MEDIATING EFFECT OF ORGANIZATION CULTURE ON STRATEGIC LEADERSHIP AND PERFORMANCE OF POSTAL CORPORATION OF KENYA

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THESIS SUBMITTED TO THE GRADUATE SCHOOL IN PARTIAL FULFILMENT FOR THE AWARD OF THE DEGREE OF MASTER OF ARTS IN LEADERSHIP DEVELOPMENT

PAN AFRICA CHRISTIAN UNIVERSITY

JULY 2024

Declaration

I declare that this thesis is my authentic work and has not been submitted in any other University.

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Dedication

I dedicate this proposal to God, whose grace made it possible for me to pursue this course, and to my family for their continued love and support.

Acknowledgements

In a special way, I thank the Lord God Almighty for His blessings, throughout this journey. The decision to embark on this journey was of the Lord and He has been faithful through the years. The master's degree has been quite a journey and am thankful to everyone who has supported, guided and mentored me through the process, a special thank you to my supervisors Dr Beatrice Oduor and Dr Truphena Oduol without whom I would be lost, their criticism, guidance and support has seen me come this far in my academic journey. Furthermore, I wish to appreciate the entire School of Leadership, Business and Technology and most specifically the Department of Leadership that have been of immense support during my studies.

Abstract

Postal Corporation of Kenya has been experiencing challenges arising from mismanagement, poor strategy implementation, ineffective systems control, lack of strategic direction, poor governance, among others which has contributed to poor performance. The study's general objective was to determine the mediating effect of organization culture on strategic leadership and performance of postal corporation of Kenya. The study specific objectives was to assess the effect of technology innovation on the performance of postal corporation of Kenya, determine effect of employee involvement on the performance of postal corporation of Kenya, ascertain the effect of strategic direction on the performance of postal corporation of Kenya, find out the effect of strategic thinking on performance of postal corporation of Kenya and to determine mediating effect of organisational culture on the relationship between strategic leadership and performance of postal corporation of Kenya. The study was underpinned by the diffusion of innovation theory as the primary framework, supplemented by the goal-setting theory and the theory of employee engagement. Positivism research philosophy was employed in the study. The study used explanatory research design. The target study sites comprised of 204 middle and top management of postal corporation of Kenya. The study employed stratified sampling technique in selecting a sample size of 135. This study employed questionnaires as an instrument for capturing data. Reliability was tested using Cronbach's Alpha coefficient which were above 0.7. Data was analyzed using descriptive statistics, while inferential statistics, including correlation and regression analysis, were employed, with the study findings presented using tables and graphs. The study ethical issues were addressed by informed consent, privacy, confidentiality, anonymity, and researchers' responsibility. Findings showed that technological innovation (β = 0.456, ρ<0.05), employee involvement (β = 0.346, ρ<0.05), strategic direction (β = 0.198, ρ<0.05) had significant and positive effect on performance of postal corporation of Kenya, However, strategic thinking (β =- 0.022, ρ>0.05) had insignificant effect on performance of postal corporation of Kenya. The study concludes that strategic leadership (technological innovation, employee involvement and strategic direction) is vital for performance of postal corporation of Kenya. Thus, the study recommends that the Postal Corporation in Kenya adopts and reinforces policies and practices that prioritize technological innovation, employee involvement and strategic initiatives to align with the unique operational dynamics and challenges of the Postal Corporation.

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Abbreviations and Acronyms

ANOVA	Analysis of Variance
CAK	Communication Authority of Kenya
CH	Cognitive Hierarchy
CSMAR	China Stock Market & Accounting Research Database
DHL	Dalsey, Hillblom and Lynn
DOI	Diffusion of Innovation
FedEx	Federal Express
GDP	Growth Domestic Product
HODs	Head of Departments
PCA	Principal Component Analysis
PCK	Postal Corporation of Kenya
R&D	Research and Development
SEM	Structural Equation Model
SMEs	Small and Medium Enterprises
SPSS	Statistical Package for Social Sciences
UPS	United Parcel Service
US	United State
USA	United States of America
USPS	United States Postal Service
VIF	Variance Inflation factor

Operational Definition of terms

Organizational performance	Effiyanti et al, (2021) defined organizational performance as the transformation of inputs into outputs, aimed at attaining certain results.
Organizational culture	Saragih & Saluy, 2022 define organization culture as a "mutual meaning" that is collectively held by members that distinguish one organization from the others.
Strategic direction	Alawneh & Al-Zoubi,2020 define Strategic direction as the ability of the organization to effectively allocate firms resources in directions of firms' strategic plan, objectives, vision, and goals so that it depends on it in building its aspirations.
Strategic leadership	Alzawahrah & Alkhaffaf (2021) refers to strategic leadership as a leader's ability to fully or partly articulate the company's strategic vision along with the capacity to inspire the rest and steer them to have confidence in and comprehend it.

Chapter One: Introduction and Background to The Study

This chapter gives a background of the study, statement of the problem, the study objectives and research questions about the study, the assumptions of the study, the study significance and scope, the study’s limitations and delimitations, and the researcher’s resources and skills as they relate to the study. The chapter provides a comprehensive overview of the study's context, highlighting the significance of strategic leadership and its impact on organizational performance taking into consideration the influence of culture on the two, particularly in the case of the Postal Corporation of Kenya (PCK). By exploring the global, regional, and local perspectives on the performance of postal services, this chapter establishes the foundation for understanding the interplay between strategic leadership and organizational culture and their collective effect on performance.

Background to the Study

Strategic leadership is a concept that when explored has the ability to improve firm performance (Clinton & Ogbor, 2021; Haider & Akram (2021) indicated that strategic leadership has a strategic role of improving employee development, innovation and growth through motivational strategies leading to increased firm performance. Studies show that strategic leadership is augmented through strategic decision-making among China state corporations (Gu, Xie, & Wang, 2016) going by Priadana *et al.*, (2021), successful strategic leaders motivate their subjects and see to it that confidence, recognition, reward, courage and hope are principal to require top performance from their teams.

Strategic leadership has turned into the dominant discussion globally in strategic management, making it one of the most effective instruments for enhancing firm performance (Peterlin, Pearse, & Dimovski, 2015). Strategic leaders in most public institutions in Canada, are tasked with making vital decisions of facilitating information sharing and resource utilization toward improving performance of employee in attainment of organization goals and objectives and enhance quality service delivery (Farhan & Wright, 2021). Strategic leadership practices have been found to be critical enhancing organization performance and survival ensuring that employees optimally utilize the existing resources toward achieving the mission and goals of the organization (Sibghatullah & Raza, 2020). In support, Pitelis & Wagner (2019) pointed out that strategic leadership improves the ability of employees to be innovative with new ideas and adaptive to sudden changes among firms. Thus, strategic leadership plays a critical role in managing crises in an organization such as Covid 19 Pandemic. Indeed, strategic leaders analyze and understand disruption and uncertainty in the business environment and rationally and proactively respond to them (Collier & Evans, 2020; Obeidat & Thani, 2020; Sayed & Theeb, 2019).

