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STRATEGIC LEADERSHIP AND ORGANIZATIONAL PERFORMANCE IN THE MARITIME SECTOR IN KENYA

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ABSTRACT

Contemporary organizations in Africa have continued to embrace strategic management in their quest to boost performance in the risky business environments so as to maximize returns on their investments. The government of Kenya has currently embarked on an elaborate plan to expand its economic viability through the maritime sector, which is largely untapped, to achieve its Vision 2030 and Big Four Agenda for sustainability. Strategic leadership thus plays a pivotal role in the achievement of these objectives. This research project intended to find out the effect of strategic leadership as it applies to the maritime sector in Kenya. The research intended to collect primary data using random and stratified sampling of key informants. The respondents were approached open mindedly, and a reliable induction done just before their responses could be recorded. Structured, open and close-ended questionnaires were administered to the key informants who were sampled from all the ranks of leadership within the organizations. Most specially, the executives, senior management as well as the senior and junior staff were targeted for information. The collected data was analyzed using SPPS, ANOVA, regression analysis and correlation to establish the relationship between the variables, as they applied to strategic leadership and consequently their effect on organizational performance. The study concluded that there existed a positive correlation between strategic direction, strategic ethical practices, strategic control and developing strategic human capital and organizational performance in the maritime sector in Kenya. The study recommended that the strategic direction of the organization should be well articulated through ensuring that the development of organization's mission, vision, strategic goals and objectives are well implemented. The employees in the organization should observe ethical leadership practice and behaviour so as to give the organization the desired reputation and this would in turn enhance the organization performance of the organization. The management should have an agenda that can transform their organizations and optimize long term survival strategies through effective monitoring and evaluation. The organization should have the right human capital through recruitment of the right human personnel with the knowledge and skills necessary for ensuring that the firm's productivity and competitive advantage is achieved.

Key Words: *Strategic Direction, Strategic Ethical Practices, Strategic Control, Strategic Human Capital, Organizational Performance*

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INTRODUCTION

Strategic leadership is a management practice in which executives of organizations adopt different styles of leadership from which they develop a vision for their organizations through which they can adapt to a dynamic business world or remain relevant and competitive in a changing economic and technological atmosphere. Strategic leaders use such type of vision to motivate juniors, the rest of the employees and departments as well, fostering among them a sense of, unity common goal and direction of implementing strategic plans for continuity, progress, change and performance within their organization (Khan et al., 2018). Everyone expects that strategic leadership's main focus is to make strategic plans, goals and objectives, streamline processes, boost productivity, encourage and support innovation and foster an environment that emboldens employees to be productive and independent under the least pressure and supervision. Strategic leaders sometimes make use of reward or incentive programs to encourage employees and help them reach their goals (Wang, 2018).

The concept of performance emanates from the concepts of efficiency and effectiveness. A business organization must produce the right products and services and it must produce them using the fewest possible inputs if it is to have a strong performance (Yongmei, 2017). Businesses aim at performing well in various areas of the organization. They strive to do well financially in terms of achieving high profitability and good returns on investment. Another area is where companies strive to achieve high market share by producing products that are on demand and offer them at competitive prices in the market. They also strive towards value creation for their shareholders by ensuring continuous and sustainable value of growth and shareholders return (Buchanan, 2014).

In the United States, Jacques and Clement (2015) address the importance of identifying potential leaders of an organization, as there are no commonly available principles for filling managerial and subordinate roles. The result is that organizations normally have too many layers, and election, appointment and promotion processes are so full of shortcomings that it is by luck rather than by design that we get optimum manager-subordinate role relationships with incumbents of the right levels of competence. It is critical that the organizations refine their deliberate process of identifying a pool of future strategic leader candidates and spend the resources to develop them and prepare them fully for their future leadership positions. In identifying a pool of potential future strategic leaders, it is important to develop not only the leadership abilities of the candidates, but also their cognitive leadership capabilities. Effective strategic leaders are successful only when they operate one category higher in cognitive complexity than their subordinates. By understanding this, organizations can lay a foundation for the early identification of high-potential managerial leaders and for the development of a sound corporate talent pool.

Mui, Basit and Hassan (2018) in Malaysia indicated that many firms in Malaysia are family businesses and there is a lack of strategic leadership literature due to traditional structures, which lead to family feud and business break-outs. Therefore, senior leaders of organizations must evolve to become strategic leaders to break away from the traditional structures and mindset toward strategic leadership to take full advantage of a re-energized leadership pipeline. There is a great need of strategic leaders who can thrive and create value for their companies. If managers fail to become strategic leaders, they might not be able to lead their organizations beyond their current status and sustain the competitive edge in the highly competitive market (Ratanjee & Pyrka, 2015). Innovative capability of strategic leadership such as new products, creativity, innovation activities, value creation and new ideas with radical changes are reckoned as the most important determinants in impacting organizational performance in Malaysia (Mui, Basit & Hassan. 2018).

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In Nigeria, re-conceptualization of strategic leadership is very essential, because most of the leadership theorists available are based on the single-actor or hero leader (Kriger & Zhovtobryukh, 2017). This notion seems to be erroneous especially in the context of Nigerian tertiary institutions. People in tertiary intuitions are potential, if not actual, leaders at a time and under appropriate conditions. They may be entrenched in multiple, co-existing and growing networks of leadership, which form a valuable and difficult-to-copy source of social capital (Hesterly, 2018). Davies (2014) proposed nine qualities that strategic leaders in Nigerian tertiary institutions should imbibe on. They categorise the fact qualities into two broad categories; organizational qualities and personal qualities. Strategic leaders in Nigeria should be able to define the key moments for strategic changes in their organizations. These are critical points in an institution's development since it makes it possible to develop new visions, create new strategies and move through new directions.

In Kenya, Chepkirui (2018) noted that strategic leadership has been identified as one of the key drivers of performance in public organizations in Kenya. The leadership's role is all important because its agenda for action and conclusion about how hard or fast to push for change are decisive in shaping the character of the leaders. Strategic leadership involves motivating, culture building, establishing strategic controls, and creating strong fits between strategy and how the organization does things to ultimately achieve organizational goals.

