



**STRATEGIC MANAGEMENT PRACTICES AND ORGANIZATIONAL PERFORMANCE: A CASE OF ETHICS AND ANTICORRUPTION COMMISSION NAIROBI HEADQUARTERS, KENYA.**

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**ABSTRACT**

*The capacity to implement new practices is essential for an organization to deliver improved effectiveness continuously. This study examined the strategic management effectiveness of the ethics and anti-corruption commission as an institution. The investigator's specific focus was on determining how communication, task allocation strategy, stakeholder involvement, and leadership affect organizational performance at the EACC's Nairobi headquarters. The researcher analyzed the strategic management idea using both empirical and theoretical review. This investigation employed a descriptive study approach. The whole 655-person staff of the ethics and anti-corruption commission acted as the study's population of interest and was the subject of the research. The study employed stratified random sampling approach. Data was gathered via self-administered questionnaires. The results of the study showed that a correlation existed between leadership and the dependent variable. It was reported that effectiveness and task distribution strategies were highly correlated. The report came to the conclusion that the agency collaborates with other entities such as the government and other international agencies, despite the fact that the results show that the relationship between stakeholder involvements was not substantial. The results revealed that there is a strong association between communication and organizational performance.*

**Key Words:** *Communication, Task Allocation Strategy, Stakeholder Involvement, Leadership*

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## INTRODUCTION

Organizational change is prevalent among modern entities as firms strive to adjust to unstable environments of global political and economic space. There are different forces; technological innovations, competition, demographics and professionalism which shape the organization's ability to adapt. Subsequently, the organization may shift focus, revise goals, restructure responsibilities and roles and advance new forms. This sort of change is crucial to the organization because it helps the company to preserve its competitive edge while also meeting the demands of its customers, workers, suppliers, shareholders, and the government.

One of the best strategies is one that gives the company an advantage over the competition by providing a unique, valuable and non-imitable competitive edge, this is in line with Barnely & Hesterly (2008). Obtaining a competitive edge is only possible if the used strategy is unique. Porter (1998) says competitive advantage is all about: positioning the company where it needs to be to succeed. As reported by Thompson and Strickland (2003, 2008), management techniques and moves are characterized as a strategy, whereas Hunger and Wheelen (2008) define strategy as a road map outlining how the company will achieve its goals and fulfill its purpose.

Creating a nexus between the organization and the environment in accordance with the goals, resources, external environment, values, and organizational systems and structures is one of the primary responsibilities of effective strategic management practice. This practice enables the company to avoid becoming disconnected from its surroundings. The strategy enables the firm to generate and carry out a wide range of tasks, which allows it to keep its competitive advantage in an ever-changing environment. A company's distinct image, as well as its goals, objectives, and overall direction, are articulated in its organizational strategy, which is communicated to all parties involved in the company's operations (Grant, 1998).

Strategy is a plan or pattern that incorporate a firm's key goals, action and policy framework into one clarifying how and when the long-term objectives of the organization will be achieved (Burnes, 2004). It is a long-term orientated targeted on future development forecasts, comprehensive, significant and largely related with the largest degree of management which establish the purpose, vision and traditions of the firm (Pillania, 2008). It is a framework for outlining the organization's goals, the policy to attain those goals, the evaluation of the strategy, and the allocation of resources.

This refers to the measure of the firm's actual output against set targets with respect to metrics such as time, speed, accuracy and completeness (Alisa, 2017). It has been described by Euske and Lebens (2006) as an array of monetary and non-monetary measures used to assess how well an organization's objectives and goals have been met. The scope of the objective may be short term, long term or strategic. Organizational performance measurement implies continuous data collection from the particular functional areas in the firm (Cantens, 2011). The organizational performance process entails the current monitoring and reporting activities implemented by the firm for attainment of organizational goals (Yasui, 2011).