The ability of leaders to take strategic actions depends on organizational culture (Fatmawati & Fauzan, 2021). According to Sihite et al. (2020), integrating organizational culture in strategic leadership can stabilize leader behavior, pull organizational behavior in the direction desired by management and provides social control of behavior and beliefs. Therefore, a firm's performance can depend on the effective alignment between strategy, structure, and culture. Owusu (2012) avers that organizational culture was one of the critical factors negatively influencing public sector reforms as it negatively affects the implementation of various strategies, and the adoption of strategic leadership components.

Performance of firms is one of the most important metrics of a company's success. The better a company's performance, the more likely it is to expand and develop its production, generate jobs, and enhance the quality of life of its employees (Adomako & Tran, 2022). According to Antoun, *et al.*, (2018), optimal firm performance represents success of company management and efficiency in resource utilization, hence contributing to the broader economy's growth. However, firms are facing ongoing challenges both internally and externally in improving their performance due to a competitive and ever-changing marketplace. Enhancing firm performance has become increasingly more challenging, with leading managers employing different strategies to retain competitive advantages (Caputo, *et al.*, 2016). As a result, it is critical to assess the variables that influence performance of Postal Corporation in Kenya, such as strategic leadership.

PCK has struggled to remain viable over the years bringing to the fore the question as to what needs to be done to change the fortunes of this corporation. The advent of the internet at the turn of the millennium greatly disadvantaged the corporation that has continually struggled to find a footing in an arena where there is growth of more superior services to its own. From literature review, there is hardly any study that has focused on the leadership gap in the Corporation. The study thus sought to explore the leadership gap that exists at the Postal Corporation of Kenya and create a link between strategic leadership and performance of PCK, and the mediating effect that organizational culture has on the two variables.

Global, Regional and Local Perspective of Performance of Postal Service

Globally, courier companies have been persistently striving to enhance their operations, as they account for approximately 11% of the GDP (Smith & Srinivas,2019). For instance, In US multinational firms, such as Amazon Inc. and DHL increased their revenue from $11.5 billion to $21.7 billion over a span of two years (Buchman, 2018). Most courier firms in European countries such Dalsey, Hillblom and Lynn (DHL), Federal Express (FedEx), and United Parcel Service (UPS), and United States Postal Service (USPS) constitute over 80% of the market share which have been highly related to managerial and leadership insights (Rajendran, 2021).

Some courier companies in developed countries like Italy and Russia are compelled to face unprecedented changes and are adopting new technologies (Tipping & Kauschke, 2017). Also, courier companies in the USA are facing stiff competition, particularly in the global courier and delivery services (IBISWorld Report 2018). In Lebanon, financial collapse affected the performance of Liban Post in 2020, however, LibanPost leadership introduced new strategies such as drop shipping platform on its website allowing for an order to be placed and paid for in Lebanese pounds either online or in cash, enhanced its customer satisfaction through e-commerce which improved performance (Daoud, 2021).

Postal services in numerous developing countries have been increasingly lagging behind compared to the performance in wealthier nations (Universal Postal Union, 2022). The African continent is notably distinct in the global rankings, with an average regional score of merely 17.9, the lowest since the inception of the ranking system, with positions ranging from 53rd to 167th. In South Africa, Post Office had experienced challenges of performance such lack service excellence and lack innovative technology (Neboh & Mbhele, 2018).

In Kenya, Ng'ang'a (2018) indicated that strategic leadership aspect; strategic direction and resource portfolio were perceived to have a positive significance on performance of state corporations in Kenya. Similarly, Nyong'a & Maina (2019) found evidence of positive effect of strategic leadership on implementation of strategies in Kenya Revenue Authority. Kabetu & Iravo (2018), in a previous study found out that the number of leaders who showed strategic leadership skills required to lead organizations to achieve their stated objectives were fewer than ten percent. Miriti (2021) indicated that strategic leadership components (strategic control, human capital focus and strategic direction) had a positive significant relationship with organizational performance.

Courier industry in Kenya was liberalized in the late 90s. Today, there are over 100 players in the sector according to communication authority of Kenya (CAK) statistics (2020). One of the major courier firms in Kenya is Postal Corporation of Kenya (PCK) which has also registered an average of negative six percent growth in domestic mails posted, negative five growth in international letters posted and negative three percent growth in domestic parcels posted (PCK, 2016). Therefore, the current market demands require the Postal Corporation of Kenya to adopt strategic leadership that emphasizes its core activities: financial services, courier services, and mail services. This focus is essential for the organization to achieve its strategic objectives by offering services that meet the evolving needs of its customers. However, achieving this goal is challenging, and the top management of PCK must overcome significant obstacles to succeed (Kioko, 2014). Mburu (2016) established that services delivery in postal corporations highly depend on experiences of leader in strategy implementation, thus, this study sought to determine the mediating effect of organizational culture on the relationship between strategic leadership and performance of postal corporation of Kenya.

Despite all this challenges, strategic leadership has yet to be successfully adopted and implemented in most organizations, statistically less than 10% of leaders possess strategic skills hence inadequate number if strategic leaders required in most organization today (Drew & Pandit, 2020). Therefore, the current study will investigate effect of strategic leadership on performance of postal service firm in Kenya mediated by organizational culture.

Strategic Leadership

Strategic leadership is the leader's ability to share and communicate a potential strategy through strategic communication, thinking, orientation, alignment, and directions in motivating and persuading employees to implement firm strategies and achieve firm goals (Mulyono *et al.*, 2020). Alzawahrah & Alkhaffaf (2021) refers to strategic leadership as a leader's ability to fully or partly articulate the company's strategic vision along with the capacity to inspire the rest and steer them to have confidence in and comprehend it. They used the most important strategic leadership dimensions such as strategic direction, employee involvements, promoting human capital and effective use of technology.

Davies & Davies (2012) defined strategic leadership as a way of connecting this wide undertaking to provisional operation planning, consequently inspiring the reactions to recent events with aspects of the value system and the overall strategic direction. According to them strategic leadership encompasses the following concepts: vision and direction setting; a broad organizational-wide perspective; considerable organizational change; and strategic thinking more than strategic planning. Strategic leadership, as explained by Syafitri, Ahadiat & Hayati, (2021), is the capacity of a leader to foresee, visualize, manage flexibility, be a strategic thinker and introduce cooperation among teams to set in motion developments that generate a promising future for the firm.

According to Alyileili (2020) one of the fundamental tactics employed by companies in gaining competitive edge and inspire the personnel to accomplish the firms' goals and initiate organizational culture to provide the encouragement to the staff with respect to fulfilment of duties. It is essential; for firms to carefully consider strategic leadership, which resulted in the sprouting of numerous typical elements of a fitting leadership style that entails the following: organizational learning, organizational structure, strategic thinking and modern technologies

Al Thani & Obeidat (2020) provide a notion that declares strategic leadership to be the process undertaken to mold a vision for the time to come, sharing it with juniors, sparking inspiration from their followers as well as taking part in discussions that strengthen the strategies with their fellows and subordinates. For the purposes of this study, the two researchers relied on the most important strategic leadership practices represented in the Ireland & Hitt (2005) form which is strategic direction, strategic capabilities, human capital, and organizational control. From the extract literature strategic leadership was conceptualized differently by the various authors. For this study based on the above scholars the study borrowed several indicators to operationalize strategic leadership such as technological innovation, employee involvement, strategic thinking, and strategic direction.