Kahiga (2017) indicated that strategic leaders in corporate organizations in Kenya play a critical role in aligning employees and other organizational resources in the same direction. Strategic leadership develops human capital through training and developing programmes to boost their knowledge and creativity in executing their duties and responsibilities effectively. This makes the employee relevant and updated with a grasp of operational and environmental issues which might affect their work. A strategic leader should cultivate a corporate culture and values shared by employees in the organization and to regulate employee behaviour. They should also lay much emphasis on ethical practices in the organizations, and seek to instill these practices in the organizational culture. Strategic leadership needs the ability to accommodate and integrate both internal and external environment and effective manage complex information (Kahiga, 2017).

Statement of the Problem

Strategic leadership has been widely described as one of the key drivers of effective organization performance that has a vital role in leading and key-noting the tone, pace, and style of operations in organizations. Effective strategic leadership actions enable organizations to successfully use strategic management processes which culminate in competitiveness and above average returns which in turn enhance performance (Hitt et al., 2017). If managers fail to become strategic leaders, they might be not able to lead the organization beyond their current status and sustain the competitive edge in the highly competitive market which in turn may affect the performance of organizations (Ratanjee and Pyrka, 2015). Therefore, knowledge of strategic leadership practices and its translation to organizational performance is important for the survival of organizations in the wake of intense and fierce competition for limited resources brought about by globalization and the exponential growth of organizations (Kahiga, 2017).

According to State Department for Shipping and Maritime Affairs (2016), Kenya is yet to optimize full economic benefits from the maritime sector despite her strategic geographical advantage along the Indian Ocean and the comprehensive devolution of roles of the maritime sector. One of the explanations given by key stakeholders is lack of policy integration and inter-agency collaboration (MOTIF, 2016). Consequently, the path to optimizing gains from the sector has been slow. Karigithu (2016) noted that lack of the integration of maritime policies has led to inefficient transport systems and lack of coherence and thereby hampering the growth of the sector. She emphasizes that streamlining the sector will allow for among others, competitive freight and insurance rates, boost businesses and increase investments. Mokhele (2015) emphasizes that strategic leadership is key to solving these challenges. The potential of the blue–economy cannot be realized if the maritime sector does not have the right human capabilities for fisheries, tourism, maritime transport and their related support services such for facilitation of seamless and efficient flow of goods in trade and hence the need for strategic leaders to guide the employees in their day to day roles (Martin, 2016).

Studies have been done in regard to strategic leadership and organizational performance. Eliogu-Anenih (2017), on strategic leadership in public sector administration in Nigeria, noted that inefficiency in the public sector as a result of leadership ineptitude is said to have contributed significantly to the underdevelopment of Nigeria. However, the above study was in the regional context and its focus was on the entire public sector. Chepkirui (2018) studied the role of strategic leadership in strategy implementation at the Agricultural Development Corporation (ADC) in Kenya. She noted that strategic leadership played a very critical role in the effective implementation of strategy at the corporation. However, the above study focused on strategy implementation while this project focuses on the relationship between strategic leadership and organizational performance taking into consideration the importance of the sector in view of the current economic pressures the government is facing in her ambition to achieve the economic pillar of Vision 2030 and the realization of the Big Four Agenda (Republic of Kenya, 2018). This study, thus seeks to fill the gap by finding out strategic leadership and organizational performance in the maritime sector in Kenya.

Study Objectives

The general objective of this study was to determine strategic leadership and organizational performance in the maritime sector in Kenya. The specific objectives were;

- To determine the effect of strategic direction on organizational performance in the maritime sector in Kenya.
- To establish the effect of strategic ethical practices on organizational performance in the maritime sector in Kenya.
- To determine the effect of strategic control on organizational performance in the maritime sector in Kenya.
- To establish the effect of developing strategic human capital on organizational performance in the maritime sector in Kenya.

LITERATURE REVIEW

The Upper Echelons Theory

This theory was first published by Donald Hambrick and Mason in 1984 (Hambrick & Mason, 1984) and has mainly been used to analyze the relationship between the characteristics of top managers and management accounting and control systems. Hiebl (2014) posits that this is an important perspective of how managerial characteristics can be measured using demographic data as an alternative for managers' cognitive repository and values, and how the same can be used to partially predict strategic choices. The choices can translate into organizational performance outcomes when adopted. Khan et al. (2018) emphasize that such a relationship is restrained by managerial judgment and executive job demands. There are certain "Upper echelons" or the top management characteristics which are expected to improve the instructive power of management accounting and control research. Since such psychological constructs are not easy to recognize.

Elif and Ugur (2018), suggest that the demographic characteristics of leadership can point to their cognitive base and values. Through these, the top management can embrace strategic leadership to enhance organizational performance (Steinbach, Gamache & Johnson, 2019). It explains how the top management of an organization allocates resources and manage the different resource portfolios in the organization's line of business for optimum performance and hence the need for the leadership to have strategic direction. Consequently, Hambrick and Mason (1984) observe that it would be important first to enhance the relevant demographic characteristics before the same can translate to strategic leadership and finally to performance. This theory helped in understanding the role of strategic direction and how it is related to organizational performance in the maritime sector in Kenya.

Trait Leadership Theory

The major works behind the trait theory are by Stogdill in 1948. According to Bose and Ndegwa (2019) trait theory postulates that there are sets of traits and characteristics that are associated with successful leaders. The prominent traits for successful leaders include physical traits, social traits and social characteristics, and task related characteristics which are in-born and enables a leader to be successful (Northouse, 2018). For instance, it is argued out that leadership can be learned, nurtured and not necessarily an inborn thing as has been the case in human history where some very successful leaders emerged on diverse situations. Another criticism is that there is nothing inborn, divine, or mysterious as leadership qualities (Northouse, 2018). The point is that leaders do not succeed because they possess certain traits in isolation with other factors (Bhatia, 2009). There is evidence in the literature that individual traits matter although leadership effectiveness can also be attributed to other environmental factors (Northouse, 2018). Following these arguments, Bose and Ndegwa (2019) posits that leadership quality and traits are not sufficient for achieving organizational effectiveness.

