COLLABORATIVE LEADERSHIP AND PERFORMANCE: DOES ENVIRONMENTAL DYNAMISM MATTER?

Gilbert Atuto Ang'ana, Dr. Walter Juma Ongeti, PhD & Dr. Jane Adhiambo Chiroma, PhD

The Strategic JOURNAL of Business & Change MANAGEMENT
ISSN: 2312-9492 www.strategicjournals.com

Vol. 10, Iss.4, pp 1472 – 1492, December 18, 2023. www.strategicjournals.com, ©Strategic Journals

COLLABORATIVE LEADERSHIP AND PERFORMANCE: DOES ENVIRONMENTAL DYNAMISM MATTER?

[1] Ang'ana, G. A., [2] Ongeti , W. J., & [3] Chiroma, J. A.

[1] Department of Organizational Leadership, Pan Africa Christian University, Kenya
[2] Senior Adjunct Lecturer, Department of Organizational Leadership, Pan Africa Christian University, Kenya
[3] Senior Lecturer, Department of Organizational Leadership, Pan Africa Christian University, Kenya

Accepted: December 6, 2023

DOI: http://dx.doi.org/10.61426/sjbcm.v10i4.2828

ABSTRACT

The study delved into the relationship between environmental dynamism, collaborative leadership, and the performance of organizations and examined the moderating role of environmental dynamism on the link between collaborative leadership and performance. Based on a stratified random sample of insurance companies in Kenya and a Likert-style questionnaire survey involving 217 managers, two hypothesized models linking environmental dynamism, collaborative leadership, and performance were generated and tested quantitatively. The analysis involved descriptive statistics and ANOVA. Findings indicated that overall, environmental dynamism does not significantly moderate organizational performance. However, the results indicated that internal and external environmental dynamism individually influence the relationship between collaborative leadership and performance. These results highlighted the importance for organizational leaders to acknowledge the impact of internal and external environmental changes on their organization's performance. Additionally, they underscore the pivotal role of collaborative leadership in enhancing leaders' abilities to sustain performance. The paper contributes valuable insights by emphasizing that environmental dynamism and collaborative leadership profoundly shape organizational performance.

Keywords: *Collaborative Leadership, Environmental Dynamism, Performance, Moderating Effect, Internal and External Factors*

CITATION: Ang'ana, G. A., Ongeti , W. J., & Chiroma, J. A. (2023). Collaborative leadership and performance: does environmental dynamism matter?. *The Strategic Journal of Business & Change Management,* 10 (4), 1472 – 1492. http://dx.doi.org/10.61426/sjbcm.v10i4.2828

INTRODUCTION

The performance of organizations is intricately linked to their leadership and the dynamic nature of their operating environments. Environmental dynamism embodies disruptive forces influencing organizational functioning and outcomes (Bauer & Erdogan, 2014; Gakinya et al., 2018). Machuki and Aosa (2011) and Mutisya *et al.* (2020) underscored the profound impact of an organization's interaction with environmental dynamism on its performance. However, devising an effective leadership strategy that positively influences organizational performance necessitates a comprehensive understanding of this environmental dynamism (Nyaberi, 2021). Yang (2019) and Mutisya et al. (2020) emphasized the urgency for organizations and their leaders to swiftly adapt to highly dynamic environments for optimized resource utilization and sustained competitiveness.

Extensive research has been devoted to collaborative leadership and performance (Bakken, 2018; Boyer et al., 2019; Bolon et al., 2020; Tondeur et al., 2015). Maalouf's (2019) empirical investigation in Lebanon exploring collaborative leadership and its impact on performance revealed a positive relationship. Similarly, Moodley and Govender (2020) found in their study on collaborative leadership and customer-centricity in South African insurance companies that collaborative leadership positively influenced leaders' customer focus. Moreover, Njenga's (2018) descriptive study within a cooperative society in Kenya also established a positive association between collaborative leadership and performance.

Nevertheless, the intricate relationship between environmental dynamism, collaborative leadership, and performance warrants comprehensive exploration within an organizational context. Existing evidence strongly suggests the significant impact of environmental dynamism on organizational performance (Mohammad, 2019; Moshtari, 2016; Mutisya et al., 2020; Murgor, 2014; Tindika *et al.*, 2020). Notably, most studies have predominantly focused on internal or external environmental factors in isolation (Machuki & Aosa, 2011; Mohammad, 2019; Moshtari, 2016; Mutisya et al., 2020; Murgor, 2014). This research trend highlights a gap in understanding the holistic impact of collaborative leadership and environmental dynamism, especially in integrating both internal and external environmental factors. Addressing this gap becomes imperative for a comprehensive understanding of the performance of organizations as a function of collaborative leadership and environmental dynamism.

Problem Statement

The nexus between environmental dynamism, collaborative leadership, and organizational performance is a critical area warranting thorough academic investigation. The absence of comprehensive research that holistically examines the influence of environmental dynamism on the intricate interplay between collaborative leadership and performance remains a significant gap (Kinyua et al., 2021; Njuguna et al., 2022). This scholarly oversight impedes the thorough understanding of performance as a function of collaborative leadership and environmental dynamism. This knowledge gap could hinder the development of effective policy interventions to enhance organizational performance, necessitating an in-depth investigation.

Moreover, existing research has often failed to encapsulate the full spectrum of environmental dynamism, both internal and external, thereby limiting a holistic comprehension of its impact on organizational performance. For instance, Kitaka et al. (2019) focused on governmental regulations affecting insurance companies in Kenya yet solely examined one external factor, neglecting the broader environmental dynamics. Similarly, Ndurukia et al.'s (2017) study explored factors influencing micro-insurance service demand in Kenya, shedding light on economic and structural aspects, but failed to encompass a comprehensive

view of environmental forces. Kajwang's (2022) and Nyaberi's (2021) research highlighted the lack of thorough investigation into internal and external factors impacting insurance penetration, particularly in micro-insurance.

This study addressed this critical gap. The primary focus centred on elucidating how environmental dynamism impacts the relationship between collaborative leadership and the performance of organizations. Through this investigation, the research provided comprehensive insights into collaborative leaders' strategies to navigate environmental dynamism for sustainable organizational performance. The principal research objective was to examine the moderating effect of environmental dynamism on the relationship between collaborative leadership and the performance of organizations.

Significance of the Study

This study holds immense significance for both academia and organization leaders. First, it enriches the leadership literature by providing empirical evidence delineating the intricate relationship between performance, collaborative leadership, and environmental dynamism. Second, by explicitly considering the moderating impact of environmental dynamism, this research augments our comprehension of how leaders can adeptly navigate contextual factors to enhance their organizations' performance. Finally, the insights gleaned from understanding the moderating role of environmental dynamism serve as valuable guidance for organizations, aiding them in adapting their strategies to effectively tackle the challenges presented by a constantly evolving internal and external environment.

INSIGHTS FROM LITERATURE AND HYPOTHESIS

Performance

Early studies in organizational behaviour have highlighted the multifaceted nature of organizational performance, portraying it as a delicate equilibrium comprising of critical components. Sink and Tuttle Model (1989) delineated crucial facets of organizational performance, encompassing efficiency, innovation, profitability, and effectiveness. A paramount objective for many organizations is consistently delivering exceptional performance to surpass industry competitors, meeting the expectations of shareholders and stakeholders alike (Ongeti, 2014).