Technological Innovation

Technological Innovation refers to the process of generating new ideas, products, management, and policies that will enhance tech solutions and create an improved way of living in the sector of production (Fayomi, Adelakun & Babaremu, 2019). According to Avadikyan, Lhuillery & Negassi (2016), technology innovation is a collective process with undertakings in line with organizations, business, and finance. Through this procedure, new commodities as well as production methods are capitalized on. Technological innovation forms part of the whole innovation discipline. Its focus is on technology and ways of effectively integrating it in goods, services as well as processes.

According to Malecki (2018) technological innovation refers to the process followed by companies in executing the design and production of commodities and services that are not known to them irrespective of whether they have a distinction to that of their competitors, clients, or the globe. Further, it comprises organizing activities like the application of new innovation and techniques; implementing new systems in production; improving production quality; new production; new service delivery; new product exploration. Schilling & Shankar (2019) assert that technological innovation entails a sequence of undertakings which involves the formation of new innovations, designing products as well as mass production. The process involves knowledge generation and usage.

Oslo Manual (2005) provided guidelines for gathering data on the various categories of technological innovations. As such, product technological innovation is the outcome of generating and popularization of new commodities (goods or services) or with enhanced performance features, on the other hand process technological innovation relates to the execution and uptake of a superior production process. This study measured technology innovation using new technologies for process innovation, technology for product innovation and technology for new product design.

Employee Involvement

Gallie & Zhou, (2020) refer to employee involvement as the avenues available to employees to participate in decisions that influence their work. Based on Jain, Chawla & Arya (2021) employee involvement can also be termed employee participation where an organization works towards fostering a relationship with its personnel to the extent that employees are well cognizant and strive for the achievement if the organization goals. The organization falls in line with the individual needs and objectives of its staff. A considerable number of employees are conscious of the idea that the firm must institute an environment and a way of life that can foster this relationship. In line with the international review by Hayes, *et al.*, (2019), there are three instrumental features of employee involvement; the employees, and their unique psychological make-up and experience, employers and their capacity to generate atmospheres that encourage the engagement pf employees as well as staff contact at all planes. Through employee involvement, workers are more inspired to conduct their duties and consequently raises their allegiance to the organization. It entails injecting passion into their jobs, their duties as well as the company, and making certain that the employees are engaged in the organization processes.

Many an instance, Employee involvement is described as the employee's major exchanges or role in advancing the company's achievement of its policy document and its major goals by executing their internal ideas, skills and approaches for critical thinking and decision-making (Obiekwe, Zeb-Obipi, & Ejo-Orusa, 2019). Six Mechanisms of involvement (involvement in work decision, authority of employees, representative involvement, advisory involvement, informal involvement, short term involvement) (Asokk, Gudda, Bhati, & Vanishree, 2021). From the extant literature, the study operationalized employee involvement as involvement in work decision, authority of employees, representative involvement, advisory involvement.

Strategic Direction

Strategic direction is the ability of the organization to effectively allocate firms resources in directions of firms' strategic plan, objectives, vision, and goals so that it depends on it in building its aspirations (Alawneh & Al-Zoubi,2020). Strategic leaders are responsible for setting the strategic direction of an organization towards developing and formulating strategic plan in attaining organizations' mission, vision, and core values (Ng'ang'a, 2018).

Strategic direction is also typically strategic intent. It is a brief statement outlining where the organizations intend on reaching in the future. Korol & Poltorak, (2018) assert that this is the top management's vision of an enterprise. Strategic direction is a statement of direction and intention. The idea is designed to maintain an organisation's competitive edge. In public companies, it is the way of achieving high performance by impeding the disadvantages of a company's wherewithal and capacities. Strategic direction in accordance with Werhahn, *et al.*, (2015), strategic direction emerges when a company takes on challenging goals and concentrates on cutthroat approaches to meet the goals. This gap between the available resources and capacities and the resources needed to accomplish the predetermined goals drives the organizations seek and obtain these resources. Strategic direction is evaluated by use of the vision, mission, and objectives (Needles, Powers, Frigo & Shigaev, 2014).

Strategic Thinking

According to Goldman, Scott, & Follman, (2015), strategic thinking is an ingenious, creative and right-brained procedure that fosters a transparent deliberation to tackle the shifting, usually unprecedented setback experienced in the current economy (Goldman, Scott, & Follman, 2015). Any firm looking to gain competitive advantage can make use of Strategic thinking. It creates a vision for a company's future while emphasizing on improvement usually by way of creativity and ingenuity before the formulation of a strategic plan. Strategic thinking in the perspective of Dhir, Dhir &

Samanta (2018), is an immensely creative, ingenious, and non-traditional way of reasoning, For the process, it takes up strategic thinking as a mix of creativity and information processing (Kutschera & Ryan, 2009). Additionally, literature has also divided it into three distinct activities, which are, information collection, creation of ideas and action planning with the acknowledgement that each call for diverse reasoning capacities (Dhir & Mital, 2012)

Strategic thinking ought to be recognised as the core of forming and maintaining competitive edge and is instrumental in achieving what most of the leadership proficiency aim at steering an organization forward, promote innovation, improve and stimulate higher levels of productivity. Strategic thinking is usually wielded in solving issues and making decisions and with an aim of imagining years ahead for the organization (Dhir & Sushil, 2017). Bibu, Sala & Alb (2016) employed three elements in evaluating strategic thinking, for instance; a market-focused culture and procedures; second, well-formulated market sensing and learning skills as well as customer-oriented processes. The study measured strategic thinking using focused intent, opportunism and thinking in time.

Organizational Culture

Organization culture is defined as a “mutual meaning” that is collectively held by members that distinguish one organization from the others (Saragih & Saluy, 2022) It is the organization’s ability to achieve its goals and objectives by utilizing resources skilfully and efficiently (AlShehhi et al, 2021) further, it comprises of the organization's values, assumptions, interpretations as well as techniques (Opoku, Hongqin, & Aram, 2022). Pallathadka (2020) define organizational culture as encompassing expectations and involving other parties, where leadership gradually shapes ideas that significantly influence the firm's operations. This, in turn, depends on the emerging leaders within the organization. In line with Marampa, Khananda, & Anggraeni (2021) Organization culture can be explained as a collection of values, beliefs, behavioural trends that form the epicentre of the organizations identity and is instrumental in moulding employee conduct.

Organizational culture connects to the administrative section through the advancement of frameworks and hypotheses in line with strategic management for the purpose of attaining superior financial outcomes (Kirkman *et al.,* 2016). Cameron & Quinn (2006) asserted that organizational culture is the central element that sets thriving organizations apart, and when accompany demonstrated a superior degree in terms of culture, its organizational performance rises accordingly (Oberföll et al. 2018).