Efforts to fight corruption in Kenya are traceable to the colonial period when the prevention of corruption act, chapter 65 was passed in 1956. Though the act provided a legislative framework of tackling corruption, little enforcement was done in the post-colonial period. This act was thereafter amended in 1991 to allow for more punitive measures for those found culpable of corruption. This formed the basis of the establishment of a police wing whose mandate was to exclusively combat corruption in 1993. Later in 1997, the enactment of the Prevention of Corruption Act was the cornerstone for formation of KACA. Unfortunately, the authority was disbanded in year 2000 after being declared unconstitutional and its mandate taken over by the Anti- Corruption Police Unit (Matemu, 2012-2013)

In 2003, KACC was founded through legislation, the Anti-Corruption & Economics Crimes Act (2003), whose sole mandate was to steer the fight against corruption in Kenya. However the Commission's mandate was limited and lacked the appropriate constitutional backing. The EACC was established under the EACC Act NO 22 of 2011 enacted on 27<sup>th</sup> August 2011. The new constitution that was ratified in 2010 granted the EACC an expanded mandate that included a functional autonomy, an extended mandate, fully defined functions, and the capacity to interact with other state authorities to combat corruption. To discharge its mandate and duties the body collaborates with other agencies such as the directorate of public prosecutions, Interpol, Kenya police service, Parliamentary investment committee and the procurement oversight authority among others.

Case investigation and prosecution are still hotly debated topics. With the parties involved in the practice and the amounts involved growing daily, corruption is wreaking havoc (Olola, 2011). Despite the state's concerted efforts in recent years to purge the nation of sin, there has been a striking increase in both the perception and the actual number of corrupt activities. Because anti-corruption laws have been shown to be ineffective, the nation's growth goals are at risk. Very little progress has been made in Kenya's anti-corruption investigations and prosecutions despite the significant time and resource investments that have been made. Majority of the anti-corruption reforms have failed in the stage of implementation stage or effectively implemented.

#### **Description of Issue**

Kenya's political, social and economic development is largely impeded by corruption. Vision 2030 under Medium Term Plan III (2018-2022) envisions corruption as a major set-back towards the realization of social-economic transformation. Corruptions distorts growth and investment and has dictionary impact on all the service and productive sectors in the economy. Kenya obtained a score of 31 out of 100, in the global corruption index, a fall

from a score of 28 points in 2019 in an index of 0 to 100 whereby 0 is mostly corrupt and 100 is corruption free (Transparency International- Kenya, 2021).

The fight against corruption has experienced tremendous changes in the legal framework that has seen the organization that is charged with the sole responsibility of enforcing anticorruption laws undergo changes in both its leadership and organizational structure. The challenge however is that strategy implementation in resource intensive requires goodwill by those who are to be involved in the implementation and effective leadership. Lack of necessary skills among public servants charged with implementing strategies is also a great impediment to successful strategy execution (Allan, 2016). Kiraithe (2011) argues that the ethics and anti-corruption commission is largely considered to be resistant to change mainly due to its outdated organizational culture that impedes the change efforts. Among the challenges recognized are poor leadership, poor technology, rigid and outdated organizational culture, poor leadership and governance structures, and lack of proper communication, poor work allocation strategies and organizational structure.

In recent times, the issue of strategic management has attracted much attention. The findings of Waiganjo (2013)'s investigation on the effect of competitive strategies on the link between strategic human resource management and performance in Kenyan parastatals were quite fascinating. Dimba and K'Obonyo (2009) conducted research to determine whether or not the cultural orientations of workers served as a moderating element in the link between strategic HRMP and business success in Kenyan manufacturing companies. Kenya has been the location of research looking into the advantages of good conflict management on business efficiency in general (Iravo, Karanja, and Namusonge 2011). Research undertaken by Uzel, Obwogi, and Namusonge (2014) found that certain strategic management factors had a significant influence on the efficiency of the hotel sector along the Kenyan

Coast. It is quite evident that the Ethics and Anti-Corruption Commission, which served as the basis for the execution of the study, has not carried out any research on the effect that strategic management has on performance.

### **Study Goals**

The principal goal of this study was to evaluate the effectiveness of strategic management practices at the ethics and anticorruption commission was evaluated in this investigation. The study achieved the following particular goal-line;

- To evaluate how the ethics and anticorruption commission's performance is impacted by leadership.
- To look into how performance at the ethics and anticorruption commission is affected by stakeholder involvement.
- To assess how the Kenyan Ethics and Anti-Corruption Commission's work allocation strategy affects performance.
- To establish how performance at the Ethics and Anti-Corruption Commission is influenced by communication

## **LITERATURE ANALYSIS**

### **Theory of Dynamic Capabilities**

Teece and Pisano (1994) are credited with the development of this hypothesis. New sources of competitive advantage may be gained through adapting and succeeding in an ever-changing business environment, as the notion emphasizes. This can be accomplished by remaining flexible and successful in the face of constant shifts in the environment in which the company operates (Teece et. al, 2007). The process of modifying organizational capabilities to account for changes in the operating environment of the company is referred to as capacity adaptation. The capabilities of an organization are what set it apart from its competitors, and these capabilities include the processes and procedures that help the firm increase its competences. Because the company must continually expand upon its capabilities and reorganize both its internal and external capabilities

in order to fast react to an ever-shifting environment, capabilities are a dynamic aspect of the company (Teece, 1997).

