



VISION DEVELOPMENT PRACTICE AND PERFORMANCE OF STATE CORPORATIONS IN KENYA; A CASE STUDY OF KENYA POWER

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ABSTRACT

Growth of the economy relies on how successful the Leadership strategies in the Economy have developed and sustained. Globally companies play crucial role in both developing and developed economies. Turbulence economies have struck the managers of various organizations to find means of how the organizations should engage Vision Development Practice as a function of Strategic Leadership in order to improve performance and remain competitive. Most of the scholars have supported the relationship between Vision Development practice and Organization Performance, though some other scholars defy the correlation. The main purpose of this research study was to assess the effect of Vision Development on Organization Performance of Kenya Power Company Limited, Kakamega Town, County Government of Kakamega; Kenya. Descriptive Survey research design was adopted for the study. The target population consisted of employees of Kenya Power Company Limited, Kakamega Town Office. Both descriptive and inferential statistics was focused on and the computation was done by use of SPSS version 24 in order to test the primary data that was collected to satisfy the objectives of study. Pilot study was conducted on employees of Kenya Power Company Limited, Kisumu Town Office. The results of the findings indicated Vision Development practice influenced Organization Performance of Kenya Power Company Limited, Kakamega Town, County Government of Kakamega; Kenya. The study recommends for Organizations' management to embrace the use of Vision Development Practice since it improves the Organization's Performance. The study recommends for further studies on the same considering same variables but different methodologies.

Key words: Vision Development, Strategic Leadership, Performance

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INTRODUCTION

Globalization has brought significant transformations; large and small companies are used to be operating in an ever-changing environment that embraces emerging technology. Many economies have focused on strategic managerial aspect of dealing with organization activities for sake of improvement of performance through innovation and employing Vision Development Practice for competitiveness (Castellanos & George, 2020). Most of the organizations in developing economies have poor performance for reason of being plagued by a shortage of financial capital, technological difficulties, a scarcity of effective human resources, a lack of attention, and harsh policy treatment by policymakers; hence such effects require strategic leadership approach to give direction for better performance (Anwar, 2017).

In today's extremely competitive and demanding market environment, a type of entrepreneurial leader, rather than other behavioural approaches to leadership is required (Anwar, & Louis, 2017). Leaders and managers hold strategic variety of roles in organizations. Institutions are maintained and monitored by managers, while leaders seek to overhaul them for strategic changes in order to improve on performance. According to Chouaibi, in order for companies to thrive, leaders must strategically adapt to change and manage environmental conditions and creativity (Birasnav & Bienstock, 2019).

In the study by Altman and Tushman (2017) on Vision Development, leaders use a variety of methods to ensure that followers have the motivation and mission clarity they need to achieve clear goals. These methods range from subtle persuasion to overt application of authority. They also rearrange the workplace, such as allocating funds and modifying communication patterns, to make it easier for employees to achieve corporate objectives (Ali, 2020). Leadership has been defined by traits, behaviour, authority, communication

habits, work, relationship, and occupation in an administrative role.

Anwar (2017) defines leadership as the ability to guide, empower, and motivate others to contribute to the productivity and advancement of the organizations to which they belong; hence, Alayoubi *et al.*,(2020) define strategic Leadership as a two- or more-person power mechanism, where the implication shows that the person who is the target of the impact campaign must attribute and recognize it to a specific person. Some authors attempted to characterize leadership as a whole. For example, Shao (2019) defined strategic leadership as the nature of a leader's influencing process and its consequences, as well as how these influencing processes are represented by the leader's dispositional characteristics and attitudes, follower expectations and attributions, and the context in which the influencing process occurs. Metz (2020) stipulates, Although the majority of leadership scholars have described strategic leadership as the process of influencing others to achieve goals and orchestrating the process shift, setting a course, and inspiring people to conquer challenges and move the company toward its perfect future are all important aspects of leadership Leaders who use influence to motivate their followers and coordinate the workplace so that they can do their jobs more effectively.