Organizational culture has been measured using different dimensions from different scholars. For example, Saragih, & Saluy (2022) used four indicators of organizations culture (innovation and risk-taking, attention to details, result orientation and aggressiveness) Tulcanaza-Prieto, Aguilar-Rodríguez, & Artieda, (2021) used dimensions established by Denison (1990) to measure organization culture (involvement, adaptability, consistency, and mission. AlShehhi, *et al.,* (2021) used most repeated dimensions of organizations culture in several studies, namely goals achievement; adaptive orientation; team spirit; capability and innovation-supportive orientation; coordination and integration; quality achievement and reward. From the extract literature performance has been conceptualized differently by the various authors. For this study from the extant literature, the study operationalised organisation culture as innovation and risk-taking, attention to details, result orientation and aggressiveness.

Organisational Performance

Organizational performance has been defined by Effiyanti et al, (2021) as the transformation of inputs into outputs, aimed at attaining certain results. Based on content, this provides information about the relationship between minimal and effective (economic) costs, effective costs and realized outputs (efficiency), as well as between outputs and results achieved (effectiveness). Conţu (2020) define organizational performance as to the degree to which the organization, with some informational, financial, and human resources, positions itself effectively on the business market. In the postal and Courier service industry, Gusmão, Christiananta, & Ellitan (2018) define organizational performance as the total performance results achieved by an organization, in accordance with the organization's mission. Further, Musheke & Phiri, (2021) define organization performance of courier firms as the evaluation of the constituents that try to assess the capability and ability of a company in achieving the constituents' aspiration levels using efficiency, effectiveness, or social referent criteria.

Some of the organization performance measurements for service firms highlighted by scholars are productivity, quality or accuracy of work produced, service goal achievements and operational efficiency (Singh, Gupta, Busso & Kamboj, 2021). Singh, Gupta, Busso & Kamboj, (2021) used Delaney & Huselid (1996) six items (long-run profitability, productivity, employee job satisfaction, growth prospect and quality products or services) in measuring performance of organization. For service firms, Gusmão Christiananta & Ellitan, (2018) measured organizational performance using dimensions (productivity, Service Quality, Responsiveness, Responsibility and Accountability). Other measurement of organization performance includes financial performance (Return on Asset, Return on Profit, Return on Investment) product market performance (sales, market share) and shareholder return (total shareholder return, economic value added) (Rehman, Mohamed, & Ayoup,2019).

A firm's performance is seen as a crucial and vital component that can aid the company's survival in the long term and competitiveness. If the firm's performance cannot be maintained, it will not be able to compete in the long run (Ishaq *et al.*, 2021). From the extract literature performance has been conceptualized differently by the various authors. Based on Singh, *et al.*, (2021) and Gusmão *et al.*, (2018), the study adopted the following seven indicators to measure organization performance which includes quality products & services, number of new processes, flexibility & desire for continuous improvement, operational efficiency, responsiveness to the environment, return on assets & investments and market share

Postal Corporation of Kenya

Postal Corporation of Kenya (PCK) was incorporated in 1998 after Kenya Posts and Telecommunications Corporation was separated into three entities (PCK, Communications Authority of Kenya and Telkom Kenya) by Postal Corporation Act 1998 (Kairanya & Bett, 2018). PCK provides postal services such as post liner, financial, Mpost, mail, agency and courier services in both the local and global market against other actors in the market (Harrington, 2015). Nonetheless the corporation enjoys a monopoly in postal rental boxes and mails with a weight under three hundred fifty grams in a bid to assist it in delivering global postal services and still maintain commercial feasibility.

According to the postal Statistics (2023), PCK runs 600 Post offices across Kenya. The corporation owns 388,281 private letter boxes, one thousand and fourteen private letter bags, one thousand, one hundred and thirty-four private letter posting bags, One thousand three hundred and fifty-six public counter positions, there hundred and twelve stamp vending machines and four thousand and sixty-one stamp vending licenses. Hill (2014) contends that a board of directors was selected by the minister (Cabinet secretary) for Information and communication to supervise the organization undertakings.

Senior-level management consists of Postmaster general (PMG) who acts as the Chief Executive Officer (C.E.O), eight General managers in charge of the following departments: Human Resource Development, Research, Information and Communication Technology, Mail, Corporation Secretary, finance and Strategy, Courier, Logistics and Facilities, finance and Agency services and one overseeing the Marketing department. The middle-level managers constitute 119 while lower-level managers are about 177 of them. The postal statistics (2023) demonstrated that 55% of the whole profit is generated by mail whilst courier takes over 36%, Nonetheless, within similar timelines, PCK shown a drop in revenue over the same period in the last five years (2018-2023) for mails whilst there has been a minimal growth in the courier services.

Nevertheless, the corporation has experienced several challenges such as low performance, continued losses, staff layoffs and unpaid dues over the years, mismanagement, poor strategy implementation, ineffective systems control, lack of strategic direction, poor governance among others. Thus, the study attempted to use of strategic leadership in curbing these challenges toward improving the performance of Postal Corporation of Kenya.

Statement of the Problem

Performance of postal corporation became major concern all over the world during the emergence of pandemics such as Covid-19. Postal Corporation were increasingly being recognised and acknowledged as an essential service provider as people are forced to stay home to prevent the spread of the virus. Thus, it is paramount to assess performance of postal corporation and its determinants to maintain quality of service offered and achieve organizational goals (DarmaYanti & Bahauddin, 2021). Thus, it is crucial for organization to consider implementation of strategies that positively contribute to high performance of postal corporation.

The main goal of a state corporation firm such as Postal Corporation of Kenya is to increase its service delivery and the shareholder's wealth by increasing its performance and attract other parties' interests to join the company (Shuaibu, Ali & Moh'd Amin, 2019). Thus, recognizing the importance of improved performance, Postal Corporation of Kenya has developed and implemented several strategies that promote high performance (Kairanya & Bett, 2018).). However, Despite the effort made in implementing these strategies, Postal Corporation of Kenya continue to exhibit low performance as determined by 60% decline in domestic mails (ordinary mail) posted, 5% decline in international letters posted and 3% decline in domestic parcels posted (CAK, 2022). Auditor general report (2021) indicated that the corporation posted a deficit of Kshs 966 million for the financial year ended 30th June 2019 compared to Kshs 84.5 million achieved in the financial year 2017/2018. Revenue decreased to Kshs 2.6 billion in the year 2019 from 3.5 billion recorded in the financial year 2017/18 equivalent to a 25% decrease. This continued losses at the Postal Corporation of Kenya has led to great losses, staff layoffs and unpaid dues over the years (The Standard, 2021). Most of the factors attributed to this loss are mismanagement, poor strategy implementation, ineffective systems control, lack of strategic direction, poor governance among others (Gorret & Otuya, 2021).