The business environment in which the company operates has experienced changes, which have resulted in a rise in the degree of competition on all fronts: locally, regionally, and globally. Because of the increased amount of competition, businesses and public organizations are being forced to realign their internal assets, resources, and capabilities in order to successfully navigate increasingly challenging business environments. Managers of today's public sector find themselves in the difficult position of having to respond to an ever-increasing number of demands that are being imposed on the company from the outside while simultaneously reducing the organization's capacity for internal flexibility. (Ambrosini & Bowman, 2009).

The theory has however been criticized for incomplete explanations, logical inconsistencies and less impact by previous studies (Arend and Bromiley, 2014). This is majorly attributed to there is no commonly accepted definition of DCT and its main variables (Pavlou & El Sawy, 2011). According to the authors, the dynamic capabilities portray laxity in the theoretical underpinning and hence field should transition from the notion of dynamic capabilities. As on the relevance to the study, the theory guides firms on the importance to adequate resources to different strategic management programs that are required in the highly vital and sensitive sector which in this context refers to improved service delivery at the ethics and anti-corruption commission.

### **McKinsey 7S Framework**

This McKinsey 7S Framework model was advanced by Waterman and Peters (1980). The model builds on the assumption that are seven internal organizational components that must be reviewed for realization of firm success namely structure, system, strategy, style, skills, shared values and staff. The 7-S framework is used in multiple fields where the sequencing of business processes is important in guiding strategists to grow the firm's performance,

align functions and departments in the merger and acquisition process, project future organizational changes and settle on the best modality of actualizing the selected strategy.

The model is utilized in strategic planning by strategists to communicate how different components of the organization are correlated and dependent on one another to best attain success. Structure and processes are presented in the framework as hard aspects, whilst style, staff abilities, and common values are presented as soft elements. The firm has direct impact over the topics that are discussed in the hard components, whereas the soft elements are theoretical and may be found in the culture of the organization. Jointly, these elements can predict where the company is going.

The foundation of the framework is that for superior organizational performance to be attained, the seven aspects should be mutually reinforced. The framework is critical in establishing the elements that need reviewing to attain and maintain superior performances. The framework argues that successful implementation of strategy entails focusing on the seven key elements. The model has been underscored for inadequate empirical evidences. The model is deemed to lack flexibility. The concept fails to provide comprehensive information on the principle of organizational effectiveness and performance. It has been determined that the model is pertinent to the research since it elucidates the need of coordinated effort and cooperation among the many departments of the organization in order for the organization to operate efficiently. The theory's focus on the human resource function as opposed to mass production tangibles make it useful to the study since the speed of expediting cases at the ethics and anti- corruption commission is largely dependent on the human resource component.

#### **Analysis of Bibliography Leadership**

Asghar and Oino (2018) investigated how different styles of leadership impacted the level of work satisfaction shown by employees in a selection of retail establishments in Slough, United Kingdom.

The information required for the study was gathered via the administration of questionnaires. A response rate of 85% was recorded utilizing a sample size of 270 respondents who took part in the survey and provided their replies. According to the results, transformational leadership is related with increased levels of work satisfaction, while transactional leadership is associated with decreased levels of job satisfaction. As a result, one may infer that the transformational leadership style is significantly relevant in Slough's retail industry.

Saleh, Nusari, Habtoor, and Isaac O. (2018) studied the link between Yemeni manufacturing businesses' organizational performance and their leaders' leadership style in 2018. Those four places where civil war had not occurred were the focus of the study. Further, the study adopted the quantitative whereby a 78.5% response rate was obtained. For hypothesis testing, SPSS was used to execute the CFA and EFA structural equation models. The findings revealed a positive impact of leadership on firm performance and further established that organizational commitment had an indirect mediating effect on performance.