Sila and Gishinga (2016) embraced Vision Development linked to strategic leadership being the ability to influence others to voluntarily make decisions that enhance the prospects for the organization's long-term success while maintaining long-term resource stability. Christine and Lucy (2016) argue that strategic leadership challenge is to galvanize commitment among employees as well as other stakeholders outside the organization to embrace change and implement strategies intended to position an organization to succeed. Leaders help their organizations embrace change by developing a vision. The aim of strategic leadership is to develop an environment in which employees consider the organization's needs in context of their own job so

that they are able to efficiently execute their duties and achieve set goals.

The Concept of Strategic Leadership is anchored on the Fiedler's Leadership Contingency Theory. This perspective was spearheaded by Fiedler (1967) who argues that a leader's effectiveness is dependent on the interaction of the leader's style and characteristics of the situation defined as leader-member relations, task-structure and leader-position power. Based on empirical evidence, Bass (1985) modified the original Transformational Leadership construct. Over time, four factors or components of Transformational Leadership emerged. These components include idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

According to Singh et al.,(2016), core purpose of strategic leadership theory and research is to understand how much influence top executives have over performance. Quigley and Graffin (2017) embraced empirical and conceptual studies have implied that strategic leadership actions significantly influence performance. Fitza (2017) asserts, other studies conclude that their actions are impeded by situational constraints, inertia or random effects, such that they don't have much leeway over performance; hence, such divergent findings indicate either a lack of evidence in establishing a direct association between strategic leadership and performance or of the many confounding variables that make it difficult to demonstrate a clear cause and effect. Knies *et al.*, (2016), point out that scholars are yet to agree on the conceptualization and operationalization of contextual conditions of strategic leaders face. In the study by Hambrick and Quigley (2014) on strategic management, various scholars have argued that methodological and statistical limitations, unavailability of relevant control variables and contexts have systematically undermined the effect of Vision Development on organization performance. Quttainah (2015) observe that studies on strategic leadership are limited since many have used demographic

variables as substitutes for moderating or mediating variables. Fitza (2017) argue that many studies have excluded critical organizational and environmental variables that might moderate or mediate such a relationship; hence, additionally, empirical literature has solely examined the impact of strategic leadership at the micro levels without integrating both the micro and macro perspectives of leadership, more so, (Bornardi *et al.*, 2018; Kim *et al.*, 2014) had the same sentiments. Morales *et al.*, (2008) admit by pointing out that few studies on strategic leadership have systematically traced the causal path of its effect on performance by examining the intermediate influence of different strategic variables.

According to Lord et al., (2016), study and scope of Vision Development Practice focuses on a small group of executives referred to as the chief executive officers (CEO), top management teams (TMT) and the board of directors who have the overall responsibilities of an organization. Despite its importance to performance, strategic leadership researchers and practitioners are yet to agree on a common definition. Allio (2013) asserts irrespective of the diverse terminologies and disconnected constructs used in past strategic leadership studies, Bass (2007) defines it as a group of chief executive officers (CEO) who set overall policies for acquiring and integrating resources for an organization.

Gonye and Moyo (2013) embrace Vision Development practice being a managerial capability of a firm to expect, predict, keep flexibility, and endow others to generate strategic change and a feasible future of the firm; hence it is therefore the capability of the leadership to keep on reinventing motives for the organization's sustained presence. Singh (2014) opines the leader must have the ability to focus on the organisation's operational activities and at the same time monitor the changes that affect the organisation, both internally and externally. Such changes are bound to determine the existence of the organisation in the future and they are prospects to grow the firm. Mbithe, Mwabu and Awiti (2017) embrace the performance

of any firm is dependent on its leaders; hence, businesses go down if the leadership aches from the flaws like inability to convince its employees to follow its vision; the failure to counter or recognise threats; misjudging their capability to manage the business' external environment; inability to separate personal needs and those of the firm; a conviction that they are able to tackle all situations, sacking any staff that differ with them; and underrating impediments that have occurred in the past.

