic direction. Table 4.26 presents the findings.

Table 4.26:***Coefficients^a***

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	T	
1	(Constant)	2.779	.287		9.680	.000
	Strategic Communication	.083	.120	.069	.685	.495

a. Dependent Variable: Performance***Source: Research Data (2023)***

According to Table 4.26's findings, four-star hotels in Nairobi County, Kenya would perform at 2.779 if strategic communication were held at a constant zero. Performance would therefore rise by .083 units for every unit increase in strategic communication.

$$Y = 2.779 + .083X_1$$

Where;

Y= Performance 2.779= Constant term, X_1 = Strategic communication

Table 4.27:***Relationship between Independent Variables***

Variables		PERF	SP	HC	SD	SC
Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	107				
Strategic Planning	Pearson Correlation	.779**	1			
	Sig. (2-tailed)	.000				
	N	107	107			
Human capital	Pearson Correlation	.805*	.890*	1		
	Sig. (2-tailed)	.000	.000			
	N	107	107	107		
Strategic direction	Pearson Correlation	.891*	.889*	.886*	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	107	107	107	107	
Strategic communication	Pearson Correlation	.069	-.290**	-.202*	-.184	1
	Sig. (2-tailed)	.495	.005	.048	.079	
	N	107	107	107	107	107

Source: Research Data (2024)

The performance of four star hotels in Kenya exhibits a correlation ($r = 0.779$; $p < 0.05$) with strategic planning, as indicated in Table 4.27. This suggests that there is a favorable correlation between the four star hotels in Kenya performance and strategic planning. Furthermore, there was a substantial connection ($p < 0.5$) between these two variables, suggesting a linear relationship between strategic planning and four star hotels in Kenya performance. Strategic planning and the four star hotels in Kenya performance are directly related.

The human capital effectiveness on performance of four star hotels in Kenya, is positively and statistically correlated ($r = 0.805$; $p < 0.05$). This suggests that there is a favorable correlation between performance of four star hotels in Kenya and the human capital. Furthermore, there was a substantial connection ($p < 0.5$) between these two variables, suggesting a linear relationship between performance of four star hotels in Kenya and human capital.

Regarding strategic direction, the study discovered a substantial, positive association ($r = 0.891$; $p < 0.001$) between strategic direction and performance of four star hotels in Kenya. This suggests a positive correlation between performance of four star hotels in Kenya and strategic direction. Furthermore, there was a strong connection ($p < 0.5$) between these two variables, suggesting a linear relationship between performance of four star hotels in Kenya and strategic direction.

Lastly, there is a weak but substantial association ($r = 0.069$; $p < 0.05$) between performance of four star hotels in Kenya and strategic communication. This suggests that there is a favorable correlation between performance of four star hotels in Kenya and strategic communication. Furthermore, there was a strong connection ($p < 0.5$) between these two variables, suggesting a linear relationship between strategic communication and performance of four star hotels in Kenya.

Relationship between Organization Performance and strategic planning, human capital, strategic direction and strategic communication

Table 4.28:

Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.910 ^a	.828	.821	.28478

a. Predictors: (Constant), Strategic Planning, Human Capital, Strategic Direction and Strategic Communication

b. Dependent Variable: Organization Performance.

Source: Research Data (2024)

With reference to table 4.28, the study finds that the R is 0.828, meaning that strategic planning, human capital, strategic direction, and strategic communication account for 82.8% of organizational performance in four-star hotels in Nairobi County, leaving 17.2% unexplained.

Table 4.29:

Relationship between Independent Variables

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	39.829	4	9.957	122.783	.000 ^b
	Residual	8.272	102	.081		
	Total	48.101	106			

a. Dependent Variable: Organization Performance

b. Predictors: (Constant), Strategic Planning, Human Capital, Strategic Direction and Strategic Communication

Source: Research Data (2024)

Table 4.30:***Coefficients of Strategic Planning, Human Capital, Strategic Direction and Strategic Communication***

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	B		
1	(Constant)	.082	.184		.449	.655
	Strategic Planning	.067	.087	.085	.770	.443
	Human Capital	.029	.063	.051	.463	.645
	Strategic Direction	.529	.072	.814	7.339	.000
	Strategic Communication	.318	.052	.283	6.145	.000

Source: Research Data (2024)

Findings in Table 4.24 show that strategic planning has significant coefficients of estimation based on $\beta_1 = 0.067$ ($p\text{-value} = 0.443 > 0.05$). Furthermore, at the five percent significant level, the impact of strategic planning is greater than the effect ascribed to the error, as indicated by the $t\text{-critical} = 0.770$. The study concludes that strategic planning has no impact on performance in four star hotels in Nairobi County, as it affects performance by 0.067.