Kieu (2010) undertook a survey on leadership style and organizational performances. The sample was drawn from web-based survey where 151 IT experts from a famous communications firm in the US were interviewed. The Multifactor Leadership Questionnaire was used to draw insights where transformational was found to be a strong performance, commitment and satisfaction accelerator within firms by fostering commitment and empowerment as well as commanding a higher appreciation and regards for the leader. The findings established that leadership has a positive and strong impact on performance.

#### **Stakeholder Involvement**

Kenyoru (2015) variables under investigation were employee investment, employee engagement in decision, performance management systems, customer recognition, product customization and customer relationship management on organizational performance.

Stratified random sampling was employed and obtain from 215 clients and employees from a population of 718. Multiple regression models and Pearson product moment correlation were employed and the findings indicated customer recognition, employee decision making involvement, customer relationship management, employee investment, performance management system and product customization to all have a positive effect on firm performance at 0.05 significance level. The study recommended that both the customer and employee ought to be considered as a crucial component in decision making process for realization of superior performance.

Tantalo and Priem (2016) identify the major categories of stakeholders to consist of employees, customers, shareholders and suppliers. They opine that the employees are likely to give effort and allegiance upon realizing that the firm has their interest at heart and their opportunity cost is fully rewarded. This change in attitude is expected to lead to a rise in performance in the form of improved products that meet the low cost of production to guarantee customer's value proposition. Green wood and Van Buren (2010) further noted that the customers of an organization determine demand such that the demand increases with increase in the number of customers which enhances growth in sales and revenue which translates to increased profitability.

Aregbeshola and Munano (2012) in their study found that lack of stakeholder involvement results to poor performance due to lack of –luster implementation of the proposed plan thus the stakeholders buy-in is essential in the success of a strategy. To ensure that effective programs and organizational goals are developed and achieved, stakeholders should be included early in the development plan process, according to Dess et al. (2012). According to Paris (2013), including stakeholders in the strategic planning process leads in the organization receiving external advocacy.

### **Work allocation Strategy**

Krynke, Mielczarek & Vasko (2019) delved into staff allocation to workstations and organizational performance. The study examined the personnel allocation challenge which occurs in a typical company. The administration of the whole business is significantly aided by the process of work standardization. It facilitates the computation of production cycles, allocation of activities and tasks for every team, evaluate the number of employees required in cognizant of their qualifications and skills, ascertain the equipment and machinery required and to compute labor costs and related dynamics.

A team's performance was studied by Wang, Dang, and Wu, J. (2018), who looked at the impact of work distribution technique. Researchers used a computer experiment to discover the most efficient way to distribute work across several groups. The way the tasks are allocated to teams' influences task processing and subsequently the team after processing of the task. Bearing in mind that knowledge requirement is the accelerator and that exchange of knowledge exchange is crucial, the KIT system model and a team performance measurement scale evaluate how divergent TASs influence various performance benchmarks of KITs. The findings reveal that the ideal TAS fluctuates depending on the conditions including team structures, knowledge of the members and tasks to be allocated precisely when the team member's requirements are different.

### **Communication**

Ngozi & Ifeoma (2015) explored effective communication and firm performance at Nnadi Azikwe University, Awka. The research used a survey technique that included secondary and primary data. The study's population was drawn from the selected university's non-academic and academic staff where 130 Academic Staff and 170 non-academic were interviewed where

166 was selected using stratified random sampling and Taro Yamane technique. Chi-square  $\chi^2$  was the method of analysis that was used for the hypothesis. The results showed that there exists a

strong link between effective communication and performance of employees at UNZIK.

Husain (2013) identified the role of communication in business organizations as crucial for recommended change management. Addressing concerns and problems that are associated with the entity is something that companies should do if they want their workers to support positive change. The personnel will be encouraged to begin change and carry it out as a result of the desire for change as well as the rewards associated with it.

Njeru (2015) discovered that the exchange of information and ideas within the entity enhances operational efficiency and firm performance. In their research, Ngozi and Ifeoma (2015) examined the link between an organization's ability to effectively communicate and its overall success. According to the findings of the research, UNZIK employees' capacity to communicate effectively is statistically linked to their level of productivity. The study advocated that firms should consider communication as an important aspect in its management and map out strategies for storing information to mitigate loss of crucial information and minimize organizational conflict

### **Research Divergence**

Foster (2007) argues that many studies in strategy have focused on the organization's scope and its performance indicators. It is important to acknowledge that strategic management answers the questions as to why some companies thrive while others go wrong, it delves into the causes for company success and failure. Previous research on strategic management has shown that it is an essential instrument for developing strategy and evaluating the methodology for planning the causes of action that must be carried out in order to achieve the greatest possible advantage.