According to Ayiro (2014), there are five main practises of strategic leaders; Determining strategic purpose and vision, Effective management of the resources of the firm, Fostering effective culture in the firm, Underlining all operations with ethical considerations, and establishing a balance between strategic and financial controls. Senaji (2014) embrace Strategic Leadership involves creating long term purpose and vision of the firm; hence, the purpose and vision of an organization bring into line the activities of all people in the firm .A good vision is lively and everyone in the firm comprehend it and act by it. It is also full of ambition and energy; hence employees keep talking about their firm's purpose and vision. Musangu, Marangu, Obunga and Lilungu (2015) contemplated, Strategic Leadership means the ability to anticipate and envision the future, maintain flexibility, think strategically and initiate changes that will create a competitive advantage for the organization in the future. Thenya (2016) embraced; strategic leadership is largely seen to be among the significant influencers of effective strategy execution. Ahmad, Kadzrina and Yen (2016) states, strategic leadership is charged with the task of formulating organizational strategies that enable the firm to achieve its goals and maintain a competitive advantage against other competitors in the market.

Kinyanjui (2015) embrace, over the past years, leadership have been studied extensively in different contexts and theoretical frameworks while considering the performance. In order to conduct further research, a summary of what is known and

understood about leadership is important. Thenya (2016) observed that in some theories, leadership have been described as a process, although most theories and research on leadership look at a person to gain understanding. More recently, Lussier and Achua (2015) argued that a leadership theory is an explanation of some aspect of leadership. Leadership theories are used to better understand, predict, and control successful leadership. In this way leadership theories have a practical value and the main purpose of a theory is to inform practice. To explain leadership, there are four major classifications of leadership theories. These leadership classifications include trait, behavioural, contingency and integrative. Lussier and Achua (2015) defined a leadership paradigm as 'a shared mindset that presents a fundamental way of thinking about, perceiving, studying, researching, and understanding leadership'. Lussier and Achua (2016) asserted the relationship between visioning leaders and organizational performance has become an important consideration in organizations. Vision Management Leadership, represents the ability of building confidence in the leader and appreciating the leader by his followers, which forms the basis for accepting radical change in organization; hence, without such confidence in the leader, that is, in his motives and aims, an attempt to redirect the organization may cause great resistance(Singh,2014) . According to Jyoti and Dev (2015) one can "lead" people he/she makes them ready to follow him by having a vision of the organization. If the performance of the job is well, it is for certain that others (potential followers) will appreciate him and people will believe you; hence, also known as charismatic leadership, this characteristic describes the extent to which leaders are capable of being role models to their followers and display solid moral and ethical principles. Those measuring high would respond positively to statements such as "I instill pride in others for being associated with me" and "I emphasize the importance of having a collective sense of mission" (Alvolio & Bass, 1995).

Thenya (2016) embraced the vision must then be communicated effectively to the workforce for better results; hence, paradox of extraordinary performance is not achieved by simply focusing on measurable results which matters a lot. However, just as great athletes report that they do not think about their measurable states in the moment of performance, so it is with great transformational leaders. Kinyanjui (2015) asserted, the focus of successful transformational leaders is on the capabilities and leadership practices that they apply each day to balance these tensions and generate extraordinary performance.

Statement of the problem

Globally most of the organizations have leaned on the Vision Development as a function of strategic leadership for the reason being to be competitive and have better performance than the competitors. Kitonga (2017) assert effective Vision Development is considered as a major ingredient for the successful performance of any organization operating in the ever dynamic and complex environment. According to Lord *et al.*, (2016), in the context of information uncertainty and resource scarcity, Vision Development practice is required to confront the reality of environmental turbulence and a continuous need for appropriate organizational change in order to achieve performance goals; the organization requires strategic leadership action. Thenya (2016) embrace, most of the conceptual and empirical studies have shown that Vision Development actions significantly influence performance, however, despite its importance; some studies have demonstrated that the influence of Vision Development practice on organizational performance is contingent upon situational constraints or random effects. According to Afitza (2017), very little empirical research has analyzed the direct and indirect relationship between Vision Development Practice, external environment, organizational change and performance.

Whereas some Scholars among them Kitonga (2017) support the relationship existence of Vision

Development and State Corporations' Performance, some scholars among them Afitza (2017) find it different with no correlation between the Vision Development and Organization Performance but inflicted by political complexity and multitude stakeholders, this raised a research gap due to inconsistency on the findings of the scholars conclusions, that necessitated this study to take place.