Perhaps in an attempt to conclude the discussion on traits, Northouse (2018) isolated five traits which lead to organizational transformations namely intelligence, self-confidence, determination, integrity, and sociability. These traits are interesting because they link well with the strategic leadership practices. The traits cited out in many trait theories link to strategic leadership practices in regards to leader characteristics, abilities, and effectiveness in a responsibility or organization. Understanding the role of leadership traits in strategic leadership practices is important especially where success is not dependent on a single factor. This is more important because the traits a specific leader possess qualifies why he or she is an important asset in the organizational performance. This theory contributes to the tenets for successful strategic leadership practice that underlie a leaders' characteristics, abilities, and knowledge and thus helped in achieving the role of strategic ethical leadership on organizational performance in the maritime sector in Kenya.

Five Factor Model of Strategic Control

Tavakoli and Perks (2001) came up with a five-factor model of strategic control. Strategic capabilities are internal resources that support the firm's competitive advantage. Industry key success factors ensure that, at least an average performance for an organization in a specific industry (Tavakoli & Perks, 2001). Current practice in strategic control primarily involves the monitoring of planned strategic outcomes, mainly some measures of profit performance (Moberg, 2017). Additional are related primarily to industry and macro-environmental variables (Moberg, 2017). While these two factors are essential for a good strategic control programme, they are not sufficient because they do not include the fundamentals that represent and underpin a firm's strategic position. These fundamentals include the industry key success factors, competitive advantage factors and strategic capabilities (Elbanna, 2016).

Leaders at the strategic level, (chairmen, directors, managers and decision makers), need to have their fingers on the pulse of their organisations, to ascertain if they are on the right track, and are achieving their strategic objectives. Strategic

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control provides the means for reassurance at the strategic apex, much as operational controls do for other parts of the organisation (Simons, 2017). Strategic control can be defined as senior management activities that monitor the development path of intended and emergent strategies and provide early opportunities for appropriate action when variances occur. The theory states that strategic control is a part of the strategic management process that allows the administrators to constantly monitor on all strategic management process and prevent it from possible deviations (Moberg, 2017). The theory was thus essential in determining the effect of strategic control on organizational performance.

Strategic Leadership Theory

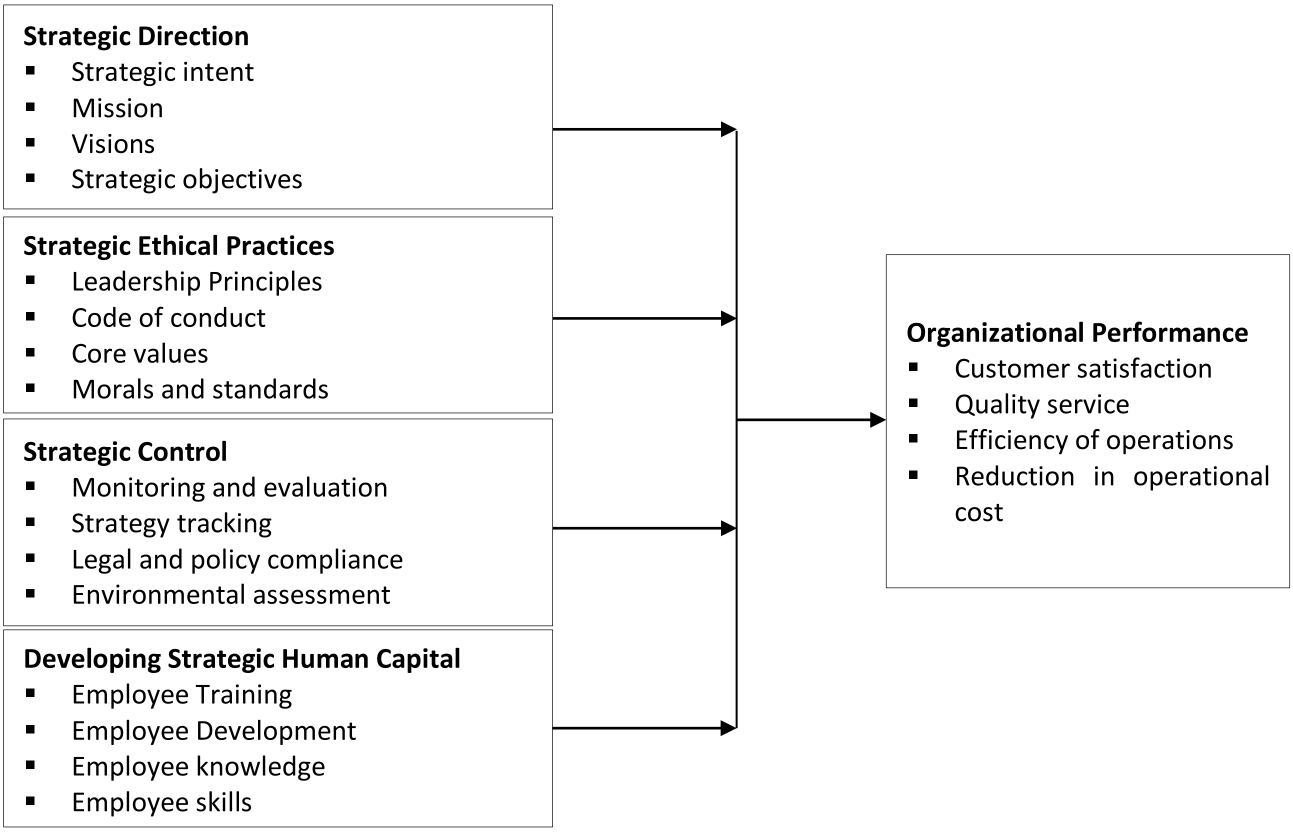
According to Selznick (1984), strategic theory delves on organizational leadership and more specifically, the transformation of the organization as a whole. According to this theory, strategic leadership involves the capacity to learn and change as well to appreciate managerial wisdom and human capital development. It thus implies that strategic leadership is a leadership first, focused on transforming an organization so that its operations are sustainable, competitive and profitable both in the short and long runs. This theory posits that strategic leadership must, therefore, focus on people who can embrace and take the overall responsibility within the organization. Boal and Hooijberg (2017) emphasize that although strategic leadership is seen as a mantle of the top executives of an organization, members of the senior management teams are also important players as they are actively involved in strategy and performance execution of the organization.