Recent scholars, including Daft (2016) and Nyaberi (2021), underscore performance as the organization's ability to utilize financial resources effectively in achieving its overarching goals. Kimani (2016) echoes this perspective, defining performance as evaluating actual output against predetermined goals and objectives. Open system theorists argue that organizational performance arises from the interplay between internal organizational inputs and the dynamism in their external environment (Lim et al., 2010).

However, amidst the vital importance of performance, scholarly inquiry persists regarding its relationship with collaborative leadership and environmental dynamism within organizations. Organizations' intricate and multidimensional nature complicates the identification of unanimous environmental dynamism factors that influence leadership and organizational performance (Murgor, 2014). While scholars and practitioners grapple with diverse metrics to measure various organizational facets, a consensus emerges: Organizations that identify apparent environmental dynamism factors impacting their leadership and intended performance tend to outperform those lacking clarity (Kiragu, 2016; Ondari, 2015).

Collaborative Leadership

Collaborative leadership embodies a collective mindset geared toward managing operational inefficiencies, fostering harmonious cultures, and creating environments conducive to engaging internal and external stakeholders in achieving shared objectives (Maalouf, 2019). As Bryson, Crosby, and Stone (2015) defined, collaborative leadership leverages collective intelligence to drive organizational outcomes, emphasizing the importance of building trusting

relationships within this framework (also highlighted by Atkinson et al., 2017; Maalouf, 2019). Boyer et al. (2019) argue that collaborative leadership involves steering results by integrating approaches, such as conflict resolution and problem-solving, and delivering future value aligned with common organizational goals (Bakken, 2018).

The significance of collaborative leadership is underlined by extensive theoretical and empirical studies (Agrifoglio, 2015; Ang'ana & Kilika, 2022; Maalouf, 2019; Njenga, 2018). It cultivates environments conducive to enhanced engagement, agility, and innovation, crucial elements driving organizational success. This leadership approach thrives on shared and participatory methods (Bakken, 2018; Boyer et al., 2019).

Robbins and Judge (2015) suggest that a high-quality Leader-Member Exchange (L.M.X.) relationship is transformative, enabling a collaborative leader to inspire constituents to achieve exceptional results (Boyer et al., 2019). Establishing a collaborative leadership environment that encourages open communication and idea-sharing without fear of repercussions fosters collaborative learning (Drummond, 2019). These initiatives are expected to elevate employee engagement and overall organizational performance (Simper et al., 2018).

Environmental Dynamism

The exploration of the potential impact of environmental dynamism on the relationship between collaborative leadership and organizational performance forms a critical rationale for empirical investigation. Environmental dynamism, a concept with multifaceted interpretations in scholarly discourse, has been characterized by various perspectives. Early scholars such as Bettis and Hitt (1994) and Miller and Friesen (1983) depicted environmental dynamism as the unpredictability of competitive or customer actions affecting innovation rates within an industry. Astley and Ven (1983) highlighted the significant role of management choices and environmental changes in influencing an organization's strategic transformation.

Expanding upon this view, Baum and Wally (2003) defined it as the degree of uncertainty, complexity, and change originating from the external environment. Zhou and Wu (2010) proposed a continuum ranging from stable to highly dynamic environments. Yang (2019) further delineated environmental dynamism as the extent and predictability of environmental changes. Scholarly interest in exploring the interconnection between environmental dynamism, leadership, and organizational performance has been evident. Dess & Beard (1984), Kennerly and Neely (2013), Niu & Zhao (2012), Müller & Kunisch (2018), Mutisya et al. (2020), and Yang (2019) emphasized the importance of aligning organizational practices with environmental dynamism for enhanced performance.

However, most studies have predominantly examined environmental dynamism from an external perspective. For instance, Ondari (2015) reviewed the moderating effect of the competitive environment on diversification strategy and performance. Similarly, Agyapong et al. (2019) and Munyao (2021) explored the moderating effect of the external environment on the relationship between leadership and performance. Seo et al. (2020) found that environmental dynamism does not directly affect innovation performance. Nyaberi (2021) examined the external environment's effect, encompassing environmental dynamism, munificence, and complexity as independent variables. This narrow focus on reviewing environmental dynamism from a single-dimension perspective might limit knowledge development in comprehending the phenomenon and its impact on leadership and organizational performance.

Moreover, the theory of disruptive innovation advocated by Christensen (1997), Tellis (2006), Ghosh and Olsen (2009), and Niu and Zhao (2012) highlights environmental dynamism as a catalyst for organizational breakthroughs across technology, governance, operations, and

leadership. While existing literature primarily associates environmental dynamism with external factors influencing organizational performance, this study endeavours to adopt a holistic approach by integrating internal environmental factors into the discourse on environmental dynamism.

Understanding and responding to environmental dynamism while considering internal and external measures within an organizational context could affect collaborative leadership and organizational performance. This inclusive approach, relatively underexplored in existing scholarship, necessitated further investigation. Thus, examining the effect of both internal and external environmental dynamism (Halmaghi et al., 2017) becomes pivotal. Table 1 summarises identified critical empirical gaps to solidify this study's focus. This study investigated the impact of internal environmental dynamism on collaborative leadership and organizational performance using the McKinsey 7-S model. Similarly, it examined the effect of external environmental dynamism on collaborative leadership and organizational performance using the P.E.S.T.E.L. model.

Table 1

Summary Key Empirical Studies and Research Gaps

Author (s)	Study Focus	Methodology	Key Findings	Knowledge Gaps	Current Study Attempt
Gakinya, Rotich and Ndambiri (2018).	Technology as a strategic resource and performance of A.A.R. insurance company in Kenya.	Design: a descriptive cross-sectional survey. The target population was 221 management staff of A.A.R. Insurance Kenya Limited. A sample population with a 140 - 95% confidence level.	Underwriting operations, technology in claims management, and technology in customer service significantly affected A.A.R. Insurance Kenya's performance.	The environmental dynamism factor assessed was technology. Performance measured using Net Profits, Market share, Premium Growth	This study used the PESTLE & 7-S models to evaluate environmental factors. The performance has been measured extensively using the S.B.S.C. Collaborative leadership as the independent variable
Langat, Linge and Sikalieh (2019).	Inspirational Motivation and Employee Job Performance in the Insurance Industry in Kenya	Design: correlation research design. Sampling: proportional stratified random sampling technique. A sample population of 245. the target	Findings: Inspirational motivation significantly predicted employee job performance	Reviewed transformational leadership Considered only one component of the performance of insurance companies (Employees).	This study reviewed collaborative leadership moderated by environmental dynamism. This study measured performance using S.B.S.C.