Locally, several studies have been conducted linking strategic leadership with firm performance (Kabetu & Iravo, 2018; Ng'ang'a, 2018; Miriti, 2021). However, there has been limited studies that have provided empirical evidence on the relationship between strategic leadership and performance of State Corporation especially Postal Corporation of Kenya. Irungu, Kiragu & Ndirangu (2020) indicated some of the challenges affecting the corporation is lack of effective leadership towards successful implementation competitive strategies and attainment of goals and objectives. These requirements now need top executives having a thorough understanding of strategic leadership (Carter & Greer, 2013). A lack of strategic leadership abilities may have an unfavourable impact on the provision of high-quality services and growth of state-owned enterprises (Ali & Anwar, 2021). Thus, the current study attempts to fill the gaps by investigating strategic leadership approaches employed in the corporations and their effect on performance. In addition, studies have not attempted to explore the mediating effect of organisation culture on the relationship between strategic leadership and performance of postal corporation of Kenya. The current study attempted to assess moderating effect of moderating effect of organizational culture on the relationship between strategic leadership and performance of postal corporation of Kenya.

General Objective

The general objective of the study was to determine mediating effect of organizational culture on the relationship between strategic leadership and performance of postal corporation of Kenya.

Specific Objectives

The specific objectives of the study were to:

i. Assess the influence of technology innovation on performance of postal corporation of Kenya.

ii. Determine influence of employee involvement on performance of postal corporation of Kenya.

iii. To ascertain the influence of strategic direction on performance of postal corporation of Kenya.

iv. To find out the influence of strategic thinking on performance of postal corporation of Kenya.

v. To determine mediating effect of organisational culture on the relationship between strategic leadership and performance of postal corporation of Kenya

Hypotheses of the Study

H_{01}: There is no significant influence of technological innovation on performance of postal corporation of Kenya.

H_{02}: There is no significant influence of employee involvement on performance of postal corporation of Kenya.

H_{03}: There is no significant influence of strategic direction on performance of postal corporation of Kenya.

H_{04}: There is no significant influence of strategic thinking on performance of postal corporation of Kenya.

H_{05}: There is no significant moderating effect of organisation culture on the relationship between strategic leadership and performance of postal corporation of Kenya

Assumptions of the Study

The study assumes that there is somewhat strategies leadership in postal corporation of Kenya and respondents are conversant with strategies leadership in postal corporation. The study also assumed that the participants/respondents answered the survey questionnaire and interview questions honestly and accurately. Furthermore, the study assumes that effective strategic leadership directly affects organizational performance of the corporation.

Justification/Rationale for the Study

Postal Corporation of Kenya form a key part of the communications infrastructure in Kenya, its performance is vital for economic and social development in Kenya. However, Postal Corporation of Kenya is experiencing challenges in achieving superior performance relative to its rivals. This is because of globalization; the ever-changing customer demands and preferences coupled with technological advancements that have dramatically changed the macroeconomic surroundings during the past few decades. This has been aggravated by liberalization which has allowed the entry of dynamic exclusively owned courier services into the business arena, where initially PCK had monopoly over (Rajendran, 2021). These dynamics of change have exerted a lot of pressure on many firms to develop strategies for survival and sustainability in the marketplace. Today, if a business must be successful, it must have capacity to oversee and adapt to fast forward change by utilizing their internal resources also known as organizational capabilities to fight for survival of the firm. This has led to a need for effecting leadership and culture that implement new strategies and operational plans that meet the challenges brought about by both increased activity from existing competitors as well as the threat of new stronger competition into the industry.

Significance of the Study

This research is significant to various people and institutions among them being management of Postal Corporation of Kenya, national government, investors, policymakers and researchers and academicians.

The study findings are significant to management of Postal Corporation of Kenya. The study helps managers in identifying various strategic leadership approaches and practices that are effective in improving performance. They can also know weak and strong strategic leadership approaches and how they can be practiced increasing performance. The study will also inform management of organisation culture that is appropriate for strategic leadership toward improving performance of Postal Corporation of Kenya

It is anticipated that through this study findings, Ministry of Information, Communications and Technology and stakeholders would be able to develop and review policies and regulations that was user-friendly in order to result in increased performance as anticipated in the constitution 2010 and vision 2030.

Based on the findings, policy makers such communication authority of Kenya (CAK) are expected to broaden their understanding on strategic leadership, organisation culture flag out their problem areas and develop strategies and structures to address the Postal Corporation of Kenya interests and enhance service delivery to the Kenyan population.

To researchers, academicians, and society at large, these study findings may stimulate and form benchmark for further research to be undertaken by those researchers interested in understanding the mediating effect of organizational culture on the relationship strategic leadership has on performance of Postal Corporation of Kenya. The study findings are also expected to significantly contribute to the acknowledgement of theories of strategic leadership as they relate to current study variables.

Scope of the Study

The scope of this study is confined to examining the impact of culture on strategic leadership and the performance of the Postal Corporation of Kenya (PCK). Specifically, the study targets employees and management within PCK, encompassing various selected branches of the corporation. By utilizing a scientific and probabilistic sample size, the research aims to represent a comprehensive cross-section of responses from diverse segments within the corporation.

This study focuses on several key dimensions. The geographical scope is limited to the Postal Corporation of Kenya, with data collected from eight selected branches within the country. This geographic restriction ensures the study's relevance to the local context and addresses the unique challenges and opportunities faced by PCK. The selected PCK branches that were the primary data collection centers for this study include, GPO Nairobi, Post Bank Wabera Branch, Posta Kenya Westlands, Postal Corporation of Kenya - Ngara, Ruaraka Post Office, Sarit Centre Post office, City Square Post Office and Ronald Ngala Post Office.

The conceptual scope investigates the influence of strategic leadership on organizational performance, mediated by organizational culture. Key variables include technological innovation, employee involvement, strategic thinking, and strategic direction as indicators of strategic leadership. The performance metrics considered include quality products and services, new processes, operational efficiency, responsiveness to the environment, return on assets and investments, and market share.

The methodological scope employs an explanatory research design, utilizing both qualitative and quantitative data. It incorporates inferential statistics, such as regression models and the Hayes Process Model, to empirically test the relationships between the variables. A pilot study was conducted to ensure the clarity and reliability of the research instruments.

The temporal scope was constrained to a specific period during which the responses from the employees and management are gathered. This temporal boundary ensures that the findings reflect the current state and recent performance trends within PCK.

The respondent scope focused on the employees and management of PCK, thereby limiting the diversity of responses to individuals directly involved in the operations of the corporation. This focus aims to capture the insights and experiences of those most affected by strategic leadership practices within PCK.

By delineating these boundaries, the study sought to provide a focused and in-depth analysis of how strategic leadership, supported by a conducive organizational culture, can enhance the performance of PCK amidst the challenges of globalization, technological advancements, and competitive pressures.

Limitations and Delimitations

The study was limited to employees and management of postal corporation in Kenya. The study will use a scientific and probabilistic sample size that represents other branches of the corporation is Kenya. Another limitation was non-availability of the respondents due to the busy nature of their work. To overcome these, the researcher and research assistant will drop and pick questionnaire later. The accuracy of the data that was collected may be limited by respondents either intentionally or unintentionally providing inaccurate or insufficient information either because they fail to understand the question or decide to withhold information. In order to overcome this limitation, pilot study was collected to ensure questionnaires are clear and understandable to respondents.

