

strategic leadership capability and organizational performance (Athena and Maria, 2006). The findings indicated that achievement and adaptive orientation has effect on performance. Other researchers also noted that strategic leadership capability have a positive relationship on organizational performance (Cooke and Sazumal, 2000). This is relevant to research institutions in Kenya where those in management level are required to have good leadership styles to enhance performance of the enterprises.

Table 8: Model summary of regression analysis between Strategic Leadership Capability and Performance

R	R Square	Adjusted R Square	Std. Error of the Estimate
.695 ^a	.483	.481	2.6799330

The ANOVA results indicated that the model of performance with strategic leadership capability at F-value 206.741, p=0.000 explained the variance on performance of research institutions in Kenya. The results of ANOVA was presented in the Table 9 below;

Table 9: ANOVA results for Strategic leadership Capability and performance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1476.906	1	1497.544		.000 ^b
Residual	1580.049	221	7.244		
Total	3056.955	222			

According to the results of the regression, strategic leadership capability was found to have a positive influence on research institutions' performance. This is illustrated by the regression results at 95% confidence interval with unstandardized beta coefficient of 9.344 and t-value of 7.295 with a P-Value of 0.000.

Table 10: Coefficient for regression between Strategic Leadership Capability and Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	9.344	1.281		7.295	.000
Strategic leadership capability	2.081	.145	.695	14.378	.000

In supporting the findings of the study, previous studies conducted illustrated that strategic leadership capability is associated with the presence of collective values in work groups and a heightened sense of community (Pillai and Meindi, 1998). There is a reciprocal causation between strategic leadership capability and organizational performance (Waldman and Yammarino, 1999).

Hypothesis

The study accepted the alternative hypothesis that there was a positive relationship between strategic leadership capability and performance.

Table 11: Comparison between strategic Leadership Capability and Performance

	B	t	t- critical
Constant	9.344	7.295	
Leadership culture	2.081	14.378	1.96

Since the calculated t=14.378 is greater than critical t (123-1) (0.05) as shown above, the study rejected the null hypothesis that there was no relationship between strategic leadership capability and performance in research institutions in Kenya. Therefore, the study accepted the alternative hypothesis that there was a positive relationship between strategic leadership capability and performance of research institutions in Kenya.

Factor analysis for Performance

Performance as a dependent variable has a total of twelve (12) items. All the items in the variable were confirmed valid since factor loading values were more than 0.4. They were, therefore, retained for subsequent analysis.

Table 12: Component Matrix of performance

Statements	Extraction
The organization practice performance contracting.	.718
The employees realized the set targets.	.514
The organization output is high.	.638
There is mechanism to measure the organization performance	.530
There is team work in the organization.	.525
The organization sets targets that are achievable.	.601
There is high performance after training.	.502
There is good relation between the employee and the employer.	.566
Participation process helps to achieve high performance.	.625
Employees are communicated their results output.	.428
There is retention of staff.	.664
There is high profitability or surplus in the organization.	.769

3.5 Normality of Performance in research institutions in Kenya

Following the descriptive analysis, normality of the dependent variable was conducted. For inferential analysis to be done such as correlation, regression or related linear techniques, the dependent variable should have a normal distribution. In case the dependent variable is not normally distributed, then normality has to be sought for before proceeding with any further analysis (Alan *et al.* 2003). Thus, performance was subjected to normality test to check if the data was normally distributed or not. The testing of normality of performance in this study was conducted using one-sample Kolmogorov Smirnov test. The test was done such that given H₀ and H₁, with α=0.05, the rule of thumb according to (David *et al.*, 2012; Rencher, 2002) is that reject H₀ if p-value is less than α or else fail to reject H₀; where;
H₀: The data is not normal
H₁: The data is normal

Table 13: One-Sample Kolmogorov-Smirnov Test

		Performance
N		223
Normal Parameters ^{a,b}	Mean	27.578475
	Std. Deviation	3.7358602
Most Extreme Differences	Absolute	0.125
	Positive	0.095
	Negative	-0.125
Kolmogorov-Smirnov Z		1.86
Asymp. Sig. (2-tailed)		0.002

a. Test distribution is Normal.

b. Calculated from data.