		population of 676 with a 95% confidence level			
Mutisya *et al.* (2020)	Environmental dynamism, organizational ambidexterity and performance of large manufacturing firms in Kenya	Design: Cross-sectional design. Census survey of all 107 Kenyan Large manufacturing firms.	No significant moderating effect of environmental dynamism on the relationship between organizational ambidexterity and the performance of large manufacturing firms in Kenya.	The context of the study was manufacturing companies. Environmental dynamism was reviewed from the Intensity and frequency of change.	The context in this study was insurance companies. Environmental dynamism was reviewed in terms of internal and external factors using P.E.S.T.E.L. & 7-S models. Collaborative leadership as the independent variable
Tindika *et al.* (2020)	Environmental Dynamism, Opportunity Evaluation and Growth of N.G.O.s in Kenya	Design: mixed-method cross-sectional research design. Sampling: census sampling technique. Data was analysed from 124 agro-based N.G.O.s in Kenya. The structural Equation Model (S.E.M.) is used to analyse and test the hypothesized relationships.	Opportunity evaluation significantly and positively influences the growth of agro-based N.G.O.s. Environmental Dynamisms moderates the relationship.	Context: N.G.O.s The dependent variable is growth, not N.G.O.'s holistic performance. Environmental dynamism: market, technology and socio-political factors.	This study reviewed environmental dynamism using P.E.S.T.E.L. & 7-S models. Context: Insurance companies in Kenya. The dependent variable is the performance of insurance companies in Kenya using S.B.S.C. Collaborative leadership as the independent variable
Kinyua, Muchemi and Kiiru (2021)	Performance of Insurance Companies in Kenya and Transformation	Design: explanatory research design. Instrument: a	Finding: Transformation capacity has a positive effect on firm	The Independent variable was transformational capacity.	This study entailed collaborative leadership moderated by environmental

	Capacity	semi-structured questionnaire to 216 heads of department Sampling: proportionate stratified random and simple random sampling	performance.	Performance measures were, market penetration, lead time, turnaround time, process improvement, and product quality.	dynamism. Performance was measured using S.B.S.C.
Morara and Sibindi (2021)	Financial Performance of Insurance Companies in Kenya	Design: Descriptive design and analysis using secondary data from insurance regulators in Kenya	Findings: Financial performance and size were positively related. Insurer financial performance was negatively related to the age variable	The study lacks a robust empirical grounding of the factors impacting financial performance.	This study considered a holistic view of the performance of insurance companies and reviewed its impact in terms of collaborative leadership and the moderating effect of environmental dynamism for empirical grounding.
Ndungi and Gacobo (2021)	Internal Environment and Organizational Performance of World Vision in Nairobi City County, Kenya.	Design: Descriptive survey research design. The population was 95 respondents, comprising 10 managers and 85 support staff. Sampling: Stratified sampling and Simple random sampling was used to select the respondents.	Findings: organizational culture, employee competence, organizational structure, and leadership styles significantly and positively influence performance.	The study considered only four internal factors: culture, employees, structure and style. The context was one organization – N.G.O., and performance measure was poorly defined.	This study looked at the 7-S McKinsey model holistic, including external factors. This study reviewed performance extensively using S.B.S.C. The context of this study is insurance companies in Kenya. Collaborative leadership as the independent variable

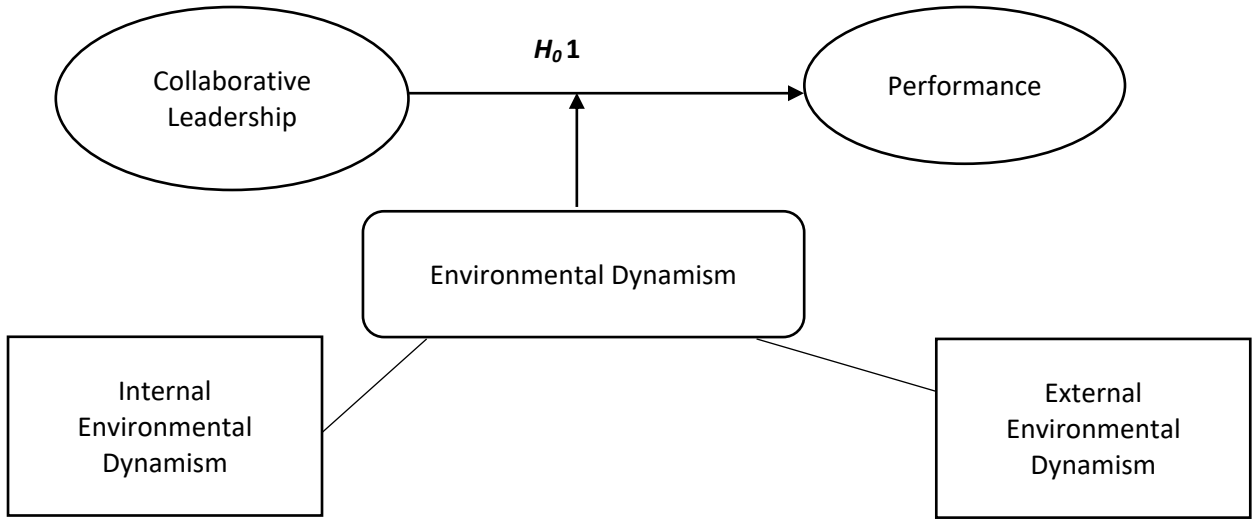
Njuguna, Kabata and Wambugu (2022).	Strategic Orientation and the Performance of Insurance Companies in Kenya	Design: descriptive-causal Research Design. Sampling: the Krejcie and Morgan formula for a sample size of 197 senior managers and used a questionnaire to collect primary data	Findings: strategic orientation consisting of differentiation strategy, cost leadership, and customer orientation positively but insignificantly affects the market share and gross Premium of insurance firms in Kenya	The focus was on strategic orientation. Performance was only measured in terms of Market share and Gross premium	This study focused on collaborative leadership as the independent variable and environmental dynamism as moderating. Performance measures in this proposed study will use S.B.S.C.

Source: Literature Review (2023)

Based on previous research concerning the performance of organizations, it is argued that performance can be related to collaborative leadership in general (Maalouf, 2019). However, the arguments around performance as a function of collaborative leadership and environmental dynamism is still an area for investigation and hypothesized in this study, as shown in Figures 1 and 2.

Figure 1

The Hypothesized Model (Model 1)

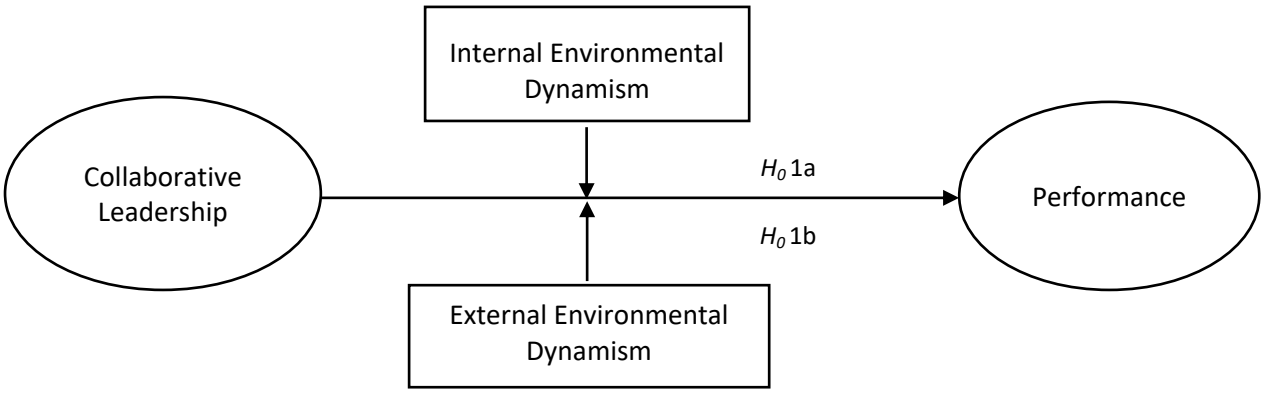


Source: Literature Review (2023)

$H_0$1: Environmental dynamism will not significantly moderate the relationship between collaborative leadership and performance.