Delimitations of this study are designed to focus its scope and manageability. This research specifically targets the Postal Corporation of Kenya and limits its investigation to the impact of strategic leadership and organizational culture on firm performance within this corporation. By concentrating on middle and top management employees, the study ensures a concentrated understanding of leadership dynamics and their effects on performance. Additionally, the geographical scope is confined to selected PCK branches in Kenya, which narrows down the external variables and allows for a more controlled analysis of the local context. The study employs a positivist research philosophy and an explanatory research design, which aligns with the objectives to quantitatively assess relationships and mediating effects. This deliberate choice of methodology and sample size is intended to yield specific insights relevant to PCK in Kenya, making the findings more applicable and actionable within this organizational and geographical framework

Chapter Summary

This chapter has introduced strategic leadership and its hypothetical relationship with firm performance from global, regional, and local perspective. This has been done by discussing the strategic leadership approaches and how they improve firm performance. Additionally, postal corporations in Kenya have been discussed especially on its origin, performance, and challenges. Also, the problem statement has been discussed by bringing performance issues of postal corporations in Kenya that prompted the study and how the strategic leadership together with organizational culture can be explored as a strategy in the improving performance. These key goals of this review, objectives as well as study questions have additionally been elaborated on. The logical basis of conducting this research has been demonstrated including the significance of the research. The scope has also been highlighted.

Chapter Two: Literature Review

Introduction

The chapter highlights previous studies on strategic leadership, organizational culture and firm performance. The study discusses theories underpinning the study and theoretical framework. This chapter also discusses the conceptual framework; empirical review; summary of reviewed literature and research gaps.

Empirical Literature Review

Technological Innovation and Organisation Performance

Willis, Kinyua, & Muchemi, (2022) reviewed literature systematically in strategic leadership focusing on developing a conceptual model that indicate construct of strategic leadership and firm competitive advantage. Using a review of over 50 journals, they developed a conceptual model that link technical innovations construct for strategic leadership with competitive advantage. However, the study used desktop review to theoretically link technical innovations and competitive advantage without empirical evidence.

In China, Li, (2021) studied technology innovation of listed companies and how it affects the profitability of listed firms. Secondary data was collected using document guided from 2015-2017 derived from CSMAR database. Technology innovation was measured a proxy of R&D investment using absolute number index and relative number index. Regression analysis using econometric analysis model showed that technology innovation affects profitability of listed firms. Nevertheless, the study used secondary data which was limited to listed firms.

Effiyanti, Lubis, Sofyan, & Sharfuddin, (2021) studied the effect of technical innovations in strategic leadership on organizational performance. The study sampled 400 employees from the National Agency of Drug and Food Control in Indonesia for the survey. Data was gathered using five-point Likert scale questionnaire was analysed using Structural Equation Modelling. The findings showed technical innovations as a significant predictor of readiness to change, and it proved relevant in empowering knowledge sharing quality. However, the study did not show a direct effect of technical innovations on organizational performance.

In Nigeria, Lagos State, Okpalaoka *et al.*, (2022) researched on the effect of technological innovation on SMEs performance in manufacturing sector. Their study adopted descriptive and causal research design and surveyed a sample of 302 SMEs owners. Primary data was collected using Questionnaires which were distributed to respondents selected using simple random sampling. Findings from regression results showed that technology innovation significantly and positively impacted on performance of SMEs measured using value creation. Nevertheless, the findings were limited to SMEs while my study focused on Postal Corporation of Kenya which is one of the largest state corporations in Kenya.

Erkan (2021) explored how strategic leader technical innovations affected performance of plastic manufacturing firms in Lagos, Nigeria. Performance was measured using production performance, financial performance, marketing performance and innovation performance. Data was collected using questionnaire structured based on 5-point Likert scale from a sample of 137 managers and HODs who were selected randomly for a face-to-face interview to gather qualitative data. Using SPSS for window 12.0 and multivariate regression analysis, the findings posited significant and positive association between technological innovation and firm performance on new product development. The study used Principal Component Analysis (PCA) to test validity construct of technical innovation and using multiple linear regression model with use of SPSS for window 12.0. These findings were however limited to plastic manufacturing firms while current study focuses on a service firm.

Effect of technological innovation on performance of Nestle Foods Nigeria Plc was assessed by Charles (2014) using a survey of 137 respondents selected randomly. Questionnaires were used to gather primary data which was analysed using regression and correlation analysis with Statistical Package for Social Sciences (SPSS). Results revealed technological innovation in strategic planning and organizational performance were significantly correlated. These findings, however, were limited to a sample from Nestle Foods Nigeria and may not be applicable to courier firms.

Technological innovation has been shown to significantly enhance organizational performance in various sectors in Kenya. A study conducted by Kiveu, Namusonge, & Muathe (2019) in the manufacturing sector revealed that the adoption of advanced manufacturing technologies positively impacts productivity and operational efficiency. The study found that firms implementing technologies such as automation, robotics, and computer-aided design experienced notable improvements in production speed, accuracy, and cost reduction. According to Kiveu, et al., (2019), these advancements allowed firms to meet market demands more effectively and compete on a global scale, thereby boosting overall organizational performance. Similarly, Gathungu & Mwangi's (2012) in a study on the banking sector in Kenya highlighted the role of technological innovations in enhancing service delivery and customer satisfaction. The introduction of mobile banking, internet banking, and automated teller machines transformed traditional banking operations by providing customers with convenient, efficient, and accessible services. This technological shift not only improved the efficiency of banking operations but also expanded financial inclusion by reaching previously unbanked populations. They concluded that such technological innovations were critical for improving service quality, customer loyalty, and, consequently, the financial performance of banks.

Employee Involvement and Organisation Performance

Charles, Francis & Zirra (2021) examined the association of employee involvement by strategic leaders in Deposit Money Bank in Yola with productivity of an organization. Employee involvement was measured as the extent to which leaders allow employees to engage in organizational decision making. A random sample of 50 employees of Deposit Money Bank in Yola was used and data collected using five-point Likert scale questionnaire. Descriptive statistics (frequency and percentage) was used for analysis. Results indicated that productivity of organisation was affected by employee involvement in decision making. The study did not examine the casual effect relationship between employee involvement and productivity of organisation.

Karemu, Nyakora, Thoronjo, & Mandere (2021) assessed the extent of employees` involvement on performance of Operators of Mobile Telephone Network in Kenya. Quality circles, autonomy and suggestion schemes of the employees were used to conceptualize involvement employees, market share and profit margin were used as proxies of performance. The study employed explanatory research design using mixed methodology. Two types of data were collected secondary and primary using semi-structured questionnaires from a sample of 361 employees, the data was analysed using descriptive statistics and inferential statistics. It was found out that employees` involvement had a positive influence on organizations' performance of MTNOs accounting for 48.3% of the performance. The study was limited to use of employee involvement as only components of strategic leadership and did not other dimensions of strategic leadership.

Amadi *et al.,* (2020) studied the link between organizational productivity and employee involvement. The study employed cross-sectional survey design with a quantitative approach and a sample of 140 staff data was analysed using the Pearson Product Moment Correlation. It was established that employee involvement is clearly a strategic leader attribute that enhances competitive advantage for organizations performance. However, the study employed Pearson Product Moment Correlation which only give direction and strength relationship but does not give predictive power of coefficient of estimates of employee involvement on firm performance.