The whole organization looks up to the organization’s strategic leadership for essential activities such as formulation of strategic direction through strategic decision making, creation and communication of vision, development of key competences and capabilities, development of organizational structures, control systems and processes. Strategic leadership theory, therefore proposes that strategic leaders need cognitive complexity to easily absorb capacities needed to spearhead these activities in an organization (Mihelic & Tekavcic, 2018). A greater focus is achievable with leaders with clear vision of the organization for which resource allocation can guarantee success. Such visions are only reached with critical examination of the present and future environments though human capital development (Kahiga, 2017). Strategic leadership theory was relevant to this study because it explains the objective of strategic human capital development and how it affects organizational performance in the maritime sector in Kenya.

Theory of Performance

The theory was developed by Mento, Locke and Klein (1992). It defined the goals being set for future subsequent performance of an individual or organizations. It argues that when individuals or organizations set more difficult goals, then they perform better. On the other hand, if the set goals are easy then performance of an individual or organization decreases. When a person or organization is committed to achieving goals and do not suffer from any conflicting goals. Then, the achievement of the goal is positive. According to Mento, Locke and Klein (1992), there are five basic principles that allow goal setting to perform better. These include: clarity, challenge, commitment, feedback, and task complexity. In addition, goal setting will help in developing action plan designed to guide people and organizations. Consequently, this helps in making it a major component of personal development and management literature. There is a positive correlation between goal setting and improved business and organizational results. This is because goal setting encompasses all aspects of building organizations with efficiency (Locke & Latham, 2002).

Goal setting theory suffers criticism. First, it has been brought out as being time consuming and expensive to apply because there are various factors need to be addressed to achieve the goals by businesses. These include selections of right people with skills and knowledge (Kiresuk, Smith & Cardillo, 2014) and making training for career development and organizational productivity a necessity and incurring expenses. Furthermore, it also brings in internal competition risk, where employees often compete with each other. In such scenarios, the interest and objectives of the business is to ignore and focus on individual achievements. Favoritism by leaders of those individuals who perform better also become a limitation of the goal setting theory. Goal setting is applicable and more importantly many organizations prefer it over other performance management tools as observed by (Ketchen & Shook, 2017). The theory was useful in determining the effect of strategic leadership on organizational performance in the maritime sector in Kenya.



Independent variables **Dependent Variable**

Figure 1: Conceptual Framework

Empirical Reviews

Mubarak et al. (2019) focused on the impact of strategic leadership on strategy implementation in Malaysia. Secondary data was used in the form of qualitative data where a desktop research was undertaken. It was noted that strategic leaders ensure efficacy throughout the processes. Through their vision, they guide organizations in planning and enactment of strategies. While formulating strategies, they give an essential variation of the planning matrix and for enactment they put their efforts to achieve the strategic objective of organization. The study found that strategic leadership had positive impact in implementation of strategy within a firm provided that the suitable and effective leadership style is applied in the dynamic situation of organization. Furthermore, strategic leadership is also considered as a key driver to attain competitive advantage for an organization. Evidently, effective strategy implementation hinges on upon the leadership skills of working through others, organizing, motivating, culture building, as well as creating robust fits among strategy and how the organization does things, therefore if the leadership which is nucleus of the organization would be effective the organization will have upper hand on its rivals.

Okeowo (2017) studied strategic management and performance of selected stone mining companies in South-West, Nigeria. The instrument was validated and data gathered was analyzed through descriptive and linear regression analysis. The result of the analysis showed that scanning of the business environment had significant effect on market size. Similarly, a significant relationship was shown between strategic management and profitability. The study concluded that strategic management played a significant on the performance of stone mining companies in Nigeria. The study recommended that stone mining companies and manufacturing industry in general should regularly engage in strategic management and also make sure implementation of strategies was carried out to boost performance of their organizations.

Bilginoglu and Yozgat (2018) conducted a study on the impact of strategic leadership on organizational performance, strategic orientation and operational strategy among employees in the Istanbul financial sector. Five hundred and sixty-four employees and seventy-eight immediate supervisors were surveyed through self and supervisor reports to study the effects of job stress on organizational performance. The findings of this study suggest that job stress was negatively associated with job performance. The results largely support the significant impact of job stress on job performance. This paper demonstrates the important role strategic leaders should play to curb job stress so as to increase job performance which contributes to conceptual understanding of organizational efficiency.

Kabetu and Iravo (2018) focused on the influence of strategic leadership on performance of international humanitarian organizations in Kenya. Primary data was collected from the top management, middle and low-level management using a self-administered semi structured questionnaire. The quantitative data collected was analyzed using descriptive statistics such as frequency, percentages, mean and standard deviation using SPSS version 24 and Microsoft excel and findings presented using frequency tables and graphs. The study concluded that communicating the strategic direction, well stated core values, a unifying organizational mission, adoption of core competencies, staff mentorship and developing human capital, organizational flexibility, sustaining effective corporate culture, developing human capital and knowledge diversity positively influenced performance and significantly enhances meeting customer demands and management. It was also found that knowledge if well shared in organizations, enhance staff growth, and career progression.

Abdikarim (2018) focused on the influence of strategic leadership on organizational change in the petroleum industry in Kenya. The study adopted descriptive research design. Simple random sampling was used to select forty-seven chief executive officers and one hundred and eighty-seven directors which formed a total of two hundred and thirty-four respondents for the study. Primary data was extracted using questionnaires. The data was organized in the form of frequency, percentages, mean and standard deviation while regression analysis was used to test the hypothesis of the study. The findings of the study revealed that strategic controls, corporate communication, strategic direction, strategic forecasting and human capital development significantly influenced strategic leadership on organizational change in petroleum industry in Kenya. The study recommended that there should be clearly stipulated policies which ensures that vision and goals of the petroleum company are optimally utilized in line with the available resource.