Furthermore, based on $\beta_2 = 0.029$ ($p\text{-value} = 0.645 > 0.05$), the results show that the human capital had coefficients of estimation that were significant. Furthermore, the human capital outweighs the error-related effect, as evidenced by the t values ($t = 0.463$ at a 5% significance level). As a result, we can conclude that human capital has no significant impact on performance in four star hotels in Nairobi County.

Furthermore, based on $\beta_3 = 0.529$ ($p\text{-value} = 0.000 < 0.05$), the results show that strategic direction had coefficients of estimation that were significant. Furthermore, as evidenced by the t values, which support the conclusion that strategic direction has a greater impact than the effect attributable to error ($t\text{-calculated} = 7.339$ at a 5% level of significance), we can conclude that strategic direction has a significant impact on performance in four star hotels in Nairobi County by 0.529.

Lastly, based on $\beta_4 = 0.318$, the results show that strategic communication had coefficients of estimation that were significant. Furthermore, as indicated by the t values, where t-calculated = 6.145 at a five percent significance level, the impact of strategic communication outweighs the effect attributable to error. Accordingly, we can conclude that strategic communication significantly affects performance in four star hotels in Nairobi County by 0.318.

$$Y = .075 + .067X_1 + .029X_2 + .529X_3 + .318X_4$$

Where;

Y = Organization performance $.082$ = Constant term, $.067X_1$ = Strategic planning, $.029X_2$ = human capital, $.529X_3$ = Strategic Direction, $.318X_4$ = Strategic Communication.

The findings reveal that Strategic Planning, Human Capital, Strategic Direction and Strategic Communication were each statistically strongly correlated with the success of the organization (p-value < 0.05). As a result, all four theories were disproved.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter has highlighted study findings summary as per objectives, conclusions derived from the findings, recommendations for both policy and practice based on the conclusions and proposed areas for further study which the researcher may require further investigation to generalize the study results in future.

5.2 Summary of the Findings

The purpose of this study is to examine influence of strategic leadership practices on performance of four star hotels in Nairobi County, Kenya. Specifically, the study sought to examine the influence of strategic planning on performance of fourstar hotels; to establish the effect of strategic human capital on performance of four star hotels; to evaluate the effect of strategic direction on performance of four star hotels and to assess the influence of strategic communication on performance of four star hotels in Kenya. Deductions from the analysis are detailed below:

5.2.1 Strategic Planning and Performance of Four Star Hotels in Kenya

Examining the impact of strategic planning on the performance of Kenya's four-star hotels was the study's primary goal. Performance ($M=2.96$, $SD = 1.08$) and strategic planning ($M=2.87$, $SD = 1.31$) were deemed satisfactory. At the 5% level of significance, it was discovered to have a positive but significant ($p < 0.5$) association with performance ($r = .799$, $p = 0.000 < 0.5$). Additionally, performance was positively impacted by strategic planning ($t = 11.276$, $p < 0.05$). This finding implies that strategic planning significantly improved the performance of Kenya's four-star hotels.

5.2.2 Strategic Human Capital and Performance of Four Star Hotels in Kenya

Determining the impact of strategic human capital on the performance of Kenya's four-star hotels was the study's second goal. Performance ($M=2.96$, $SD = 1.08$) and strategic human capital ($M=3.46$, $SD = 1.42$) were found to be satisfactory. At the 5% level of significance, it was discovered to have a positive but significant ($p < 0.5$) association with performance ($r = 0.805$, $p = 0.000 < 0.5$). Additionally, performance was negatively impacted by strategic human capital (t

= 8.140, $p < 0.000$). This finding implies that strategic human capital at Kenya's four-star hotels significantly improved organizational performance.

5.2.3 Strategic Direction and Performance of Four Star Hotels in Kenya

Evaluating the impact of strategic direction on the performance of Kenya's four-star hotels was the study's third goal. Performance ($M=2.96$, $SD=1.08$) and strategic direction ($M=3.48$, $SD=1.26$) were deemed satisfactory. At the 5% level of significance, it was discovered to have a positive but significant ($p < 0.5$) association with performance ($r = 0.891$, $p = 0.000 < 0.5$). Additionally, performance was positively impacted by strategic direction ($t = 6.170 < 0.000$). This finding implies that the strategic direction significantly improved the organizational performance of Kenya's four-star hotels.