Figure 2

The Hypothesized Model (Model 2)



Source: Literature Review (2023)

$H_0$1a: Internal environmental dynamism will not significantly moderate the relationship between collaborative leadership and performance.

$H_0$1b: External environmental dynamism will not significantly moderate the relationship between collaborative leadership and performance.

METHOD

Participants

The study involved 217 participants, ranging from middle-level managers to senior-level managers, employed in insurance companies across Kenya. Each participant received a questionnaire and a cover letter explaining the study's purpose, emphasizing participation's voluntary and anonymous nature and assuring confidentiality of responses. Completed questionnaires were returned to the researcher via email.

Among the respondents, 49% identified as male, 47% as female, and 4% opted not to disclose their gender. Regarding work experience in the insurance industry, participants' profiles varied, ranging from a minimum of 5 years to a maximum of 30 years. Specifically, 21% had 5 to 10 years of experience, 27% had 10 to 15 years, 38% had 15 to 20 years, and 14% had over 20 years of work experience. The sample consisted of individuals holding different managerial positions, with 50% identified as regional managers, 30% as departmental heads, and 20% as divisional heads within their respective organizations.

Instruments and Measures

Performance

Performance in this study was assessed using the well-established 16-item Sustainable Balanced Scorecard Model, as validated by Hubbard (2009). This measurement scale comprised 16 items, encompassing five sub-dimensions of performance: financials, customer, internal business process, learning and growth, and environmental and social. Each sub-dimension included three to four items. Participants were provided with financial and non-financial performance metrics and were tasked with evaluating their organization's performance strength over the past five years based on the specified criteria.

Respondents used a five-point scale to rate their organization's performance, ranging from 1 for "Poor" to 5 for "Excellent," across all items associated with these sub-dimensions. The reliability of this scale, as measured by Cronbach's alpha (α), was calculated to be 0.911, indicating high internal consistency among the items.

Collaborative Leadership

The assessment of Collaborative Leadership employed a validated 21-item questionnaire explicitly designed for this study. This scale encompassed 21 items, measuring three sub-dimensions of collaborative leadership: authentic relationships, leaders' behavior, and top echelons' support, each comprising three items. Participants were presented with statements about collaborative leadership and asked to rate their level of agreement with these statements concerning their organization.

Respondents utilized a five-point scale, ranging from 1 for "Strongly disagree" to 5 for "Strongly agree," to express their agreement with the items associated with these sub-dimensions. The reliability of this scale, as determined by Cronbach's alpha (α), was computed to be 0.954, signifying strong internal consistency among the questionnaire items.

Environmental Dynamism

The measurement of various aspects of environmental dynamism utilized a 26-item scale derived from the McKinsey 7S model and the P.E.S.T.E.L. model. The McKinsey 7S scale encompassed seven sub-dimensions: Strategy, Structure, System, Staff, Skill, Style, and Shared Values. On the other hand, the P.E.S.T.E.L. scale incorporated six sub-dimensions: Political, Economic, Sociocultural, Technological, Ecological, and Legal.

Participants were presented with statements reflecting different aspects of environmental dynamism pertaining to their respective organizations. They were then prompted to indicate their level of agreement or disagreement with each statement in relation to their organization's context.

Respondents utilized a five-point scale, ranging from 1 for "Strongly disagree" to 5 for "Strongly agree," to express their agreement with the statements associated with these sub-dimensions. The reliability of this scale, as assessed through Cronbach's alpha (α), was calculated to be 0.721, indicating a moderate level of internal consistency among the questionnaire items.

Data Analysis

The quantitative data underwent analysis using the Statistical Package for Social Sciences (S.P.S.S.) version 29. Descriptive statistics, specifically mean and standard deviation were employed to describe the distribution of measurements. To interpret the mean scores, the assessment scale derived from Nunnally and Berstein (1994, as cited in Sambu, 2022) was adopted: Mean scores falling between 1.00 and 2.00 were classified as 'Low,' those between 2.01 and 3.00 as 'Moderately low,' scores between 3.01 and 4.00 as 'Moderately high,' and scores between 4.01 and 5.00 as 'High.'

Multiple regression analyses were conducted to explore the relationships among independent, moderating, and dependent variables. Correlation analysis was utilized to ascertain the strength and direction of the relationship between collaborative leadership and performance. The interpretation of the correlation coefficient followed Cohen's (1988, as cited in Sambu, 2022) guidelines: ± 0.01 to ± 0.29 indicated a low positive/negative relationship, ± 0.30 to ± 0.49 signified a moderate positive/negative relationship, and ± 0.50 to ± 1.00 indicated a high positive/negative relationship.

Furthermore, Analysis of Variance (ANOVA) was employed to test the significance of the model, with the study hypotheses evaluated using a t-test. A 95% confidence level (significance $\alpha = 0.05$) was maintained to ensure reliable and statistically significant results.

Ethical Procedures

In this study, no anticipated harm was expected for the participants involved. To ensure confidentiality and anonymity, the human resources personnel of each participating insurance company were entrusted with the responsibility of contacting eligible managers according to the study's predetermined criteria. All participants were adults

aged 18 or above, and their involvement in the study was entirely voluntary.

RESULTS

Model 1

H_01: Environmental dynamism will not significantly moderate the relationship between collaborative leadership and performance.

The descriptive statistics yielded mean scores and standard deviations. Among the indicators, respondents rated the technological indicator the highest, recording an average mean of 3.52 (SD = 1.256). This suggests that despite technological advancements and evolution, the adoption of innovations within insurance companies has not notably improved.

Conversely, the ecological indicator received the lowest rating, with an average mean of 2.14 (SD = 1.308). This indicates that concerns regarding high-scale diseases and climate change remain significant among respondents. Table 2 gives a summary of the descriptive results.

Table 2

Descriptive Statistics for Environmental Dynamism (Model 1)

Environmental Dynamism indicators	N	Mean	Std. Deviation	C.V.s (%)
Strategy	217	2.88	1.366	47%
Structure	217	3.16	1.281	41%
Systems	217	3.14	1.276	41%
Staff	217	3.19	1.216	38%
Skills	217	3.24	1.312	40%
Style	217	2.93	1.145	39%
Shared Values	217	2.86	1.281	45%
Political	217	3.42	1.198	35%
Ecological	217	3.31	1.069	32%
Socio-cultural	217	3.45	1.067	24%
Technological	217	3.52	1.256	36%
Economical	217	2.14	1.308	61%
legal	217	3.44	1.148	33%

Source: Field Data (2023)

The concept of moderation in statistical analysis refers to a variable that influences the relationship between independent and dependent variables (Ongeti, 2014). It occurs when the correlation between these variables relies on a third variable, the moderating variable. This moderating variable's impact, influencing the strength or direction of the relationship between independent and dependent variables, is known as interaction (Oloo, 2021). Specifically, the moderator variable in this study, the interaction of environmental dynamism and collaborative leadership, if found significant, could either amplify or weaken the relationship between collaborative leadership and performance.

In ANOVA, the influence of the moderator variable is typically represented by the interaction effect between the dependent and moderating factor variables. The outcomes presented in Table 3 revealed that collaborative leadership significantly influences and accounts for changes in the performance of insurance companies ($p < 0.001$). Moreover, introducing environmental dynamism as a moderator positively affects performance significantly ($p < 0.001$). However, in this context, collaborative leadership does not appear to explain the variance in performance significantly, indicated

by a coefficient of p = 0.182, which exceeds the standard threshold of 0.05.