Chesoli, (2018) examined the effect of employee involvement in decision making on performance of selected SMEs in Kitale. With a sample of 129 employees drawn from

27 SMESs, data was analysed using descriptive statistics. Results showed that' on overall, employee involvement in decision making had significant positive impact on organizational performance in the SMEs. The findings were limited to small enterprises while current study will focus on postal corporation which is a larger firm.

The above four empirical review on employee involvement, employed descriptive statistics, Pearson Product Moment Correlation, and regression analyses. The reviews showed that productivity of organisation was affected by employee involvement in decision making. employee involvement is clearly a strategic leader attribute that enhances competitive advantage for organizations performance. Involving employees in decision making had positive impact on performance of SMEs.

Strategic Direction and Organisation Performance

In Jordan Services Ministries, Alawneh & Al-Zoubi (2020) investigated the importance of strategic direction in strengthening the contribution of social responsibility via organizational prowess. The study used a desktop review of previous studies and established the strengthened role played by organizational prowess in linking strategic orientation and social responsibility on an organization's performance. The study used desktop review thus did not give exact effect of strategic orientation on firm performance.

Posch & Garaus (2019) investigated the relationship between employee ambidexterity and strategic direction using a survey of 217 senior executives. Findings emphasized the positive relationship between strategic direction and organizational prowess, as well as the importance of strategic direction in overcoming the organization's future challenges. In coping with competitive circumstances, strategic direction is a key component of the organization. The study employed descriptive statistics which results can provide conclusion on effect of strategic direction on employee ambidexterity hence results cannot be generalized.

Jelagatt & Kimaku (2018) studied performance of Kenyan dairy processing firms as predicted by strategic direction using a descriptive research design. Data was collected from a sample size of 178 employees using closed-ended and open-ended questionnaires and analyzed using multiple regression analysis which revealed that strategic direction had significant and positive effect on performance of Kenyan dairy processing firms. The study interest was on strategic direction as sub variable of strategic management and not strategic leadership, which was of interest of my study.

Ng'ang'a, Waiganjo, & Njeru (2016) tested the effect of strategic direction on performance of tourist government-owned enterprises in Kenya. The study adopted cross-sectional design using both qualitative and quantitative mixed approach. The questionnaire was used to collect data from a sample of 420 top management employees. Data was analyzed using descriptive and inferential analysis. It was revealed that strategic direction has a substantial impact on the organizational performance of tourism companies. Nevertheless, the findings were limited to tourism companies in Kenya.

Odita & Bello (2015) examine the association between strategic direction and organization effectiveness in the banking industry. The study utilized cross-sectional research design and self-reporting questionnaires to collect data from a sample of 201 participants. Strategic direction was conceptualized as mission, vision, and objectives.

Results showed a strong and positive link between mission, vision, and objectives organizational performance. Furthermore, strategic direction was found to be responsible for 34% of performance variance. All three strategic purpose dimensions, mission (47%) vision (19%), and objectives (58%) were demonstrated to explain varied levels. The study was limited to the use of strategic direction as a general concept of strategic management but not from the perspective of strategic leadership.

Kung'u, Kahuthia, & Kinyua (2020) investigated the effects of strategic direction and performance of motor vehicle assembly firms in Nairobi City County, Kenya. The research was based on the Upper Echelon Theory. A descriptive research design was utilized to interview 314 respondents, including 46 members of top management, 156 members of lower management and 112 members of middle management. The employed stratified random sampling technique. The questionnaire was utilized to collect primary data. Findings from correlation analysis showed that strategic direction had a positive and significant impact on the performance of motor vehicle assembly companies. The study was limited to motor vehicle assembly firms and thus its applicability might be limited.

Strategic Thinking and Organisation Performance

Asobee (2021) identified the importance of strategic thinking using review of literature and revealed that strategic thinking is important in strategic planning and overall firm achievements. However, the study did not provide any empirical evidence on importance of strategic thinking on performance of service firms.

In Nigeria, Adim, Unaam & Mezeh (2021) focused on strategic thinking in Deposit Money Banks in South-South and its relationship with firm flexibility. The design used in this study was a cross-sectional survey design. Data generated through use of questionnaire which were self-administered was analyzed using Spearman Rank Order Correlation Coefficient with the aid of SPSS version 23.0. Empirical results highlighted that flexibility of Deposit Money Banks was significantly associated with strategic thinking. The study dependent variable was firm flexibility while my study used firm performance.

Mbaya, Maina & Namusonge, (2021) established performance of in dairy sector and how it was influenced by strategic thinking from Leidtka Model perspective. Using explanatory design in positivism approach questionnaire was used to gather data from all the SMEs. Findings from regression models revealed that performance of dairy processing SMEs was positively influenced by strategic thinking. However, systems, intent, hypothesis-driven research, intelligent opportunism, and timely thinking were used to conceptualize strategic thinking but not from strategic leadership conceptualization.

A study conducted by Lončar (2017) assessing the performance of the retail sector enterprises and how it was influenced by strategic thinking and strategic management by critically reviewing 51 studied previously conducted. The study found that managers of retail firms in top management effectively contributed to high utilization of business resources and its success by using strategic thinking in aligning business strategies. Businesses have a better chance of setting up their objectives, arranging the resources they need, and organizing and coordinating their company operations if they use strategic thinking. The review was restricted to employing secondary sources while my study used primary data.

Mahdavian, Mirabi & Haghshenas (2014) examined the impact of strategic thinking on the performance of Mashhad municipal managers. Target population of this research included 90 senior managers of Mashhad Municipality. Data was collected using a 5-point Likert Scale Options questionnaire. Regression analysis showed that strategic thinking had an acceptable level among municipal managers of Mashhad City and all factors of strategic thinking improved performance of Mashhad municipal. The study findings were limited to the performance of managers but not organizational performance.

In Kenya, Juma, Minja & Mageto (2016) explored the elements of strategic thinking and performance of Uchumi supermarket, they anchored strategic thinking on Hybrid EWA Model and Cognitive Hierarchy Theory. Using descriptive study design, case study questionnaires were distributed using random sampling to a selected sample size of 64 managers out of 166 managers in all Uchumi supermarkets branches in Nairobi County. Data was analyzed using descriptive and regression model, the study showed that every employee of the firm must be actively involved for strategic strategy and execution to be accomplished. Furthermore, it was noted that managers should perhaps enhance the strategic thinking procedure to ensure that it is effective.

Review of empirical findings revealed that strategic thinking affects flexibility of firms. It was also revealed that strategic thinking provides a greater opportunity for businesses to set up their business goal. The studies linked strategic thinking with performance. However, the studies did not conceptualize strategic thinking as concept of strategic leadership and was not conducted in Postal Corporation of Kenya.

Organizational Culture and Organisation Performance

In Sukaputra Graha Cemerlang Sentul City, Saragih & Saluy (2022) determined the mediating effect of organizational culture on relationship between leadership and employee performance. Data was collected using a structured questionnaire from a sample of 141 employees. Data was analyzed using Structural Equation Model (SEM) with SmartPLS (Partial Least Square) 3.0. The results showed significant mediating effect of organizational culture on impact of leadership style on performance of employees. However, findings did not show mediation effect of organization culture on link between performance of courier service firms and strategic leadership.