5.2.4 Strategic Communication and Performance of Four Star Hotels in Kenya

Evaluating the impact of strategic communication on the performance of Kenya's four-star hotels was the study's fourth goal. Performance ($M=2.96$, $SD = 1.08$) and strategic communication ($M=3.26$, $SD = 1.22$), respectively, were deemed satisfactory. At the 5% level of significance, it was discovered to have a positive but significant ($p < 0.5$) association with performance ($r = .069$, $p = .022 < 0.5$). Additionally, performance was positively impacted by strategic communication ($t = 1.444$, $p < 0.05$). This finding implies that strategic communication significantly improved the organizational performance of Kenya's four-star hotels.

5.3 Conclusions

5.3.1 Strategic Planning and Performance of Four Star Hotels in Kenya

Examining the impact of strategic planning on the performance of Kenya's four-star hotels was the study's primary goal. The study concludes that strategic planning has a significant positive correlation with performance of four star hotels in Kenya. Strategic planning is an activity promoting performance by aligning corporate goals with the organization's vision and purpose. To make projections about the future expectations of an organization, strategic forecasting considers the organization's ability to adapt to new circumstances. By analyzing the available information and aligning it with the current environment, forecasting provides a straightforward method of making statements about the forecasted goals.

5.3.2 Strategic Human Capital and Performance of Four Star Hotels in Kenya

Determining the impact of strategic human capital on the performance of Kenya's four-star hotels was the study's second goal. The study comes to the conclusion that the performance of Kenya's four-star hotels is positively and significantly correlated with strategic human capital. Similarly supports the findings, showing that increasing an organization's competitive advantage and efficiency requires the development of human capital. Businesses with more talented and innovative employees are constantly striving to enhance their productivity and overall organizational effectiveness.

5.3.3 Strategic Direction and Performance of Four Star Hotels in Kenya

Evaluating the impact of strategic direction on the performance of Kenya's four-star hotels was the study's third goal. The study comes to the conclusion that the performance of Kenya's four-star hotels is positively and significantly correlated with strategic direction. The findings are in tandem with strategic direction which continues to be a main player in impacting institutional activities, business setting, and final business results when examining planning in enterprises. It is regarded as one of the most critical actions taken by strategic leaders to ensure that strategies are successfully implemented. The upper echelons of an organization provide strategic guidance to various departments and divisions through strategic direction, communication with their employees, and then give them authority over the strategic processes to implement strategic plans. Strategic leaders must establish procedures and actions that must be followed at all levels to drive and regulate the organization towards goal attainment that could include varying degrees of changes.

5.3.4 Strategic Communication and Performance of Four Star Hotels in Kenya

Evaluating the impact of strategic communication on the performance of Kenya's four-star hotels was the study's fourth goal. According to the study's findings, strategic communication and the performance of Kenya's four-star hotels are significantly positively correlated. Additionally, effective communication is demonstrated by leaders on a daily basis across all businesses. In addition, top executives consistently rank effective communication skills as being a leading influence for institutional success in all industries and nations. Research suggests that establishing intervention techniques that prioritize participation, social change, learning, and empowerment should begin with the communication process, which is contextualized.

5.4 Recommendations

The performance of an organization is influenced by its human capital. The senior management of each organization set the strategic direction, which was then communicated to the various staff cadres. The organization's vision, mission, values, and goals were decided by top management, who then shared them with the rest of the workforce. Because staff participation in strategy creation and planning is minimal, senior managers are primarily responsible for strategic planning and implementation. Most businesses' strategies are biased toward the ideas and viewpoints of the management. All employees in the company carry out the strategy' implementation, however senior managers place the most emphasis on it.

Additionally, there is opposition to strategic direction because some businesses were unwilling to adapt when strategies called for it. Therefore, it was advised that lower-level employees participate in the strategic planning process. This can be achieved by asking employees for their thoughts and opinions on potential strategies to enhance organizational planning, encourage implementation, and involve them in the organization's development. The ability of leaders to take a strategic stance when overseeing other operations must be developed.

In addition to providing the essential framework for an organization's growth, a strategic plan should assist in defining everyone's responsibilities and tasks, which will enhance decision-making effectiveness and provide the business a stronger sense of overall momentum and direction.

According to the report, corporations now have a greater opportunity to support institutional activities and guarantee a competitive advantage in the market. Therefore, Nairobi County, Kenya's four-star hotels need to provide enough funds to upgrade their ICT infrastructure. Even though spending money on ICT doesn't always result in financial advantage, these four-star hotels in Nairobi County, Kenya, ought to do more to enhance communication and organizational performance over time.