Sirengo and Kariuki (2018) focused on the influence of strategic leadership on organizational change management at Kenya Power Pension Fund where a questionnaire was used and data analyzed using content analysis. From the findings it was affirmed that, a composite effect of transformative leadership, transactional leadership and bureaucratic leadership as well as charismatic leadership contributed to as positive change management where leaders not only offer intellectual stimulation but also encourage idealized influence as well as embracing individual consideration. In addition, leaders who are prompt in making decisions making emphasizing on customer satisfaction and offering strategies to sustain the organization with democracy and accountability made change management more successful. Therefore, to achieve effective change management, the leadership of an organization should avoid underrating impediments that have occurred in the past, utilizing their capability to manage the business' external environment as well as employing extrinsic motivation and encouraging critical thinking. In addition, bureaucracy must have friendly rules and procedures including organisation structure that facilitates the change.

Dahri et all, (2019) focused on the influence of strategic leadership on performance of organizations through Knowledge Management and established that organizational performance is a direct function of strategic leadership. They more specifically focused on relationship between strategic leadership and the resultant organizational activities. The study noted that the action points of a strategic plan can only be relevant to organizational performance if they are formulated through strategic leadership processes. Their findings were similar to that of Giroux and Mclarney (2014) who focused on the influence of transformational leadership on organizational performance. In focusing on transformational leadership, Giroux and McLarney highlighted that transformational leadership is closely related to strategic leadership. They note that the effect of transformational leadership is identical to the effect of strategic leadership on organizational performance. The only difference is on the level of the organization to which they are applied.

METHODOLOGY

The research used descriptive research design. The population of the study was composed of 11,000 employees of the four maritime agencies. The target population of the study composed of 150 managers in KPA, KMA, KFS and KNSL that included operations managers, finance managers and information technology managers since they are the ones involved in putting in place strategic leadership practices that in turn enhance performance of their organizations. A sample population of 109 was arrived at by calculating from the target population with a 95% confidence level and an error of 0.05 using the formula below. To calculate the sample size of the respondents, the Yamane's formula (1967) was employed as shown below:

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

The researcher then took a random sample from each stratum to come up with 110 respondents and hence the stratified random sampling technique was used. Questionnaires were used to obtain primary data. Data processing and analysis was done using the Statistics Package for Social Science (SPSS) software version 22. Qualitative analysis involved descriptive and thematic analysis and a possible transformation and triangulation. Concurrent data analysis method was used (Creswell & Plano-Clark, 2007). Correlation analysis was done to describe the chosen sample and findings on the variables as noted by the respondents and to answer the research questions on the variables of research. Multiple regression analysis method was used to establish the relationship between a dependent variable and independent variables.

FINDINGS

Strategic Direction

Participants were asked to indicate their level of agreement with the statements relating to the effect of strategic direction on organizational performance in the maritime sector in Kenya.

Results show that majority of the respondents agreed that the organization has criteria to guide and measure progress, organization's mission and vision statements are regularly reviewed and if necessary revised (M= 4.43 SD = 0.50). According to Mutia (2015) determining strategic direction entails articulating the organization's mission and vision, developing the organization's strategic goals, objectives and coming up with a strategic plan. Organization has a strategic intent to achieve the objective of the organization (M= 4.27 SD =0.58) and that organization has developed a corporate strategic direction through development of strategic objectives (M=4.19 SD =0.67). The findings concur with the conclusion made by Hamel and Prahalad (2005) that strategic intent assists strategic leaders to develop the criteria to guide and measure progress, active management and leadership processes which lead the organization into achievement of its goals.

Further, the study established that the organization has developed a corporate strategic direction through development of long-term mission (M= 4.17 SD =0.57) and organization has developed a corporate strategic direction through development of a long-term vision (M=4.10 SD =0.71). With strong viable and effective vision, the leader energizes the whole organization to stay on course towards the purpose and objectives of the organization (Kantabutra and Avery, 2010). Organization identifies the internal strengths, weaknesses and the external threats and opportunities (M=3.99 SD =0.73). These findings concur with observations made by Candemir & Zalluhoglu, (2013) that strategic direction helps in predicting the future requirements of the organization so as to stay in the forefront of its competitors.

Table 1: Strategic Direction on Organizational Performance

Statement	Min	Max	Mean	Std. dev
Our organization has a strategic intent to achieve the objective of the organization.	3.00	5.00	4.27	0.58
Our organization has developed a corporate strategic direction through development of a long-term vision.	3.00	5.00	4.10	0.71
Our organization has developed a corporate strategic direction through development of long-term mission.	3.00	5.00	4.17	0.57
Our organization has developed a corporate strategic direction through development of strategic objectives.	3.00	5.00	4.19	0.67
Our organization's mission and vision statements are regularly reviewed and if necessary, revised.	4.00	5.00	4.43	0.50
Our organization has a clear, compelling and realistic map to the right destination.	3.00	5.00	4.13	0.66
Our organization has criteria to guide and measure progress.	4.00	5.00	4.43	0.50
Our organization identifies the internal strengths, weaknesses and the external threats and opportunities.	3.00	5.00	3.99	0.73

Strategic Ethical Practices

Respondents were asked to indicate their level of agreement with the statements relating to the effect of strategic ethical practices on organizational performance in the maritime sector in Kenya. Results show that majority of the respondents agreed that all employees in the organization observe good leadership principles (M=4.37 SD =0.49) and organization has clear structures of communicating ethical goals (M= 4.28 SD =0.80). Piccolo et al. (2010) suggest that strong ethical practices are responsible in motivating employees in organizations to be passionate about ethical practices which leads them to achieve firm performance. All employees understand the ethical standards they should know and observe while carrying out their duties within the organization and that all employees in the organization observe proper code of conduct (M= 4.26 SD =0.59). The findings go hand in hand with the conclusion made by Almutairi, and Thuwaini (2015) who also note that firm successes are attributable to sound ethical practices which equally contributes significantly to organizational performance.