The One-Sample Kolmogorov-Smirnov Test procedure compares the observed cumulative distribution function for a variable with a specified theoretical distribution, which may be normal, uniform, Poisson, or exponential. Many parametric tests require normally distributed variables. The one-sample Kolmogorov-Smirnov test can be used to test that a variable is normally distributed. In this case non-significant of the variable shows its normality.

4. Findings

The findings of the study indicated that despite the fact that there was clear leadership in the organization, it requires more improvement to sustain the business in competitive environment. It also indicated that there was no good succession plans in research institutions and this requires the top management to take initiative to avoid skill inventory gaps in future. Strategic leadership capability influence the direction of the organization for instance succession planning (Lory, 2003). Leaders are required to mentor, inspire and coach others of the enterprise. Other investigations revealed that there is a growing interest to recognize leadership not simply a rational or technical activity, but that involves the management of people and the development of a sense of community within the organization (Brown, 1992). The study also found that the resources were not been properly utilized in all areas of research institutions. It also indicated that there was no clear feedback for issues facing organization. On Pearson correlations, it showed that there was positive relationship between strategic leadership capability and performance while on the model summary, it showed that relationship between leadership and performance culture was at 48.1%. In hypothesis testing, it was revealed that there was no relationship between leadership and performance culture in research institutions in Kenya while alternative testing was accepted. One study was done on the effects on the management of women groups in micro and small enterprises in Kakamega District, Kenya (Nelson and Fredrick, 2009). The study found out that the strategic leadership capability is a prerequisite to the success of the enterprise. The findings indicated that 54% of the respondents were of opinion that leaders of such groups have no professional trainings, 38 % and 7% had limited project management and technical knowledge respectively. With introduction of performance contracting in the Kenya Government Agencies, the research institutions for profit and non- profit firms are now forced to perform their mandate within its required timeframe (Ahmed, 2012).

5. Conclusion

The study aimed at establishing the influence of strategic leadership capability on performance of research institutions in Kenya. Strategic Leadership capability is the basic organization practices that help to achieve its mission, vision, values and goals. Effectiveness and efficiency of these practices eventually influence performance of organizations. Although the correlation coefficient between the independent variables and dependent variable (performance) was found to be positive significant, the

regression analysis summary for the variable indicated that strategic leadership capability have influence on performance of research institutions in Kenya. This requires research institutions to have strategic leadership capability that emphasis integrity and transparency in distribution of scare resources. Therefore, research institutions need to maintain strategic leadership to embrace emerging technologies in the field of research and development. Research institutions should have clear strategic plans that are achievable within required time frame. From the findings of the study, it can be concluded that strategic leadership need to prioritize activities and maintained competency level in respective organizations in Kenya.

6. Recommendations

The research institutions needs to maintain good strategic leadership capability in order to achieve their mandate. The current trends in strategic leadership capability requires that they adapt open door policy in the organization where the employees will access employer when need arises. They should be the change agent by ensuring that they involve all stakeholders of the organization. This will avoid any kind of resistance in implementation stage. In labour turnover, scientist employees are usually poached by competitors in the same industry. The research institutions should ensure that they have leaders who can coach, mentor, inspire and lead others in the most professional way and abide to the current labour laws to avoid disharmony among the employees. The strategic leadership capability ensures that the research institutions remain competitive in the business environment. Those in management level should enforced performance contracting to all the employees to ensure each individual employee has an output in the enterprise.

7. Further Research

There is need for future researchers to consider undertaking the same study by looking at strategic leadership capability in other areas of the organizations including the private firms, non-government organizations (NGOs) and determined the type of leadership styles that best suit the enterprises in a competitive environment.