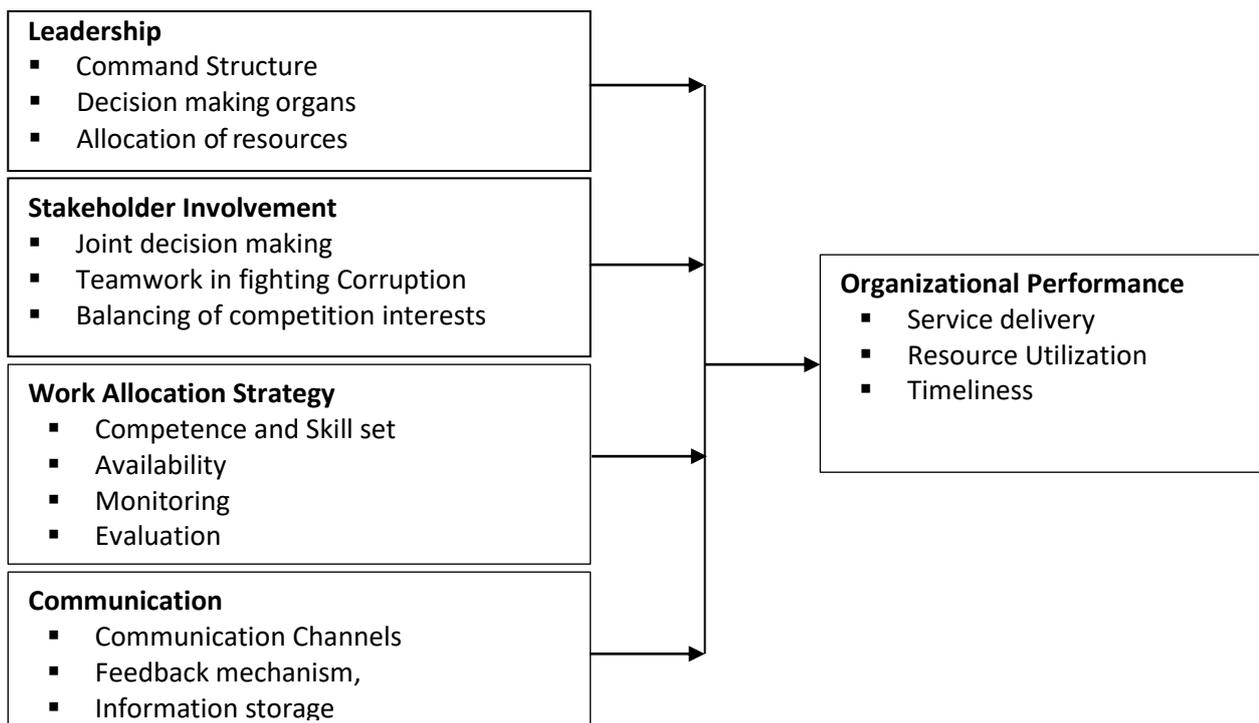
Recent research shows that organizations that exercise strategic management drive firms towards superior organizational performance.

Findings from the study of Sifuna (2016) show that leadership, uniqueness, and market focus all had an

effect on the success of commercial banks studied in this research. Kitsios (2017) investigated strategic management in public sector transformation in Greece. The findings reveal that employees in the public sector have experienced several changes but there is inadequate management support, training, clear vision and commitment among the top management. The above study did not link the impact of strategic management to any performance indicators which will be addressed by the current study through introducing performance to determine that strategic management indeed has a quantifiable effect on performance.

Similarly, Mbula (2018) delved into strategic management endeavors and performance of standard group limited. The results revealed that strategic management played a critical role in boosting performance at Standard group. The study focused more on the strategic planning processes and the activities that support strategy implementation. The current study will be more specific on the strategic management practices that support performance on the context to which the study is anchored (EACC).

It is clear from the study above that the topic of strategic management has mostly been assessed in various contexts rather than the Kenyan ethics and anticorruption commission. Financial management and accountability should be undertaken in light of the current economic and financial crisis the nation and the world are experiencing. EACC has been criticized for its ineffectiveness and sluggish pursuit of culpable parties. It has frequently been stated that the main obstacle to prosecution and ultimately the recovery of public funds is a lack of sufficient evidence. The goal of the study is to determine whether effective strategy management and deployment will lead to improved organizational performance at the ethics and anti-corruption commission.