Furthermore, the results in Table 3 demonstrated that the moderation effect of environmental dynamism has a positive and statistically significant impact on the performance of insurance companies in Kenya (B = 0.522, p < 0.001). However, the interaction between collaborative leadership and environmental dynamism displayed an inverse effect on the performance of these companies and was not statistically significant (R = -0.062, p = 0.065). The null hypothesis was thus accepted, *$H_0$1: Environmental dynamism will not significantly moderate the relationship between collaborative leadership and performance.*

Table 3

Results of ANOVA (Analysis of Variance) for Environmental Dynamism

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.426	.233		10.423	<.001
	Collaborative Leadership	.354	.063	.360	5.653	<.001
2	(Constant)	1.424	.275		5.181	<.001
	Collaborative Leadership	.097	.073	.099	1.338	.182
	Environmental Dynamism	.622	.105	.436	5.909	<.001
3	(Constant)	1.079	.330		3.267	.001
	Collaborative Leadership	.097	.072	.099	1.345	.180
	Environmental Dynamism	.744	.124	.522	6.021	<.001
	Interactor	-.062	.033	-.139	-1.858	.065

a. Dependent Variable: Performance

Source: Field Data (2023)

Model 2

The descriptive statistics computed for the indicators revealed mean scores and standard deviations. Among these indicators, respondents rated the external environmental dynamism indicator the highest, recording an average mean of 3.21 (SD = 1.174). This rating signifies the extent to which external environmental factors are perceived to have a more substantial impact on organizations. Table 4 gives a summary of the descriptive statistics results.

Table 4

Descriptive Statistics for Environmental Dynamism (Model 2)

Environmental Dynamism Indicators	N	Mean	Std. Deviation	C.V.s (%)
Internal environmental dynamism	217	3.05	1.268	42%
External environmental dynamism	217	3.21	1.174	37%

Source: Field Data (2023)

$H_0$1a: Internal environmental dynamism will not significantly moderate the relationship between collaborative leadership and performance.

The findings in Table 5 highlight specific relationships between collaborative leadership variables and their effects on performance within insurance companies in Kenya. Firstly, it was observed that within the collaborative leadership variables, authentic relationships exhibited a significant but negative impact on performance (B = -0.535, p < 0.001). Conversely, leaders' behaviour

did not show statistical significance (B = 0.54, p = 0.245), while top echelons' support displayed a positive and significant effect on performance (B = 0.559, p < 0.001).

Additionally, concerning environmental factors, internal environmental dynamism exhibited a positive and statistically significant effect on the performance of these insurance companies, indicated by a regression coefficient of 0.264 (p = 0.001). Furthermore, the interaction between collaborative leadership (joint variables) and internal environmental dynamism showed a positive and significant relationship with the performance of insurance companies in Kenya, demonstrated by (B = 0.117, p = 0.031). The significance of these results (p < 0.05) implied that internal environmental dynamism serves as a moderator, influencing the relationship between collaborative leadership and the performance of insurance companies in Kenya. Thus, null hypothesis $H_0 1a$ was rejected, and the alternate hypothesis was accepted. *H1a: Internal environmental dynamism significantly moderates the relationship between collaborative leadership and performance.*

Table 5

Results of ANOVA (Analysis of Variance) for Internal Environmental Dynamism

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.090	3	5.030	18.773	<.001[b]
	Residual	57.069	213	.268		
	Total	72.158	216			
2	Regression	22.329	5	4.466	18.911	<.001[c]
	Residual	49.829	211	.236		
	Total	72.158	216			

a. Dependent Variable: Performance

b. Predictors: (Constant), Top Echelons Support, Leaders Behaviour, Authentic Relationships

c. Predictors: (Constant), Top Echelons Support, Leaders Behaviour, Authentic Relationships, Internal ED, ModeratorIED

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.702	.231		11.709	<.001
	Authentic Relationships	-.381	.148	-.385	-2.574	.011
	Leaders Behaviour	.162	.110	.167	1.469	.143
	Top Echelons Support	.504	.086	.634	5.881	<.001
2	(Constant)	2.773	.307		9.026	<.001
	Authentic Relationships	-.529	.142	-.535	-3.724	<.001
	Leaders Behaviour	.121	.104	.125	1.166	.245
	Top Echelons Support	.445	.081	.559	5.477	<.001
	Internal E.D.	.269	.082	.264	3.296	.001
	ModeratorIED	.035	.016	.177	2.177	.031

a. Dependent Variable: Performance

Source: Field Data (2023)

$H_0 1b$: External environmental dynamism will not significantly moderate the relationship between collaborative leadership and performance.

The findings presented in Table 6 revealed significant insights regarding the relationship between external environmental dynamism, collaborative leadership, and the performance of

insurance companies in Kenya. The results indicated that external environmental dynamism exhibits a positive and statistically significant effect on performance, demonstrated by a regression coefficient of 0.191 (p = 0.008). This suggests that external environmental factors exert a notable influence on organizational performance.

Moreover, the interaction between collaborative leadership variables and external environmental dynamism demonstrated a positive and significant effect on the performance of insurance companies in Kenya, evidenced by (B = 0.185, p = 0.021). These outcomes, with significance values below 0.05, implied that external environmental dynamism operates as a moderator, influencing the relationship between collaborative leadership and the performance of insurance companies in Kenya.

Therefore, based on these results ($p < 0.05$), rejecting the null hypothesis $H_0$1b was warranted, and accepting the alternate hypothesis was justified. This supports the notion that external environmental dynamism moderates the relationship between collaborative leadership and the performance of insurance companies in Kenya. *$H_0$1b: External environmental dynamism significantly moderates the relationship between collaborative leadership and performance*.

Table 6

Results of ANOVA (Analysis of Variance) for External Environmental Dynamism

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.090	3	5.030	18.773	<.001[b]
	Residual	57.069	213	.268		
	Total	72.158	216			
2	Regression	21.001	5	4.200	17.324	<.001[c]
	Residual	51.157	211	.242		
	Total	72.158	216			

a. Dependent Variable: Performance

b. Predictors: (Constant), Top Echelons Support, Leaders Behaviour, Authentic Relationships

c. Predictors: (Constant), Top Echelons Support, Leaders Behaviour, Authentic Relationships, External ED, ModeratorEED

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.702	.231		11.709	<.001
	Authentic Relationships	-.381	.148	-.385	-2.574	.011
	Leaders Behaviour	.162	.110	.167	1.469	.143
	Top Echelons Support	.504	.086	.634	5.881	<.001
2	(Constant)	2.493	.385		6.471	<.001
	Authentic Relationships	-.478	.144	-.483	-3.315	.001
	Leaders Behaviour	.092	.106	.095	.867	.387
	Top Echelons Support	.495	.082	.623	6.070	<.001
	External E.D.	.258	.097	.191	2.659	.008
	ModeratorEED	.045	.019	.185	2.327	.021

a. Dependent Variable: Performance

Source: Field Data (2023)

Discussions

The study indicated that collaborative leadership and environmental dynamism significantly and positively influence organizational performance, underscoring the crucial need for insurance companies to comprehend and adapt to their dynamic environments for optimal performance. Although this research did not confirm the moderating effect of environmental dynamism, it emphasized the critical role of understanding the dynamic nature of the environment for organizational success. Interestingly, internal and external environmental dynamism independently exert strong and significant moderating effects on collaborative leadership and performance. This underscores the necessity of considering an organisation's internal and external context while implementing collaborative leadership to achieve optimal outcomes.