Further the study established that there is collaboration between the leadership and employees within the organization on ethical issues (M= 4.25 SD =0.57) and all employees understand and implement the core values in the organization (M= 4.20 SD =0.62). Kirimi and Minja (2010) observe that the foundation of strategic leadership practice is in observing the values, ethics, codes, morals and standards of the organization. The management understands the organization's policies concerning the use of organizations' resources (M= 4.15 SD =0.70) and that there is emphasis on ethical compliance in the organization (M= 4.08 SD =0.69). The findings are similar with observations made by Piccolo et al. (2010) which suggest that strong ethical practices are responsible in motivating employees in organizations to be passionate about ethical practices which leads them to achieve firm performance.

Table 2: Strategic Ethical Practices and Organizational Performance

Statement	Min	Max	Mean	Std dev
All employees in our organization observe good leadership principles.	4.00	5.00	4.37	0.49
There is emphasis on ethical compliance in our organization.	3.00	5.00	4.08	0.69
All employees understand the ethical standards they should know and observe while carrying out their duties within the organization.	3.00	5.00	4.26	0.59
All employees understand and implement the core values in our organization.	3.00	5.00	4.20	0.62
All employees in our organization observe proper code of conduct.	3.00	5.00	4.26	0.61
There is collaboration between the leadership and employees within the organization on ethical issues.	3.00	5.00	4.25	0.57
Our organization has clear structures of communicating ethical goals.	3.00	5.00	4.28	0.80
The management understands the organization's policies concerning the use of organizations' resources.	3.00	5.00	4.15	0.70

Strategic Control

Respondents were asked to indicate their level of agreement with the statements relating to the effect of strategic control on organizational performance in the maritime sector in Kenya. Results show that majority of the respondents agreed that organization gathers high quality environmental information so as to identify strategic risks and their potential impact (M=4.33 SD =0.62) and the leadership complies with all the legal and policy issues that guides our organization (M=4.17 SD =0.73). Strategic control is critical in the effectiveness of strategies as well as making any necessary adjustments and improvements on the strategy in leadership (Woodward & Shaffakat, 2014).

The leadership of our organization has developed a series of actions to manage risks and issues (M=4.11 SD =0.68) and that there is a rigorous and rapid reassessment of strategies in our organization (M=4.10 SD =0.72). The findings go hand in hand with the conclusion made by Chikwe, Anyanwu and Edeja (2016) who observe that strategic control is a tool of strategic leadership that involves assessing the external and internal environment and also a tool for providing feedback or future insight to the strategic leadership process. Further, the study established that the leadership in the organization adjusts and improves strategies where necessary (M= 4.09 SD =0.70). Strategic control entails the use of long-term and strategically relevant criteria for the evaluation of business level managers' actions and performance (Hitt et al., 2019).

There is proper monitoring and evaluation of all activities undertaken within our organization (M= 4.07 SD =0.79) (M=4.04 SD =0.74) the leadership in our organization tracks all strategies to their implementation and that organization undertakes an environmental assessment before undertaking any project (M= 4.01SD =0.76). The findings are similar with observations made by Woodward and Shaffakat (2014), who found that strategic control is critical in the effectiveness of strategies as well as making any necessary adjustments and improvements on the strategy in leadership.

Table 3: Effect of Strategic Control on Organizational Performance

Statement	Min	Max	Mean	Std dev
There is a rigorous reassessment of strategies in our organization.	3.00	5.00	4.10	0.72
There is proper monitoring and evaluation of all activities undertaken within our organization.	3.00	5.00	4.07	0.79
The leadership complies with all the legal and policy issues that guides our organization.	3.00	5.00	4.17	0.73
Our organization undertakes an environmental assessment before undertaking any project.	3.00	5.00	4.01	0.76
Our organization gathers high quality environmental information so as to identify strategic risks and their potential impact.	3.00	5.00	4.33	0.62
The leadership of our organization has developed a series of actions to manage risks and issues.	3.00	5.00	4.11	0.68
The leadership in our organization tracks all strategies to their implementation.	3.00	5.00	4.04	0.74
The leadership in our organization adjusts and improves strategies where necessary.	3.00	5.00	4.09	0.70

Developing Strategic Human Capital

Respondents were asked to indicate their level of agreement with the statements relating to the effect of strategic human capital development on organizational performance in the maritime sector in Kenya. Results show that majority of the respondents agreed that organization hires diverse employees with different capabilities (M= 4.25 SD =0.55) and the organization conducts regular training and development to all employees (M= 4.18 SD =0.81). Strategic human capital development will keep close watch into disruptive innovation, emerging technologies and the rising capabilities of competitors and strategize for a differentiation to stay afloat in the competition (Burns, 2016).

Hiring and the recruitment process in the organization is guided by knowledge and skills competencies (M= 4.11 SD =0.73) and that the leadership in the organization ensures that all employees in the organization are motivated (M=4.10 SD =0.75). The findings concur with the conclusion made by Thompson et al., (2014) that human capital development in organizations should not under any circumstance be viewed as expenditure but rather as an investment for the good of the organization. Further, the study established that the organizations encourage all employees in the to improve their knowledge and skills (M= 4.09 SD =0.75) and the leadership in the organization has resources set to ensure employees support the organization’s vision and goals (M= 4.06 SD =0.76). Core competencies of strategic leadership include developing vision and setting goal, building strategic alliance, creating and managing change, solving problems creatively, promoting empowerment and executive presence (Mui, Basit & Hassan, 2018).

The leadership encourages all employees to be creative and innovative (M= 3.98 SD =0.77) and that there are continuous on-the-job training programs in the organizations (M= 3.91 SD =0.67). The findings are similar to observations made by Bell & Harrison, (2018) that if strategic leaders do not implement proper training of the staff, the organization may not be able to achieve its mission, vision and objectives.