**Independent Variables**

**Dependent Variable**

**Figure 1: Conceptual Framework**

## METHODOLOGY

The study employed descriptive research methods. All employees at the ethics and anti-corruption commission's Nairobi headquarters were considered the population of interest for the purposes of this study. There were 655 employees overall, who were spread out among numerous directorates. Structural random sampling was used to obtain a sample that is representative of the wider population. By doing this, the researcher was able to obtain a sample from each stratum proportional to the size of that stratum's population, resulting in an equal sampling fraction across all strata. The stratification was based on various EACC departments. Researchers were able to gather a sizable sample of 87 people for the study using the Taro Yamani formula, which is both scientific and practical in that it can be applied to situations involving enormous populations.

Primary sources of data will be used throughout the course of the investigation. The original data will be

gathered from the personnel who are working for the various directorates at the ethics and anticorruption commission, while the secondary data was taken from reports and publications on scorecards of planned plans and performance. Preliminary research was done to evaluate the data collection tools and reduce the likelihood of failure. Through pilot tests, which also allow researchers to get feedback from subject-matter experts, the appearance and validity of the questionnaire's content were determined. The respondents were chosen at random from the EACC Nairobi headquarters; they shared many of the same characteristics as the respondents who were actually sampled for the study. The quantitative information gathered were analyzed using descriptive statistics, which was used to perform basic analysis operations such as mean and percentages. Multiple regression analysis was used to determine how sales management strategies affect the profitability of cooking oil producers. A

description of the regression model that was used in this study was provided below. The survey's regression model looked like what is below;

$$\text{Performance} = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$$

X<sub>1</sub>= Leadership

X<sub>2</sub>= Stakeholder involvement

X<sub>3</sub>= Work allocation strategy X<sub>4</sub>= Communication

ε= margin of error

## RESULTS & DISCUSSIONS

At the EACC headquarters office, employees from several directorates were handed 87 questionnaires to complete; only 65 of these were completed and submitted, yielding a response rate of 74.71%.

**Table 1: Strategic Management Practices Leadership**

	N	Mean	SD
The organization's decision-making structures are well established.	65	4.1846	.72656
The resources of the company are effectively used.	65	4.2154	.67297
Top management is very aware of each department's and individual's activity.	65	3.7385	.95651
The company has procedures for motivating employees to successfully implement strategies.	65	4.0308	.99952
<b>Average</b>	<b>65</b>	<b>4.0423</b>	<b>0.83889</b>

It is clear that most respondents concur that the organization's resources are effectively used (M=4.215, SD= 0.6729). The statement that the organizational decision-making organs are well defined follows this (M=4.1846, SD= 0.72656). On the other hand, the respondents concur that the company has motivational systems that guarantee success in the implementation of strategy (M=4.0308, SD= 0.999), and the majority of them support this to a moderate extent that the top management continuously monitors the activities of each department and

individual.

A grand mean of 4.04, which indicates that the firm complies with advised leadership measures to boost performance, indicates that leadership is rated highly overall. This is based on the reality that leadership affects organizational culture, which in turn affects organizational performance. These results support Kiei's (2010) assertion that performance is substantially influenced by leadership.

**Table 2: Work - Allocation Strategy**

	N	Mean	Std. Deviation
When assigning tasks, the knowledge base and experience of the employee are heavily taken into account.	65	3.3385	1.17629
When allocating assignments, the most pressing and desirable cases are taken into account.	65	3.6615	.92326
In case investigation, teamwork is preferred to individualized effort.	65	3.7231	.89281
In order to avoid delays and backlogs, tasks are assigned based on the officers' availability.	65	3.5692	1.08928
<b>Average</b>	<b>65</b>	<b>3.5731</b>	<b>1.02041</b>

The findings as presented in Table 2 above reveal that on average, the work allocation strategies have been implemented to a moderate extent as shown by a grand mean of 3.5731. The specific means and

standard deviation on the attributes were; employee 's skill set and experience are strongly considered when allocating assignments (M= 3.3385, SD= 1.17629), most urgent and wanting cases are

given consideration during allocation of assignments (M- 3.6615, SD- .923), team execution is preferred to personalized effort when investigating cases (M- 3.7231, SD- .89281) and tasks are allocated based

on the availability of officers to prevent delays and backlogs ( M-3.5692 ,SD- 1.08928). The average standard deviation of 1.02 shows that the responses were concentrated within the mean.