The findings on environmental dynamism resonated with other research. For instance, Maina's (2016) study on innovation strategies' impact on the performance of insurance firms in Kenya found that poorly executed innovative strategies and the absence of robust innovation management negatively affected insurance companies' performance, aligning with this study's observation that innovation adoption has not significantly improved in Kenyan insurance companies. Similarly, Kinyua et al.'s (2021) research focusing on insurance companies' performance based on transformational capacity recommended policy guidelines to enhance the adaptation of technological advancements to specific organizational needs, reflecting the importance of technology adoption highlighted in this study.

Furthermore, Nyaberi's (2021) study examining the external environment's impact on performance highlighted the influence of dynamism, munificence, and complexity on performance, aligning with the significant impact of external environmental dynamism identified in this study within the insurance sector. These aligning findings collectively underscore the significance of addressing environmental dynamism, innovation strategies, technological adaptation, and understanding the external environment for optimizing the performance of organizations.

CONCLUSION

The primary aim of this study was to investigate the moderating influence of environmental dynamism on the relationship between collaborative leadership and performance. The findings highlighted that the moderating factor of environmental dynamism exhibited a negative effect, denoted by B = -0.041. The impact of collaborative leadership variables varied: authentic relationships showed a negative effect (B = -0.486), leader behaviour displayed a negligible effect (B = 0.054), and top echelons' support had a positive effect (B = 0.549).

In summary, the study concluded that the performance of organizations could be explained by both collaborative leadership and environmental dynamism. However, the crucial interaction term between environmental dynamism and collaborative leadership was deemed insignificant, indicating the absence of a moderation effect and providing an answer to the primary research inquiry.

Nevertheless, the independent moderation effects of internal and external environmental dynamism on the relationship between collaborative leadership and organizational performance were verified. Consequently, the study concluded that internal and external environmental dynamism autonomously moderate the relationship between collaborative leadership and organizational performance.

Contribution to Scholarship

This qualitative research study examined the interplay between collaborative leadership, environmental dynamism, and organizational performance. Its pivotal contribution lies in disentangling the intricate relationship between these factors within an organizational context,

advancing theoretical insights and practical implications for leadership. The study's chief contribution to leadership theory resides in its nuanced exploration of how environmental dynamism moderates the association between collaborative leadership and organizational performance.

While the findings did not support the anticipated moderating effect, the study made a significant theoretical contribution by illuminating that environmental dynamism—both internal and external—autonomously moderates this relationship. Specifically, it revealed that the impact of collaborative leadership components varies under environmental dynamism. Authentic relationships demonstrated a negative effect, leader behaviour exhibited a moderate effect, while top echelons' support positively impacted performance.

These findings expand theoretical understanding by acknowledging that the effectiveness of collaborative leadership varies contingent upon the dynamism of the organizational environment. Such insights offer a more refined understanding of the complex dynamics influencing leadership effectiveness within varying environmental contexts. The study's outcomes provide valuable guidance for organizational leaders. Recognizing the independent moderation effects of internal and external environmental dynamism on the collaborative leadership-performance relationship offers actionable insights. Leaders can now better comprehend how specific facets of collaborative leadership may impact organizational performance in diverse environmental conditions.

Moreover, the study's identification of top echelons' support as a positively impactful component of collaborative leadership amid environmental dynamism underscores the significance of fostering supportive top leadership in enhancing organizational performance. This study contributes to the theoretical understanding of leadership dynamics in fluctuating organizational environments. Its delineation of the autonomous moderation effects of internal and external environmental dynamism on the collaborative leadership-performance nexus augments scholarly discourse while equipping organizational leaders with actionable insights to navigate and optimize leadership strategies in diverse environmental settings.

Implications for Leadership Practice

The study underscores the significance of environmental dynamism in potentially magnifying the impact of collaborative leadership on organizational performance. While the conclusive confirmation of environmental dynamism's moderating influence remains elusive, the findings strongly indicate that internal and external environmental dynamism independently moderates the correlation between collaborative leadership and performance. This highlights the imperative for organizational leaders to stay attuned to the evolving internal dynamics within their institutions, adjusting their collaborative leadership strategies accordingly.

Adaptability emerges as a critical factor, necessitating the accommodation of shifts in team structures, shared goals, and business models. Moreover, it calls for enhancing employees' skill sets and competencies. Additionally, organizational leadership should adopt a proactive approach in response to external changes, aligning collaborative leadership strategies with the evolving trends in their industry, economic conditions, sociocultural preferences, regulatory frameworks, technological advancements, and market dynamics. Such adaptability is pivotal in ensuring organisations' sustained performance and resilience.

Nonetheless, it is crucial to acknowledge that factors beyond collaborative leadership and environmental dynamism might influence organizational performance. Hence, organizational leaders are encouraged to identify and consider these additional determinants to optimize their overall outcomes.

Direction for Future Research

The study's scope was confined to Kenya, prompting the need to explore how environmental dynamism influences collaborative leadership and organizational performance in diverse geographical contexts. Expanding future research to other locations is recommended to glean a more comprehensive understanding of environmental dynamism's impact on collaborative leadership and performance across different settings.

Moreover, to enhance result quality and clarity, broadening the research scope to encompass organizations from the broader financial services sector—including banking, telecommunications, and microfinance is a potential area for future studies. This expanded scope will offer a more holistic view of the relevance and effect of collaborative leadership in various financial service domains.

REFERENCES

Agrifoglio, R. (2015). *Knowledge preservation through community of practice*. Springer International. https://doi.org/10.1007/978-3-319-22234-9

Agyapong, A., Zamore, S., & Mensah, H. K. (2019). Strategy and performance: does environmental dynamism matter? *Journal of African Business*. https://doi.org/10.1080/15228916.2019.1641304

Ang'ana, G. A., & Kilika, J. M. (2022). Collaborative leadership in an organizational context: a research agenda. *Journal of Human Resource & Leadership*, *6*(1). 48–71. https://doi.org/10.53819/81018102t2050

Astley, W.G. & Ven, A.H.V.D. (1983). Central perspectives and debates in organization theory. *Administrative Science Quarterly, 2.*245-273. https://doi.org/10.2307/2392620

Atkinson, R., Mckenzie, L., & Winlow, S. (Eds.). (2017). *Building better societies: Promoting social justice in a world falling apart*. Bristol University Press. https://doi.org/10.2307/j.ctt1t898t0

Bakken, L. (2018). *Evaluation practice for collaborative growth*. Oxford University Press. https://global.oup.com/academic/product/evaluation-practice-for-collaborative-growth-9780190885373

Bauer, T. & Erdogan, B. (2014). *An introduction to organizational behaviour*. Saylor Foundation. https://www.e-booksdirectory.com/details.php?ebook=4926

Baum, J. R., & Wally, S. (2003). Strategic decision speed and firm performance. *Strategic Management Journal, 24*(11). 1107-1129. https://doi.org/10.1002/smj.343

Bettis, R. A., & Hitt, M. A. (1994). The new competitive landscape. *Strategic Management Journal*, *16(S1)*. 7-19. https://doi.org/10.1002/smj.4250160915