Table 4: Developing Strategic Human Capital

Statement	Min	Max	Mean	Std dev
The organization conducts regular training and development to the employees.	3.00	5.00	4.18	0.81
There are continuous on-the-job training programs in our organization.	3.00	5.00	3.91	0.67
We encourage all employees in our organization to improve their knowledge and skills.	3.00	5.00	4.09	0.75
The hiring and the recruitment process in our organization is guided by knowledge and skills competencies.	3.00	5.00	4.11	0.73
Leadership encourages all employees to be creative and innovative.	3.00	5.00	3.98	0.77
The leadership in our organization has resources set to ensure employees support the organization's vision and goals.	3.00	5.00	4.06	0.76
The leadership in our organization ensures that all employees in our organization are motivated.	3.00	5.00	4.10	0.75
The organization hires diverse employees with different capabilities.	3.00	5.00	4.25	0.55

Organizational Performance

The study sought to determine the respondent's levels of agreement with the statements on the aspect of organizational performance. Results show that majority of the respondents agreed that all the projects and policies in the organization are implemented within the stipulated period (M= 4.40 SD =0.49). There has been better service delivery in the organization (M=4.34 SD =0.50) and that the reputation and brand image of the organization has improved (M= 4.25 SD =0.59). The findings concur with the conclusion made by Khayota, (2014) who also notes that organizational performance can only be realized from a management system in which resource portfolio is professionally handled such that all the necessary resources are integrated to create capacities for competitive advantage.

Further, the study established that there has been better coordination among employees in terms of service delivery in the organization (M= 4.13 SD =0.73) and the customer queries in the organization are answered in time (M= 4.06 SD =0.70). There has been efficiency of operations in our organization (M= 4.08 SD =0.66), the customer queries in the organization are answered in time (M= 4.06 SD =0.70) and that customers have been increasing in the organization (M= 3.63 SD =0.49). These findings are similar with observations made by Mwaniki (2010) who argued that organizational performance is the single reason that keeps the organization going.

Table 5: Statements Relating to Organizational Performance

Statement	Min	Max	Mean	Std dev
There has been efficiency of operations in our organization.	3.00	5.00	4.08	0.66
Customers have been increasing in our organization.	3.00	5.00	3.63	0.49
There has been better service delivery in our in our organization.	3.00	5.00	4.34	0.50
The reputation and brand image of our organization has improved.	3.00	5.00	4.25	0.59
The customer queries in my organization are answered in time	3.00	5.00	4.06	0.70
There has been better coordination among employees in terms of service delivery in our organization.	3.00	5.00	4.13	0.73
All the projects and policies in our organization are implemented within the stipulated period.	3.00	5.00	4.40	0.49

Correlation Analysis

In order to confirm the relationship between study variables and organizational performance, the study used Pearson moment correlation to determine the relationship. From Table below, results show a positive correlation between strategic direction and organizational performance was established by a correlation factor of 0.636. This positive relationship was found to be statistically significant as the p value was 0.000 which was less than 0.05. The findings go hand in hand with the conclusion made by Hamel and Prahalad (2005) that strategic intent assists strategic leaders to develop the criteria to guide and measure progress, active management and leadership processes which lead the organization into achievement of its goals.

The study also found a strong positive correlation between strategic ethical practices and organizational performance as shown by correlation coefficient of 0.576. The significant value was 0.000 which was less than 0.05. These results concur with the research findings by Piccolo et al. (2010) which suggest that strong ethical practices are responsible for motivating employees in organizations to be passionate about ethical practices which leads them to achieve higher firm performance. The study found a positive correlation between strategic control and organizational performance as shown by correlation coefficient of 0.699. The significant value was 0.000 which is less than 0.05. The findings support the empirical findings by Chikwe, Anyanwu and Edeja (2016) who observed that strategic control is a tool of strategic leadership that involves assessing the external and internal environment and also a tool for providing feedback or future insight to the strategic leadership process.

The study found a positive correlation between strategic human capital development and organizational performance delivery as shown by correlation coefficient of 0.637. The significant value was 0.000 which less than 0.05. These findings are in supports of the research findings by Woodward and Shaffakat (2014) who argued that strategic leaders must be as keen to risks just like they are keen on present opportunities.

Table 6: Correlations results

		Organizational Performance	Strategic Direction	Strategic Ethical Practices	Strategic Control	Developing Strategic Human Capital
Organizational Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	89				
Strategic Direction	Pearson Correlation	.636**	1			
	Sig. (2-tailed)	.000				
	N	89	89			
Strategic Ethical Practices	Pearson Correlation	.576**	.443**	1		
	Sig. (2-tailed)	.000	.000			
	N	89	89	89		
Strategic Control	Pearson Correlation	.699**	.556**	.436**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	89	89	89	89	
Developing Strategic Human Capital	Pearson Correlation	.637**	.394**	.442**	.621**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	89	89	89	89	89

**. Correlation is significant at the 0.01 level (2-tailed).

Beta Coefficients

From the regression model obtained, a unit change in strategic direction while holding other factors constant would positively change organizational performance by a factor of 0.533. These findings contradict the observations made by Candemir &

Zalluhoglu, (2013) who observed that strategic direction helps in predicting the future requirements of the organization so as to stay in the forefront of its competitors. Results show that a unit change in strategic ethical practices holding the other factors constant would positively change organizational performance by a factor of 0.385. These findings concur with the study findings by Almutairi and Thuwaini (2015) who note that firm successes are attributable to sound ethical practices which equally contributes significantly to organizational performance.

Results show that a unit change in strategic control while holding the other factors constant would positively change organizational performance by a factor of 0.515. These findings concur with the study findings by Anyanwu and Edeja (2016) who observe that strategic control is a tool of strategic leadership that involves assessing the external and internal environment and also a tool for providing feedback or future insight to the strategic leadership process. Finally, test regression results show that unit change in strategic human capital development while holding the other factors constant would enhance organizational performance by a factor of 0.476. These findings concur with the study findings by Thompson et al., (2014) that human capital development in organizations should not under any circumstance be viewed as expenditure but rather as an investment for the good of the organization.

Table 7: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	1.513	.306		4.942	.000
Strategic Direction	.533	.151	.278	3.527	.001
Strategic Ethical Practices	.385	.135	.213	2.851	.005
Strategic Control	.515	.155	.298	3.322	.001
Developing Strategic Human Capital	.476	.159	.248	2.985	.004

Hypothesis Test

Assessment between strategic direction and organizational performance in the Maritime sector in Kenya showed a positive significant relationship. The significant value for Strategic direction coefficient table is 0.001 which is less than 0.05. Since the P-value of 0.001 is less than 0.05, the null hypothesis which stated that strategic direction has no significant positive effect on organizational performance in the maritime sector in Kenya is therefore, rejected. The implication is that there exists a significant positive relationship between strategic direction and organizational performance in the maritime sector in Kenya.