**Table 3: Stakeholder Involvement**

	<b>N</b>	<b>Mean</b>	<b><math>\sigma</math></b>
The organization has a thorough understanding of its stakeholders' needs for change.	65	3.9385	.86380
The organization works in tandem with other organizations, including the government, the global community, and other stakeholders.	65	3.0615	1.33319
When it comes to pressing issues involving threats and weaknesses, there is enough involvement.	65	3.9231	.87156
The organization works in tandem with other organizations, including the government, the global community, and other stakeholders.	65	3.8769	.91015
<b>Average</b>		<b>3.7</b>	<b>0.99468</b>

The attribute the agency properly understands the change demands of its stakeholders had the highest mean value. The survey also showed that the organization cooperates with other organizations, including the government, the international community, and other stakeholders. But the respondents weren't sure whether the group worked with other organizations including the

government, the international community, and other stakeholders. Stakeholder engagement boosts organisational effectiveness, as seen by the overall mean of 3.7. These outcomes agree with Kenyoru's (2015) observations that a variety of stakeholders, including clients and staff, are essential to decision-making in order to achieve the company's superior efficiency.

**Table 4: Communication**

	<b>N</b>	<b><math>\bar{x}</math></b>	<b><math>\sigma</math></b>
In the change management process, the organization embraces both vertical and horizontal communication.	65	3.6308	1.20635
On strategic management initiatives, the facility provides appropriate communication.	65	3.8769	.99228
The organization's strategic practices are communicated using a structured manner.	65	3.7846	1.17915
Relationships between people and change projects are formed in large part through communication.	65	3.6769	.95374
Ineffective communication hinders and interferes with the implementation of strategies	65	3.0923	1.18220
	<b>65</b>	<b>3.6123</b>	<b>1.10274</b>

The survey participants acknowledge that the facility offers appropriate strategic management initiatives, followed by the existence of a clear structure for conveying the firms' strategic practices. Similar to this, communication plays a crucial role in tying human and change initiatives together to form change relationships. The organization's

commitment to vertical and horizontal communication in the process of change management was rated relatively high, as shown by 3.67 and 3.63, respectively, while the respondents' opinions on whether improper communication hinders and affects the implementation of strategies were moderate. A good communication strategy

has been adopted by the firm, according to the average mean of 3.612. According to the findings, a

culture of open communication is essential for maintaining the effectiveness of a business.

**Table 5: Organizational Performance**

	<b>N</b>	<b>Mean</b>	<b>SD</b>
Even with minimal resources, the organization has been able to fulfill its objectives and carry out its purpose.	65	3.7077	1.16891
The organization has been successful in utilizing its staff to create the best results possible.	65	3.8154	1.11653
The agency's investigations are of a calibre that fulfills the required standards.	65	3.9538	1.09588
The organization has been successful in conducting investigations within the allotted periods.	65	2.4615	1.19996
The organization has the ability to look into extremely delicate and challenging cases.	65	4.0615	1.24093
The stakeholders are pleased with the agency's ability to provide high-caliber services.	65	2.9615	1.39505
	<b>65</b>	<b>3.4936</b>	<b>1.20288</b>

Results showed that, despite some progress, the organization had not entirely met its performance goals, as shown by an overall mean of 3.494. The agency was able to accomplish its objectives and carry out its mandate despite having limited resources, and its means and standard deviations

for various indicators included: the quality of the investigations the agency conducted met the anticipated standards, the agency was able to conduct investigations within the allotted timeframes, and the agency has the capacity to conduct investigations.

**Table 6: Inverse Regression**

	<b>R</b>	<b>R<sup>2</sup></b>	<b>Adj. R<sup>2</sup></b>	<b>SEM</b>
1	.702 <sup>a</sup>	0.492	0.495	.80641

Predictors: Leadership, Work allocation strategy, Stakeholder involvement, Communication

R<sup>2</sup> is 1.495. This indicates that leadership, task allocation, communication, and stakeholder involvement are responsible for 49.2% of the change in organizational performance at EACC. Other variables not accounted for in the model are

responsible for the remaining 50.8% of the performance variation. Additionally, the model is reliable and consistent because there is only a small (0.003) difference between R square and the modified R square.