5.5 Suggestion for Further Studies

The impact of strategic leadership techniques on the operations of four-star hotels in Nairobi County, Kenya, has been the main focus of this study. The effects of strategic planning, strategic communication, strategic direction, and strategic human capital influence performance by 82.8%. In order to provide a better understanding of these characteristics, it suggests future analyses on

additional external factors including the organizational context and industry type. This is due to the fact that both internal and external environments have an impact on how an organization operates.

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APPENDIX I: QUESTIONNAIRE

The information provided will be only for academic purpose. Read carefully and give appropriate answers by ticking or filling the blank spaces. The information provided here will be treated with utmost confidentiality.

PART I: GENERAL INFORMATION

1. Indicate your gender (Tick one) Male [] Female []
2. By use of a tick (), please indicate the age category that applies for you.
- a) Below 30 years []
 - b) 30 – 34 years []
 - c) 35 – 39 years []
 - d) 40 – 44 years []
 - e) 45 years and above []
3. Working experience
- 5 years and below []
 - 6- 10 years []
 - 11-15 years []
 - 16- 20 years []
 - 21 years and over []
4. Highest level of education
- Diploma []
 - Undergraduate []
 - Masters []
 - PHD []

SECTION A: STRATEGIC PLANNING

1. To what extent do you agree with the following statements on strategic planning and organization performance? Key: 5 strongly agree, 4 agree, 3 undecided, 2 disagree, 1 strongly disagree (please put an X as appropriate).

Strategic Planning	1	2	3	4	5
The top management employees take formal responsibility for organization's strategic business planning.					
Our operational plans are informed by strategic plans.					

Bench marking has always guided our strategic planning decisions.					
Availability of resource allocation influence employee motivation.					
Strategic forecasting has significantly informed our strategic planning					

6. In what other ways do strategic planning influence organization performance?

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7. In your opinion kindly suggest how strategic planning can be made effective

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SECTION B: STRATEGIC HUMAN CAPITAL

8. To what extent do you agree with the following statements on strategic human capital development and organization performance? Key: 5 strongly agrees, 4 agree, 3 undecided, 2 disagree, 1 strongly disagree (please put an X as appropriate).

Strategic Human Capital	1	2	3	4	5
There is a formal human resource training and development planning in the organization.					
There are continuous on-the-job training programs to enhance efficiency and effectiveness in service delivery					
New staff are taken through a formal induction and orientation process designed to familiarize them with the organization.					
There is room for staff to build and transfer job experience to others.					
Outstanding employee performance is rewarded and encouraged throughout this organization					

9. In what other ways do human capital development influence organization performance?

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10. In your opinion kindly suggest how human capital development can be made effective

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SECTION C: STRATEGIC DIRECTION

11. To what extent do you agree with the following statements on strategic direction and organization performance? Key: 5 strongly agrees, 4 agree, 3 undecided, 2 disagree, 1 strongly disagree (please put an X as appropriate).

Strategic Direction	1	2	3	4	5
Project definition is guided by evaluation of internal as well as external environment.					
We develop high quality project environmental information for early identification of strategic risks and their potential impact.					
Work plans address the organization's objectives, targets, indicators, strategies, timelines, monitoring and budget.					
We develop a series of actions to manage risks and issues in the project/ organization.					
The leadership ensure that control processes and procedures are carried out on the implemented strategies to mitigate risk and ensure compliance.					

12. In what other ways do strategic direction influence organization performance?

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13. In your opinion kindly suggest how strategic direction be effectively used

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SECTION D: STRATEGIC COMMUNICATION

14. To what extent do you agree with the following statements on strategic communication and organization performance? Key: 5 strongly agrees, 4 agree, 3 undecided, 2 disagree, 1 strongly disagree (please put an X as appropriate).

Strategic Communication	1	2	3	4	5
Our organizations vision, values and missions are communicated to employees.					
Our organization communicates its values, mission and vision to the employees					
Development of policies is communicated to our employees					
Employees are enthusiastic in responding to their roles					
Tactics are communicated by managers in ensuring accomplishment of roles.					

15. In what other ways do strategic communication influence organization performance?

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16. In your opinion kindly suggest how strategic communication can be made effective

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SECTION E: ORGANIZATION PERFORMANCE

17. To what extent do you agree with the following statements on organization performance? Key: 5 strongly agrees, 4 agree, 3 undecided, 2 disagree, 1 strongly disagree (please put an X as appropriate).