Bolon, I., Mason, J., O'Keeffe, P., Haeberli, P., Adan, H. A., Karenzi, J. M., Osman, A. A., Thumbi, S. M., Chuchu, V., Nyamai, M., Babo Martins, S., Wipf, N. C., & Ruiz de Castañeda, R. (2020). One health education in Kakuma refugee camp (Kenya): From a MOOC to projects on real world challenges. *One health (Amsterdam, Netherlands)*, *10.* 100158. https://doi.org/10.1016/j.onehlt.2020.100158

Boyer, E. J., Kolpakov, A., & Schmitz, H. P. (2019). Do executives approach leadership differently when they are involved in collaborative partnerships? A perspective from international nongovernmental organizations (INGOs). *Public Performance & Management Review*, *42*(1). 213-240. https://doi.org/10.1080/15309576.2018.1480392

Bryson, J. M., Crosby, B. C., & Stone, M. M. (2015). Designing and implementing cross-sector collaborations: Needed and challenging. *Public Administration Review*, *75*(5). 647- 663. https://doi.org/10.1111/puar.12432

Christensen, C. M. (1997). *The innovator's dilemma: when new technologies cause great firms to fail*. Harvard Business School Press.https://hollis.harvard.edu/primo-explore/search?tab=everything&search scope=everything&vid=HVD2&lang=en_US&mode=basic&offset=0&query=lsr01,contains,007524537

Cohen, J. (1998). *Statistical Power Analysis for the Behavioural Sciences*. Lawrence Erlbaum Associates. https://www.utstat.toronto.edu/~brunner/oldclass/378f16/readings/CohenPower.pdf

Daft, R. L. (2016). *Organization theory & design (12th ed.)*. South-Western. http://www.mim.ac.mw/books/Organization%20Theory%20and%20Design.pdf

Dess, G.G., & Beard, D.W. (1984). Dimensions of organizational task environments. *Administrative Science Quarterly*, *29*, 52-73. https://doi.org/10.2307/2393080

Drummond, S. B. (2019). *Dynamic discernment*. Pilgrim Press. https://www.abebooks.com/9780829820454/Dynamic-Discernment-Reason-Emotion-Power-0829820450/plp

Gakinya, P. C., Rotich, G., & Ndambiri, A. N. (2018). Influence of technology as a strategic resource on performance of insurance companies in Kenya. A case of A.A.R. insurance Kenya limited. *Strategic Journal of Business & Change Management*, *5*(2). 719 – 749. https://strategicjournals.com/index.php/journal/article/view/705

Ghosh, D., & Olsen, L. (2009). Environmental uncertainty and managers' use of discretionary accruals. *Accounting Organizations & Society*, *34*. 188-205. https://doi.org/10.1016/j.aos.2008.07.001

Halmaghi, E., Iancu, D., & Băcilă, M. (2017). The organization's internal environment and its importance in the organization's development. *International conference Knowledge-Based Organization*, *23*(1). 378-381. https://doi.org/10.1515/kbo-2017-0062

Hubbard G. (2009). Measuring organizational performance: Beyond the triple bottom line. *Business Strategy and Environment*, *19.* 177-191. https://doi.org/10.1002/bse.564

Kajwang, B. (2022). Factors influencing the low penetration of insurance services in Africa. *Journal of Developing Country Studies*, *5*(1), 25–35. https://doi.org/10.47604/jdcs.1598

Kennerley, M. & Neely, A. (2013). Measuring performance in a changing business environment. *International Journal of Operations and Production Management*, *23*(2). 213-229. https://www.academia.edu/18433372/Measuring_performance_in_a_changing_business_environment

Kimani, D. (2016). *Strategic collaboration and performance of small and medium enterprises in Nairobi central business district.* Thesis, University of Nairobi. http://erepository.uonbi.ac.ke/handle/11295/98979

Kinyua, J. K., Muchemi, A., & Kiiru, D. (2021). Performance of insurance companies in Kenya: does transformation capacity matter? *International Journal of Managerial Studies and Research (I.J.M.S.R.)*, *9(*10). 47-60. https://doi.org/10.20431/2349-0349.0910007

Kinyua, J. K., Muchemi, A., & Kiiru, D. (2021). Performance of insurance companies in Kenya: does transformation capacity matter? *International Journal of Managerial Studies and Research (I.J.M.S.R.)*, *9(*10). 47-60. https://doi.org/10.20431/2349-0349.0910007

Kiragu, R. W. (2016). *Influence of innovation on performance of insurance companies in Kenya*. Doctoral dissertation, Strathmore University. https://su-plus.strathmore.edu/bitstreams/fb85a6af-75b8-44ca-a414-7a6088311359/download

Kitaka, J. M., Kiragu, D., & Marwa, S. M. (2019). Management capability and sustainability of Kenya's insurance companies. *International Journal of Finance and Accounting, 4*(2). 15 - 30. https://doi.org/10.47604/ijfa.817

Langat, G. K., Linge, T. K., & Sikalieh, D. (2019). Influence of inspirational motivation on employee job performance in the insurance industry in Kenya. *International Journal of Research in Business and Social Science*, *8*(6). 01–07. https://doi.org/10.20525/ijrbs.v8i6.488

Lim, M., Griffiths, G., & Sambrook, S. (2010). *Organizational structure for the twenty-first century*. [In Annual meeting of The Institute for Operations Research and The Management Sciences, Austin]. https://www.academia.edu/9733601/Organizational_Structure_Paper

Maalouf, G. Y. (2019). Effects of collaborative leadership on organizational performance. *International Journal of Multidisciplinary Research and Development, 6(1).* 138-144. https://doi.org/10.22271/ijmrd.2019.v6.i1.25

Machuki, V. N. & Aosa, E. (2011). The influence of external environment on the performance of publicly quoted companies in Kenya. *Business Administration and Management Journal*, *1*(7). 205-2018. https://www.semanticscholar.org/paper/The-influence-of-the-external-environment-on-the-of-Machuki-Aosa/a16a052968998cc3b65113720daf9ac21a48d4c1

Machuki, V. N. & Aosa, E. (2011). The influence of external environment on the performance of publicly quoted companies in Kenya. *Business Administration and Management Journal*, *1*(7). 205-2018. https://www.semanticscholar.org/paper/The-influence-of-the-external-environment-on-the-of-Machuki-Aosa/a16a052968998cc3b65113720daf9ac21a48d4c1

Maina, M. N. (2016). *Effect of innovation strategies on the performance of insurance firms in Kenya*. Doctoral dissertation, University of Nairobi. http://erepository.uonbi.ac.ke/handle/11295/100339

Miller, D., & P. H. Friesen (1983). Successful and unsuccessful phases of the corporate life cycle. *Organization Studies*, *4*(4). 339-356. https://psycnet.apa.org/record/1987-36284-001

Mohammad, H.I. (2019). Mediating effect of organizational learning and moderating role of environmental dynamism on the relationship between strategic change and firm performance. *Journal of Strategy and Management, 12(2).* 275-297. https://doi.org/10.1108/JSMA-07-2018-0064

Moodley, T., & Govender, K. K. (2020). Collaborative leadership and customer-centricity: the case of an insurance service provider. *Journal of Public Value and Administrative Insight, 3(3).* https://readersinsight.net/JPVAI/article/download/1487/1154

Morara, K., and Sibindi, A. B. (2021). Determinants of financial performance of insurance companies: empirical evidence using Kenyan data. *Journal of Risk and Financial Management 14*. 566. https://doi.org/10.3390/jrfm14120566

Moshtari, M. (2016). Inter-organizational fit, relationship management capability, and collaborative performance within a humanitarian setting. *Production and Operations Management, 25*(9). 1542-1557. https://doi.org/10.1111/poms.12568