References

- [1] Ader, N. J, Bartholomew, S. (1992). Managing globally competent people. *Academy of Management Executive*, 6, 52-65.
- [2] Ahmed, A.K. (2012). The role of leadership in organizational development. *Journal of international Business and Commerce*. Vol11, NO. 11,97-104.
- [3] Allan, J., Fairtlough, G, and Heinzen, B. (2003). *The power of the tale: Using Narratives for Organizational success*, John Willey & sons, Aldershot..
- [4] Armstrong, M. (2003). *Human resource management practice*, (9th Ed.) Kogan page, London.
- [5] Attana, X, Maria, S. (2006). Organizational culture and transformational leadership as predictors of business unit performance, *Journal of management psychology*, Vol. 21, 1ss: 6, pp. 566-579

- [6] Balmer, J. (1997). *Corporate identity: Past and future*, Department of marketing working paper Services, university of strathclyde, Glasgow, August.
- [7] Beradin, H.K., Jane, J.S., Ross, S., Spin, J.D. and Johnson, D.L. (1995). Performance appraisal design, development and implementation, in the *handbook of Human Resource Management*, Ed. GR Ferrits, S.D. Rosen, and D.J Barnum, Blackwell, Cambridge, Mass.
- [8] Bernhard, E. (2002). Trade unions changing role: Membership erosion, organizational reform and social partnership in Europe. *Industrial relations journal*.
- [9] Bernardin, H.J., Dahmus, S.A., Redmon, G. (1993). Attitudes of first-line supervisors toward subordinates' appraisals. *Human resource management*, Vol.32, pp. 315-24.
- [10] Brown, A. (1992). Organizational culture: the key to effective leadership and organizational Development, *leadership and organizational development Journal*, Vol. 13 No. 3-6.
- [11] Burman, R and Evans, A.J. (2008). *Target zero. A culture of safety*. Defense aviation safety centre, journal pp. 22-27.
- [12] Cooke, R.A., Szumal, J.L. (2000). Using the organizational culture inventory to understand the operating cultures of organizations, an Ashkenazy, *organizational culture and climate*, Sage, CA, pp. 147-62.
- [13] Cooper, C. R., Schindler, P.S. (2008). *Business research methodology*, (10 Ed.). Boston: McGraw-Hill.
- [14] David, H.B., Jonathan, M.B, Christian, S.C, Michael, J.D., Monica, D., Alex, Y. (2012). *An emphirical approach to the normality of experimental mathematics*, Journal, Vol. 13Iss: pp.37-41.
- [15] Dawson, C. (2002). *Practical Research Methods*, New Delhi, UBS, Publishers' Distributors.
- [16] Envang, A. (2012). *Human Resource Management*. Consulting firm.
- [17] Government of Kenya (2007). *Economic recovery strategy for wealth and empowerment: creation* Government press.
- [18] Gliem, J., Gliem, R. (2003). *Calculating, interpreting and reporting Cronbach's Alpha Reliability for Likert-type scales*. Midwest Research- to- practice conference in adult and community education. Vol. 40, No.1
- [19] Graeme Cocks, (2010). Emerging concepts for implementing strategy, *TQM journal* vol. 22, 1ss: 3,pp.260-266.
- [20] Hubbard, G., Samuel, D, Heaps, S. (2007). *The First XI: winning organizations in Australia*, John Wiley, New York, NY
- [21] Kane, J.S. (1996). The conceptualization & representation of the total performance effectiveness, *human recourse management Review*, summer, pp 123-45
- [22] Kaplan, R.S. and Norton, D.P. (1992). The balanced scorecard- measures that drive performance, *Harvard Business Review*, Jan-Feb, pp 71-79.
- [23] Kaplan, B. (2006). Deploying a knowledge convergence framework for key elements for building a performance leaning culture, *KM Review*, Vol. 9 No. 3, pp. 18-21. Kaplan
- [24] W.S, Reed, A.F.T (2007). *KM from concept to theory to practice*, Vine, Vol. 37 No. 2, pp.219-32. Karen, L, Dian, A. and Micha, V.W. (2008). *Integrating knowledge management and quality management to sustain knowledge enabled excellence performance*, Vine, Vol. 38 SS: 2,pp. 241- 253.