**Table 7: ANOVA**

		<b>Square Sum</b>	<b>df</b>	<b>mean-squared error</b>	<b>F</b>	<b>Sig.</b>
1	Reversion	37.843	4	9.461	14.548	.000 <sup>a</sup>
	Residual	39.018	60	.650		
	Total	76.862	64			

<sup>a</sup>. Predictors: (Constant): Independent variable

<sup>b</sup>. Dependent Variable

At the 95% level of confidence, the p value was 0.000, indicating that the model of choice is significant. Therefore, using the selected strategic management tools will enable precise performance

forecasting. A further indication of the model's dependability is the calculated F value, which is higher than the F essential value of 14.548 (2.64).

**Table 8: Coefficient**

Model	Raw Coefficients		Homogenous Coefficients		Sig. B
	B	SEM	Beta	t	
1 (Constant)	.245	.785		.313	.756
Leadership	.288	.101	.317	2.854	.006
Work allocation strategy	.306	.140	.250	2.182	.033
Stakeholder involvement	.161	.154	.099	1.048	.299
Communication	.412	.125	.324	3.302	.002

a. Dependent Variable: organizational performance

From the coefficients Table, the regression equation becomes:

$$Y = 0.245 + 0.288X_1 + 0.306X_2 + 0.161X_3 + 0.412X_4$$

OP at EACC would therefore be 0.245 if all other variables remained constant. The organizational performance at EACC would grow by 28.8% with each additional unit of leadership. On the other hand, a change in the way work is allocated will result in performance increases of 30.6% that are both good and noteworthy. Last but not least, a one-unit improvement in communication will result in 41.2 favourable and substantial changes in organizational performance.

The analysis revealed via multiple regression, that there is a highly significant association between strategic management techniques and OP at EACC. The results of Mohamud (2015), who demonstrated that strategic management methods have a large and beneficial impact on organizational performance, are consistent with these findings. Therefore, to address the performance issue, firms should spend money on strategic management techniques.

### CONCLUSIONS AND RECCOMENDATIONS

A correlation existed between leadership and the dependent variable. Therefore, it makes sense that the business employ holistic leadership strategies to increase output. Employee involvement in corporate decision-making is recognized as a crucial leadership tactic. As a result, employees are more motivated to work toward the company's goals and are encouraged to take responsibility for their decisions.

The study also concludes that in order to be properly implemented, effective organizational techniques require enough resources. According to the report, plan implementation should be governed by capable leadership and reliable processes.

It was reported that effectiveness and task distribution strategies were highly correlated. The experience and skill sets of the employees must be considered when distributing positions because this will have an impact on performance. The study goes on to highlight crucial considerations to make when delegating work, including the urgency of the cases and the officers' availability. The study's concluding finding is that group effort outperforms individual effort in generating outcomes that are more desired.

The report came to the conclusion that the agency collaborates with other entities such as the government and other international agencies, despite the fact that the results show that the relationship between stakeholder involvement was not substantial. This was done in an effort to speed up investigations and comprehend the stakeholders' requirements for change..

The investigation revealed that there is a strong association between communication and OP. The time it takes to implement projects is reduced through effective communication. As a result, by allowing vertical and horizontal communication in change management projects, the organization has advanced in ensuring proper communication of strategic management efforts.

To attain intended performance, leadership structures should be effective. The members of top management should take part in trainings to understand how to use resources and when to exercise restraint. Awareness initiatives should be created to educate regular employees on the value of participating in the organization's decision-making processes. The study also suggests that in order to embrace and learn from strong leadership methods, the business should evaluate itself against other successful firms. Effective monitoring, assessment, and reporting procedures should be implemented by the corporation to guarantee that the arrangement of tasks and responsibilities yields the highest advantage possible.

To improve performance, it is essential to categorize the stakeholders, pinpoint those whose activities have the greatest impact on it, and come up with the best strategies for winning their support. To increase productivity, the study advocates streamlining the communication role within the company. This can be achieved by avoiding traditional top-down communication methods in favour of email and other user-friendly, inclusive channels, as well as by involving employees in decision-making. The agency should also promptly and adequately update all parties on the status of the investigations and pertinent information during prosecutions in order to foster trust in the organization.

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