Objective of the Study

The objective of this study was to assess the effect of Vision development on organizational Performance of Kenya Power. The study was guided by the following research hypothesis;

- **H₀₁:** There is no significant effect of visioning development on performance of Kenya Power

LITERATURE REVIEW

Theoretical Review

Transformational Theory of Leadership

Transformational leadership is the leader's ability to motivate followers to rise above their own personal goals for the greater good of the organization (Bass, 2007 as cited by Murphy & Drodge, 2004). Bass (2005) theorized that transformational style of leadership comes from deeply held personal values which cannot be negotiated and appeals to the subordinates' sense of moral obligation and values (as cited by Chan, 2005).

Transformational leaders go beyond transactional leadership and are characterized as visionary, articulate, assured, and able to engender confidence in others so as to motivate them to surpass their usual performance goals (Schwarzwald, Koslowsky & Agassi, 2001). The transformational leaders attempt to stimulate the undeveloped or dormant needs of their subordinates (Chan, 2005). Bass declared there were four types of transformational leadership behaviour; namely idealized influence (charisma), inspirational motivation, individualized consideration, and intellectual stimulation (Densten, 1999). Idealized influence represents role

modeling behavior where the leader instil pride, faith, and respect, and has a gift for seeing what is really important, and transmits a sense of mission. In quintessence the idealized influence factor describes people who are special and make others want to follow the vision they put forward. Idealized leaders usually have very high moral standard and ethical conduct and a can be counted on to do the right thing; they provide followers with a vision and sense of mission. (Northhouse, 2010) suggests Inspirational motivation represents the use of images and symbols that enable the leader to raise the expectations and beliefs of their follower concerning the mission and vision. They also inspire through motivation so that the workers become motivated and committed to the organization. Team spirit is enhanced by this type of leadership. Above all leaders communicate high expectations to followers

Individualized consideration represents providing experiential learning and occurs when the leader delegates a project, provides coaching and teaching, and treats each follower as an individual. Individualized consideration ranks among the major characteristics of transformational leadership. The transformational leader treats each follower as a “whole” individual rather than as an employee, and considers the individual’s talents and levels of knowledge to decide what suits him or her to reach higher levels of attainment. Intellectual stimulation represents cognitive development of the follower and occur when the leader arouses followers to think in new ways and emphasizes problem solving and the use of reasoning before taking action (Johnson, 2006). This type of leadership supports followers as they try new approaches and develop innovative ways of dealing with organizational issues. This leadership challenges not only their own beliefs and values, but also those of the organization they lead (Northhouse, 2010).

A transformational leader applies such individual considerations by: listening to each follower’s needs and concerns, expressing words of thanks or praise as a means of motivation, making public recognition

of achievements and initiatives, making private notes of congratulations to boost self confidence, ensuring fair workload distribution and undertaking individualized career counselling and mentoring. Transformational leaders encourage their subordinates to bring creative viewpoints to work and stimulate a team vision through positive motivation. With regard to the law enforcement arena, the transformational leader expects their subordinates to be more occupied with problem solving and community-oriented policing which more often than not equate to lower statistics. (Engel, 2003). Transformational leaders are expected to enhance the performance capacity of their followers by setting higher expectations and generating a greater willingness to address more difficult challenges (Bass & Avolio, 2007). Transformational leaders continuously show concern for their subordinates’ needs, treat them with respect and utilize a flexible approach towards them.

This does not necessarily mean that the transformational leader never resorts to punishment or negative feedback. When these behaviours are used, they are perceived or may be interpreted as exceptional and required for completing the present task (Schwarzwald, Koslowsky & Agassi, 2001). Transformational leadership behaviours alter the higher order needs of followers by changing their attitudes, beliefs, and values. Such behaviours are important to the leaders of organizations because they can directly influence workers and any process of change.