ORGANIZATION PERFORMANCE	1	2	3	4	5
Efficiency is always satisfactory in our organization					
Return on Investment always influence performance in our organization					
Service delivery has improved in the organization over the last five years					
Finances are available for suppliers payment in our organization					
The annual strategic plan is generally implemented in our organization					

Thank you for your participation

APPENDIX II: A LIST OF FOUR STAR HOTELS IN NAIROBI COUNTY

1. The Sarova Stanley
2. Villa Rosa Kempinski
3. Sankara Nairobi
4. The Boma Nairobi
5. Crowne Plaza Nairobi Airport
6. Tribe Hotel
7. Dusit D2
8. Hemingway's Nairobi
9. Crowne Plaza
10. Hilton Garden Inn Nairobi Airport
11. City Lodge Hotel At Two Rivers
12. Southern Sun Mayfair Nairobi
13. Eka Hotel
14. Sarova Panafric Hotel
15. Silver Springs Hotel
16. The Panari Hotel, Nairobi
17. Ole Sereni Hotel
18. Windsor Golf Hotel and Country Club
19. Fairview Hotel
20. Weston Hotel
21. Golden Tulip Westlands
22. Pride Inn Lantana Apartments and Suites
23. Executive Residency by Best Western
24. House of Waine
25. Carnivore Restaurant

Source: Tourism Board (2023)

APPENDIX III: NACOSTI-SERC-CATHERINE KWAMBOKA



KENYA METHODIST UNIVERSITY

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Email: deanrd@kemu.ac.ke

BOARD OF POSTGRADUATE STUDIES

Our Ref: KeMU/NACOSTI/BUS/41/2024

September 20, 2024

Commission Secretary
National Commission for Science, Technology and Innovations
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: CATHERINE KWAMBOKA NYAMAO (REG. NO. BUS-3-1567-1/2023)

This is to confirm that the above named is a bona fide student of Kenya Methodist University, in the Department of Business Administration, undertaking a Master's Degree in Business Administration. She is conducting research on: "Influence of Strategic Leadership Practices on Performance of Four Star Hotels in Nairobi County.

We confirm that her research proposal has been defended and approved by the University.

In this regard, we are requesting your office to issue a research license to enable her collect data.

Any assistance accorded to her will be highly appreciated.

Yours sincerely,


Dr. Nancy Rintari (PhD)
Director, Board of Postgraduate Studies

Cc: Dean, KeMU BS
CoD - Business Administration
Postgraduate Coordinator - BA
Supervisors



KENYA METHODIST UNIVERSITY

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EMAIL: info@kemu.ac.ke

Our Ref: KeMU/ISERC/BUS/41/2024

September 20, 2024

CATHERINE KWAMBOKA
BUS-3-1567-1/2023

Dear Catherine,

SUBJECT: INFLUENCE OF STRATEGIC LEADERSHIP PRACTICES ON PERFORMANCE OF FOUR STAR HOTELS IN NAIROBI COUNTY

This is to inform you that Kenya Methodist University Institutional Scientific Ethics and Review Committee has reviewed and approved your research proposal. Your application approval number is KeMU/ISERC/BUS/41/2024. The approval period is 20th September, 2024– 20th September, 2025.

This approval is subject to compliance with the following requirements:-

- I. Only approved documents including (informed consents, study instruments, MTA) will be used.
- II. All changes including (amendments, deviations, and violations) are submitted for review and approval by Kenya Methodist University Institutional Scientific Ethics and Review Committee.
- III. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to KeMU ISERC within 72 hours of notification.
- IV. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to KeMU ISERC within 72 hours.
- V. Clearance for export of biological specimens must be obtained from relevant institutions.

- VI. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- VII. Submission of an executive summary report within 90 days upon completion of the study to KeMU ISERC.

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

Yours sincerely,

MR. HERBERT KIBEBE
CHAIR (ISERC)

APPENDIX IV: RESEARCH PERMIT

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 867086	Date of Issue: 02/October/2024
RESEARCH LICENSE	
	
This is to Certify that Ms.. Catherine Kwamboka Nyamau of Kenya Methodist University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: Influence of Strategic Leadership practices on Performance of Four-Star Hotels in Nairobi County for the period ending : 02/October/2025.	
License No: NACOSTI/P/24/40541	
867086 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code 
NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.	
See overleaf for conditions	

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)
Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way;
 - i. Endanger national security
 - ii. Adversely affect the lives of Kenyans
 - iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
 - iv. Result in exploitation of intellectual property rights of communities in Kenya
 - v. Adversely affect the environment
 - vi. Adversely affect the rights of communities
 - vii. Endanger public safety and national cohesion
 - viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
4. The license any rights thereunder are non-transferable
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

National Commission for Science, Technology and
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