Müller, J., & Kunisch, S. (2018). Central perspectives and debates in strategic change research. *International Journal of Management Reviews*, *2.* 457-482. https://doi.org/10.1111/ijmr.12141

Munyao, S. M. (2021). *Effects of strategic leadership and external environment on the performance of African Inland church theological training institutions in Kenya*. Doctoral Dissertation, Pan Africa Christian (P.A.C.) University, Kenya. http://dspace.pacuniversity.ac.ke:8080/123456789/3273

Murgor, P. K. (2014). *External environment, firm capabilities, strategic responses and performance of large scale manufacturing firms in Kenya*. Ph.D Thesis, University of Nairobi. http://erepository.uonbi.ac.ke/handle/11295/76894

Mutisya, P. M., K'Obonyo, P., Ogollah, K., & Njihia, J. M. (2020). Effect of environmental dynamism on organizational ambidexterity and performance of large manufacturing firms in Kenya. *D.B.A. Africa Management Review*, *10* (4). 138-152. http://journals.uonbi.ac.ke/damr

Ndungi, S., & Gacobo, J. (2021). Internal environment and organizational performance of world vision in Nairobi City County, Kenya. *International Journal of Business Management, Entrepreneurship and Innovation*, 3(3). 123-138. https://doi.org/10.35942/jbmed.v3i3.220

Ndurukia, Z., Njeru, D. A. W., & Waiganjo, D. E. (2017). The determinants of demand for micro insurance services in Kenya. *American Journal of Finance*, *2*(6), 79 - 107. https://doi.org/10.47672/ajf.275

Niu, J.B. and Zhao, J. (2012). Information cost, environmental uncertainty and independent directors' Premium. *Nankai Business Review*, *2*. 70-80. https://www.scirp.org/(S(czeh2tfqw2orz553k1w0r45))/reference/referencespapers.aspx?referenceid=2434883

Njenga N., M. (2018). The influence of collaborative leadership on team's performance: A Case study of Kingdom SACCO. *I.O.S.R. Journal of Business and Management (IOSR-JBM), 20(12).* 54-59. https://www.iosrjournals.org/iosr-jbm/pages/20(12)Version-6.html

Njuguna, E. W., Kabata, D., & Wambugu H. (2022). Strategic Orientation and the Performance of Insurance Companies In Kenya. *I.O.S.R. Journal of Business and Management (IOSR-JBM)*, *24(01).* 1-12. https://www.iosrjournals.org/iosr-jbm/papers/Vol24-issue1/Ser-5/A2401050112.pdf

Njuguna, E. W., Kabata, D., & Wambugu H. (2022). Strategic Orientation and the Performance of Insurance Companies In Kenya. *I.O.S.R. Journal of Business and Management (IOSR-JBM)*, *24(01).* 1-12. https://www.iosrjournals.org/iosr-jbm/papers/Vol24-issue1/Ser-5/A2401050112.pdf

Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric theory (3rd ed.)*. McGraw-Hill. https://books.google.co.ke/books/about/Psychometric_Theory.html?id=r0fuAAAAMAAJ&redir_esc=y

Nyaberi, J. P. L. (2021). External environment and firm performance: The role of firm's dynamic capabilities: A critical review of literature. *The Strategic Journal of Business & Change Management, 8 (3).* 1109 – 1115. https://strategicjournals.com/index.php/journal/article/view/2128

Oloo, M. (2021). *Strategic leadership, organizational culture, and performance of the land administration function in Kenya*. Doctoral Dissertation, Pan Africa Christian (P.A.C.) University, Kenya. http://dspace.pacuniversity.ac.ke:8080/xmlui/bitstream/handle/123456789/3267/Martin%20Oloo.pdf?sequence=1

Ondari, E. (2015). *The effect of top management team diversity and competitive environment on the relationship between diversification strategy and performance of companies listed in the Nairobi Securities Exchange*. Doctoral dissertation submitted in Nairobi University. https://chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/http://erepository.uonbi.ac.ke/bitstream/handle/11295/94692/Ondari%20%20The%20effect%20of%20top%20management%20team%20diversity%20and%20competitive%20environment.pdf?sequence=1

Ongeti, W.J. (2014). *Organizational Resources, Corporate Governance and Performance of Kenyan State Owned Corporations*. (Unpublished) Ph.D. Thesis, University of Nairobi. http://erepository.uonbi.ac.ke/bitstream/handle/11295/76984/Ongeti_Organizational%20resources%2C%20corporate%20governance%20structures%20and%20performance%20of%20Kenyan%20state%20corporations.pdf?sequence=4

Robbins, S. P., & Judge, T. A. (2015). *Organizational behaviour.* (15th ed.). Pearson Publishing. http://www.mim.ac.mw/books/Organizational%20Behavior%20(15e).pdf

Sambu, J. K. (2022). *Value-based leadership and its implications for citizenship education in preschool institutions in Kajiado North*. Doctoral Dissertation, Pan Africa Christian (P.A.C.) University, Kenya. http://dspace.pacuniversity.ac.ke:8080/xmlui/bitstream/handle/123456789/3078/Joseph%20Sambu.pdf?sequence=1

Samwel., J.0. (2018). Effect of employee relations on employee performance and organizational performance; study of small organizations in Tanzania. *International Journal of Economics, Business and Management Research, 2(4).* 2456-7760. https://chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.ijebmr.com/uploads/pdf/archivepdf/2020/IJEBMR_02_260.pdf

Seo, E.H., Kim, C.Y., and Kim, K. (2020). A study on the mechanisms linking environmental dynamism to innovation performance. *Sustainability, 12*(23). 9999. http://dx.doi.org/10.3390/su12239999

Simper, N., Gauthier, L., & Scott, J. (2018). Student learning in the workplace. *The Journal of Workplace Learning*, *30*(8). 658-671. https://doi.org/10.1108/JWL-04-2018-0060

Sink, D.S., & Tuttle, T.C. (1989). *Planning and measurement in your organization of the future*. Industrial Engineering and Management Press. https://pdfs.semanticscholar.org/adbc/c3fd6d611dcc86956993792fc8c12f49d897.pdf

Tellis, G. J. (2006). Disruptive technology or visionary leadership? *Journal of Product Innovation Management*, *23(1)*. 34-38. https://doi.org/10.1111/j.1540-5885.2005.00179.x

Tindika, O.K.N., Wanjau, K.L., Kariuki, G.M., & Muchiri, J., (2020). Moderating role of environmental dynamism on the relationship between opportunity evaluation and growth of N.G.O.s in Kenya. *Expert Journal of Business and Management*, *8(1)*. 98-109. https://business.expertjournals.com/23446781-806/

Tondeur, J., Krug, D., Bill, M., Smulders, M., & Zhu, C. (2015). Integrating I.C.T. in Kenyan secondary schools: an exploratory case study of a professional development programme. *Technology, Pedagogy and Education*, *24(5)*. 565-584. https://www.learntechlib.org/p/175249/

Yang, P. (2019). Environmental dynamics, financial flexibility and enterprise strategic change. *American Journal of Industrial and Business Management*, 9. 124-138. https://doi.org/10.4236/ajibm.2019.91010.

Zhou, K.Z. & Wu, Z. (2010). Technological capability, strategic flexibility, and product innovation. *Strategic Management Journal*, *31.* 547-561. https://doi.org/10.1002/smj.830