Transformational leadership involves raising the consciousness of followers by appealing to higher ideals and values, and moving the focus of followers away from their self-interests encouraged by transactional leadership. In other words, the leader encourages their followers to consider their actions beyond simply “what is in it for them.” The transformational leader motivates subordinates by focusing them on a greater cause, such as justice. Burns (2008) argued that transformational leaders have a more significant motivating effect on

employees and are preferable to transactional leaders because they motivate employees to

perform well even in situations that lack any chance of receiving formal recognition.

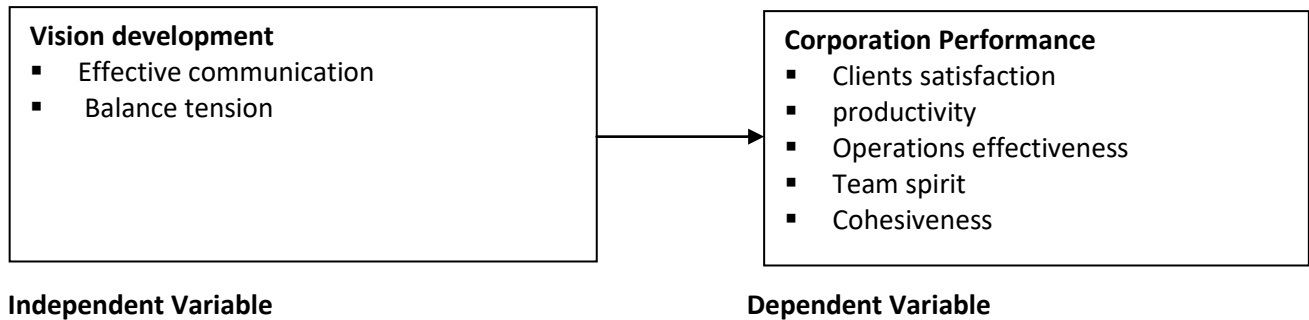


Figure 1: Conceptual framework

METHODOLOGY

Descriptive research survey design was therefore used to determine an association between the conceptualized independent and dependent variables as shown in the study’s conceptual model. The study targeted 146 respondents from the 4 departments under study. These departments included Road Asset Management, Finance and Corporate, Survey, records and ICT and Procurement. The sampling frame of this study comprised of staff from Kenya Power Company Limited in Kakamega County, Kenya. The study employed census technique. The whole population of 70 employees targeted, formed the population of where the respondents came from; hence, the population was representative enough to provide reliable information. Primary data was collected by means of self-administered questionnaires. The questionnaires had structured questions. These questionnaires were structured and designed in multiple choice formats. Section one introduced the researcher, topic of research and its purpose to the respondent. Data collected from the field was coded, cleaned, tabulated and analyzed using both descriptive and inferential statistics with the aid of specialized Statistical Package for Social Sciences (SPSS). version 24 software. Descriptive statistics such as frequencies and percentages as well as measures of central tendency (means) and dispersion (standard deviation) was used. Data was also organized into graphs and tables for easy reference.

Further, inferential statistics such as regression and correlation analyses was used to determine both the nature and the strength of the relationship between the dependent and independent variables. Correlation analysis is usually used together with regression analysis to measure how well the regression line explains the variation of the dependent variable. The linear and multiple regression plus correlation analyses were based on the association between two (or more) variables. SPSS version 24 is the analysis computer software that was used to compute statistical data.

Study conceptualized Regression Model;

$$y = \beta_0 + \beta_1 X_1 + \epsilon$$

y = Performance

β_0 = Constant

X_1 = Vision Development Practice

$\{\beta_1\}$ = Beta coefficients

ϵ = the error term

FINDINGS AND DISCUSSIONS

The study involved 70 questionnaires being dispatched for data collection, 67 questionnaires were returned completely filled, representing a response rate of 96% which was good for generalizability of the research findings to a wider population. These are summarized responses on whether Vision Development influences Performance of Kenya Power Company Limited, Kakamega County; Kenya.

Most respondents agreed (44.8%) that the management have a vision for performance improvement, while 8.9% disagreed to the statement, implying that there are respondents who have not been thinking of the managers having a vision for performance improvement. More closely, only 37.3% agreed and supported the choosing of leaders internally and externally, while 17.9% of respondents were uncertain that organization chooses leaders internally and externally for good delivery for the improvement of performance.