- [25] Kothari, C.R. (2008). *Research methods, methods and Techniques*. New Delhi: Wiley Eastern Ltd..
- [26] Kotter, J. (1992). *Corporate culture and performance*. Free press, New York N.Y.
- [27] Lory, B. (2003). The leadership- culture connections: *an explanatory investigation leadership and Organization Development, Journal*, Vol. 24, 1ss 6, pp. 318-334.
- [28] Mugenda, G. & Mugenda, V. (2008). *Research Methods. Qualitative & Quantitative approaches*, Nairobi Acts Press.
- [29] Nelson, H. W. W., Fredrick, M.N. (2009). *Factors affecting the management of women groups' Micro and small enterprises in Kakamega District, Kenya*.
- [30] Neal, J.A., linchtensteui, M.A., and Bannel.D. (1999). Spiritual perspectives on individual, Organizational and societal transformation. *Journal of organizational change management*, Vol.12(3), 175-186.
- [31] Ojo, O. (2009). Impact assessment of corporate culture on employee job performance. *Business Intelligence journal*, Vol.2, No. 2 pp. 388-97.
- [32] Orio, I., Alfons, S. Jordi, M. (2011). Role of corporate culture in relationship marketing. *European journal of marketing*, Vol. 45 1ss, 4pp. 631-650.
- [33] Quinn, M. (2005). *Leadership, how to lead, how to live*. Rencher, A.C. (2002). *Methods of multivariate analysis*. John Wiley and Sons, New, NY. 708P.
- [34] Schein, E.H. (1990). *Organizational culture*, *American psychologist*, 45, pp 109-19.
- [35] Sekaran, U. (2003). *Research methods for business. A skill building approach* (5th Ed.) New Jersey, John Willey and sons.
- [36] Shenoy, G., Madam, P. (1994). *Statistical methods in Business and social sciences*, MaCmillian Ltd, New Delhi.
- [37] Ting-Toomey, S. (1999). *Communicating across cultures*. New York, Guilford. Pillai, R., Meind, J.R. (1998). Context and charisma, a meso level examination of the relationship of organic structure, collectivism, and crisis of charismatic leadership, *Journal of management*, Vol. 24, pp. 643-71.
- [38] Vandenberg, R.J., Richardson, H.A, Eastman, L. (1999). The impact of high involvement, work processes on organizational effectiveness; A second-order latent variable approach: *Group and organizational management*, Vol. 24 No. 3, pp.300-39.
- [39] Waldman, D.A, Bass, B.M., Yammarino, F.J. (1990). *Adding to contingent- reward behavior, group Organizational studies*, vol. 15, pp 382-94.

Author Profile

Reuben koskei, is a PhD student at the School of Business, Kabarak University, Kenya. He received his Bachelor of Business Administration (HRM) from Kenya Methodist University and Master of Science in Human Resource (HRM) from Kenyatta University of Agriculture and Technology. His research interest is to establish the analysis of strategic leadership capability on performance of research institutions in Kenya.

Prof. Allan Mulengani Katwalo, is an the Dean of the School of Business at Kabarak university, Prior to that he was the Director of the Institute for Strategy and Competitiveness at Strathmore University. His research interest is in the area of competence development and competitiveness and he has published widely in these areas.

Prof. Katwalo holds a PhD from Bradford School of Management, University of Bradford, an MBA from University of Wolverhampton and BA from Makerere University.

Dr. Irene Cherotich Asienga, is a holder of B.A, Economics - University of Nairobi, Kenya ,M.A, Economics -University of Malawi, Malawi and Ph.D., Economics -University of Strathclyde, U.K. She is currently the Director of the Nairobi Campus, Kabarak University, Kenya and a Lecturer in the Business School. Her research is around environmental, agricultural& development economics.