The significant value for strategic ethical practices coefficient table is 0.005 which is less than 0.05. Since the P-value of 0.005 is less than 0.05 the null hypothesis which stated that strategic ethical practices has no significant positive effect on organizational performance in the maritime Sector in Kenya is therefore, rejected. The implication is that there exists a significant positive relationship between strategic ethical practices and organizational performance in the maritime sector in Kenya.

The significant value for strategic control coefficient table is 0.001 which is less than 0.05. Since the P-value of 0.001 is less than 0.05 the null hypothesis which stated that strategic control has no significant positive effect on organizational performance in the maritime Sector in Kenya is therefore, rejected. The implication is that there exists a significant positive relationship between strategic control and organizational performance in the Maritime Sector in Kenya.

The significant value for developing strategic human capital coefficient table is 0.004 which is less than 0.05. Since the P-value of 0.004 is less than 0.05, the null hypothesis which stated that strategic human capital development has no significant positive effect on organizational performance in the maritime Sector in Kenya is therefore, rejected. The implication is that there exists a significant positive relationship between strategic human capital development and organizational performance in the maritime sector in Kenya.

Table 8: Hypothesis Testing

Research Hypothesis	β	t	Sig	Comment
$H_0$1: Strategic direction has no significant positive effect on organizational performance in the Maritime Sector in Kenya.	.533	3.527	.001	Reject H_{O1}
$H_0$2: Strategic ethical practices have no significant positive effect on organizational performance in the maritime sector in Kenya.	.385	2.851	.005	Reject H_{O2}
$H_0$3: Strategic control has no significant positive effect on organizational performance in Maritime Sector in Kenya.	.515	3.322	.001	Reject H_{O3}
$H_0$4: Developing strategic human capital has no significant positive effect on organizational performance in maritime sector in Kenya.	.476	2.985	.004	Reject H_{O4}

Model Summary

In this study, a multiple regression analysis was conducted to test the influence among predictor variables. The research used statistical package for social sciences (SPSS V 21.0) to code, enter and compute the measurements of the multiple regressions. The model summary is presented in the table below. The study used coefficient of determination to evaluate the model fit. The adjusted $R^{2,}$ also called the coefficient of multiple determinations, is the percent of the variance in the dependent explained uniquely or jointly by the independent variables. The model had an average adjusted coefficient of determination (R^2) of 0.650 and which implied that 65.0% of the variations on organizational performance are explained by the independent variables under the study i.e. strategic direction, strategic ethical practices, strategic control and strategic human capital development.

Table 9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.816[a]	.666	.650	.47812

Analysis of Variance

The study further tested the significance of the model by use of ANOVA technique. From the ANOVA statics, the study established the regression model had a significance level of 0.000% which is an indication that the data was ideal for making a conclusion on the population parameters as the value of significance (p-value) was less than 5%. The calculated value was greater than the critical value (41.820> 4.49), an indication that strategic direction, strategic ethical practices, strategic control and strategic human capital development all have a significant effect on organizational performance. The significance value was less than 0.05 indicating that the model was significant.

Table 10: Analysis of Variance

Model	Sum of Squares	df.	Mean Square	F	Sig.
Regression	38.240	4	9.560	41.820	.000[b]
Residual	19.202	84	.229		
Total	57.442	88			

Critical value = 4.90

In addition, the study used the coefficient table to determine the study model. As per the SPSS generated output as presented in the table below, the equation ($Y = \beta_0 + \beta_1 A_1 + \beta_2 A_2 + \beta_3 A_3 + \beta_4 A_4 + \boldsymbol{\varepsilon}$) becomes:

Y= 1.513 + 0.533 + 0.385+ 0.515+ 0.476

CONCLUSION AND RECOMMENDATIONS

The study concludes that there exists a positive correlation between of strategic direction and organizational performance in the maritime sector in Kenya as all the maritime organizations had laid down various strategic measures that guided organizational day to day activities and that strategic direction helps in predicting the future requirements of the organization so as stay in the forefront of its competitors.

The study also concludes that strategic ethical practices enhanced organizational performance in the maritime sector in Kenya since players in the sector and their employees understand the ethical standards and observe them while carrying out their duties within the organization and that maritime originations ensures close collaboration between the leadership other employees a move implemented through clear up and downward communication.

The study concludes that there exists a positive relationship between strategic controls on organizational performance in the maritime sector in Kenya as all the maritime organization had laid down various strategic controls measures. Establishing a control process as part of strategic management allows maritime players to immediately course-correct if planned strategies cause unintended or unexpected results and that strategic control measures moderated on organizational progress towards achievement of its objectives.

The study concludes that strategic human capital development is paramount in enhancing organizational performance in the maritime sector in Kenya, maritime organizations hires diverse employees with different capabilities, the organization conducts regular training and development to all employees and that leaders relied on Human Resource best practices or administrative standard operating procedures as the key drivers of professionals' act and the policies they set.

The study recommends that the management at the Kenya maritime sector should ensure that the strategic direction of the organization is well articulated through ensuring that the development of organization's mission, vision, strategic goals and objectives are well implemented.

The study recommends that the management at the Kenya maritime sector should ensure that all the employees in the organization observe ethical leadership practice and behaviour so as to give the organization the desired reputation and this will in turn enhance the organization performance of the organization.

The study recommends that the management at the Kenya maritime sector should be focused on the agenda that can transform their organizations and optimize long term survival strategies through effective monitoring and evaluation. The strategic control will be critical in the effectiveness and improvement of the organization performance.

The study recommends that the management at the Kenya maritime sector should ensure that there is the right human capital in the organization. This should be through recruitment of the right human personnel with the knowledge and skills necessary for ensuring that the firm's productivity and competitive advantage is achieved.

Areas of Further Studies

The study variables (strategic direction, strategic ethical practices, strategic control and strategic human capital development) only accounted for 65.0% variations on organizational performance. Therefore, other factors accounting for 35% changes on organizational performance should be established and their effects assessed as well.

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