Further, while 50.7% of respondents agreed that most of the leaders captivate for employees to work harder and improve performance, 8.9% disagreed revealing existence of employees not being for the idea of captivation. More so 50.7% of respondents agreed that the leaders communicate to the employees properly and effectively for the sake performance improvement, while 14.9% of respondents also strongly agreed for the proper communication to the employees. Lastly, most respondents agreed (49.2%) and strongly agreed

(16.4%) that generally, the organization encourages training of employees, implying that the organization values the growth capability of working employees.

Nthenya (2016) embraced the vision must then be communicated effectively to the workforce for better results; hence, paradox of extraordinary performance is not achieved by simply focusing on measurable results which matters a lot. However, just as great athletes report that they do not think about their measurable states in the moment of performance, so it is with great transformational leaders. Kinyanjui (2015) asserted, the focus of successful transformational leaders is on the capabilities and leadership practices that they apply each day to balance these tensions and generate extraordinary performance.

Inferential Statistics

Linear influence of Vision Development on Performance

This tested the direct influence of Vision Development on Performance of Kenya Power Company Limited, Kakamega County; Kenya.

Table 1: Direct influence of Vision Development

Model Summary										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	
1	.725 ^a	.687	.656	.69397	.687	159.562	1	66	.000	
ANOVA ^b										
Model		Sum of Squares	Df	Mean Square	F				Sig.	
1	Regression	75.842	1	76.844	159.562				.000 ^a	
	Residual	30.120	66	.482						
	Total	105.962	67							
Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients						
		B	Std. Error	Beta	T				Sig.	
1	(Constant)	.627	.132		2.945				.004	
	Vision Development	.801	.062	.739	12.632				.000	

a. Dependent Variable: Performance

From table 1, the model summary showed that $R^2 = 0.687$; implying that 68.7% variations in the Performance of Kenya Power Company Limited, Kakamega County; Kenya is explained by Vision Development, while other factors not in the study model accounts for 31.3% of variation in Performance of Kenya Power Company Limited, Kakamega County; Kenya. Further, coefficient analysis showed that Vision Development has positive significant influence on Performance of Kenya Power Company Limited, Kakamega County ; Kenya ($\beta = 0.801 (0.062)$; *at $p < 0.01$*). This implies that a single improvement in Vision Development Practices will lead to 0.801 unit increase in the performance Kenya Power Company Limited, Kakamega County ; Kenya. Therefore, the linear regression equation is;

$$Y = 0.627 + 0.801X_1$$

Where;

Y = Performance

X_1 = Vision Development

Study hypothesis (H_{01}) First, study hypothesis one (H_{01}) stated that Vision Development Practice does not significantly influence Performance in the County Government of Kakamega ; Kenya. However, regression results indicate that Vision Development Practice significantly influence Performance in the County Government of Kakamega ($\beta = 0.801 (0.062)$ at $p < 0.01$). Hypothesis one was therefore rejected. The results indicate that that a single improvement in effective Vision Development will lead to 0.801 unit increase in the Performance in the County Government of Kakamega ; Kenya.

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CONCLUSIONS AND RECOMMENDATIONS

This tested the influence of Management Leadership on Employee Satisfaction of Commercial Banks in the County Government of Kakamega; Kenya. The study found that Management Leadership Style had significant influence on Employee Satisfaction of the county government of Kakamega; Kenya. The study results are consisted with earlier researchers that found that Management Leadership Style benefits employees at work place if the leadership style is held in participative manner.

The study concluded that organizations that utilize well Visioning Management Leadership result into improvement in Organization Performance; hence, for such, leads to employees lean on the vision of the organization for delivering of good work. The study concluded that the organization managers usually have a vision to improve the performance of the organizations and that the organization chooses Visionary leaders from internal and external labour markets. The study also concluded that Visioning leaders captivate extraordinary performance of the employees and lastly that Visioning leaders communicate effectively.

The study recommended that Performance should embrace the proper use of Vision Development since it underscores the vision of the organization to the stakeholders; more so, would improve the performance.

Areas for further research

Similar study can be done on other projects using similar variables, though using different methods.

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