Opoku, Hongqin & Aram (2022) assessed the employees' performance in GCB bank in all Greater Accra Region branches in Ghana and how it interacts with organizational culture and its magnitude. Also, they determined how employee job satisfaction moderates the link between employee performance and organizational culture using descriptive cross-sectional surveys. Using regression model to analyze data collected from 339 employees of GCB Bank in all Greater Accra Region branches in Ghana, they found out that the major contributor of employee performance was organizational culture.

In Ecuador, Tulcanaza-Prieto, Aguilar-Rodríguez & Artieda (2021) studied performance of corporate firms in service sector and its association with organizational culture. Self-designed online questionnaire was distributed to 311 managers and employees of small Ecuadorian service firms. Organizational culture was measured using Denison model. The results indicated that there was a significant increase in performance with an increase in organizational culture. However, the study only established the effect of organizational culture on firm performance but did not conclusively test mediating effect of organizational culture.

In the United Arab Emirates (UAE), AlShehhi et al, (2021) investigated the organizations performance and its association with organizational culture using data collected through questionnaires and Interviews and from sample size of 131 employees. Data analyzed using regression and correlations statistics revealed that there was a significant and stronger association between organizational culture and performance. However, the study utilized job satisfaction as mediator while organizational culture as predictor variable.

Theoretical Framework

A theory is a set of general principles or ideas that explain how something works and is independent of what it needs to explain (Townsend *et al.*, 2019). This study was anchored on theory of employee engagement, diffusion of innovation theory, goal-setting theory, and cognitive hierarchy (CH) Theory. The theories are discussed in the following sections.

Theory of Employee Engagement

In 1990, Kahn proposed the theory of employee engagement. This theory contends that information is exchanged between organization employees and management and in order to engage workers in decision-making and so improve employee performance (Kahn, 1990). The theory emphasizes how a strategic leader inspires their team members by implementing inspirational initiatives including providing opportunities for training and growth vacations, study vacations, and numerous others. These initiatives increase staff performance by inspiring and involving workers (Johnson, 2015).

According to the theory, a strategic leader's responsibility is to make sure that every person is properly integrated into the network and involved in decision-making inside the company (Hellevig, 2015). The theory is instrumental to the analysis as it can be beneficial in offsetting the tendencies and practices established in numerous instances of employee failures, consequently this results in employee withdrawal and high turnover. It is up to the association’s management to shift their hesitations, clearly and thoroughly, enable the employees in their own capacity with the supervisors or representatives’ guidance, and generate a work atmosphere that will foster engagement.

According to Seigts & Crim, (2016), engagement is essentially similar to inbred stimulus. The theory asserts that adjusting the enterprise framework in terms of detailing duty, work configuration, as well as the flow of communication therefore enhancing representative implementation and strengthening the degree of employee engagement.

This theory was relevant to the research in explaining how employee involvement from strategic point of view can be a key predictor of market performance.

However. William Kahn's research aimed to increase comprehension of the needs of workers and encourage a comprehensive approach to employee engagement. Rather than advocating for temporary motivational methods, organizations began to adopt more integrated strategies that focused on supporting staff in all aspects of their needs.

Diffusion of Innovation Theory

Diffusion of Innovation (DOI) theory by Rogers (1995) aid in the acceptance and diffusion of new technical ideas by removing confusion about the innovation through communication over time. According to the theory, innovation is a perceptual practice or aspect that is thought of as a new way of portraying a character or every unique element of adoption. Diffusion is the approach with the aid of which development is embraced through the use of human beings from a special group. Diffusion of innovation research has been broadly related in a variety of fields, including education, advertising, communication, sociology, agriculture, and fact innovation (Khayer, Bao, and Nguyen, 2020).

Rogers (2010) also pointed out that diffusion is not a single, regular speculation, but rather a collection of hypothetical points of view that are associated with the overall concept of diffusion, i.e., a meta-speculation. Diffusion is the process through which an innovation is disseminated over time among individuals in a social context using certain channels (Rogers, 2010).

Rogers (2013) contends in diffusion of innovation that technology innovation reflects an institution's staff's ability to understand, implement, and gain value from innovation while mitigating risk (Rogers, 2003). Oliveira et al. (2014) used the theory of diffusion of innovation and the TOE model and confirmed that strategic leader implementation of technology readiness and staff technical skills have a favourable effect on acceptance, whereas complexity has a detrimental impact, on this.

According to Rogers, four key variables impact the spread of a new concept: the innovation itself, channels of communication, social and time a structure (Choi, Kim, & Lee, 2010). This process is strongly reliant on human capital, and the importance of this factor was emphasized in the study by the variables used for the model.

The DOI theory was chosen in the model study since it was an organizationally oriented theory that tried to determine how strategic leader effectively implement technological innovation that improves firm performance. Thus, the theory was relevant in the study in determining the effect of the influence of technological innovation on performance of Postal Corporation of Kenya.

However, Criticism of diffusion theory primarily arises from its inability to position itself within a social change theory. Over the past decade, the meaning of "innovation" has expanded beyond its original context of technical innovation in rural settings to include any type of change (Oliveira et al., 2014). Consequently, many diffusion theorists claim to study "change" without connecting their research to a theory of social change. There is often a lack of examination of the reasons behind the spread of the innovation beyond the communication-adoption process, its effects, and its relation to wider social, economic, and political processes.

Goal-Setting Theory

Goal-setting theory was developed by Edwin Locke in 1960. The theory principle is that goal setting is effectively connected to employee performance. According to Locke and Latham (2002), defined goals, strategies, and plans should be established to understand what an organization wants to achieve and how it wants to achieve it (Locke & Latham, 2002). In goal-setting theory, firms with goals perform better because they focus efforts and resources on tackling key challenges and employees understand the organization's priorities (Jung & Lee, 2013).

Similarly, in goal-setting theory, firms with goals perform better because they focus efforts and resources on tackling key challenges and employees understand the organization's priorities (Jung &Lee, 2013; Locke & Latham, 2002). Strategizing has always resulted in concrete strategies, goals, and plans aimed at overcoming strategic challenges (Bryson 2011). It incorporates elements of goal-setting theory to strategy development by stating clearly what the organization's goals are, what their priorities are and how they were addressed to the organization's stakeholders.

Goal-setting theory emphasizes the definition of goals, strategies, and plans with the intention of understanding what an organization intends to do and how it will accomplish it (Locke & Latham, 2002). In theory, strategic direction is a method of strategy formation that includes procedures, tools, and behaviors targeted at merging these theoretical explanations during strategy formulation—though it should be highlighted that how companies "act" strategic direction varies significantly (Bryson, Edwards, & Van Slyke 2018; Ferlie & Ongaro 2015). The popularity of strategic direction appears to support the notion that it improves employee performance.

In relation to goal seating theory, effectiveness of employee is an enhanced version of employee performance that results in an increased output (Locke et al, 1981). Therefore, goal setting theory is significant to the current study because employee effectiveness was enhanced by goal settings. This argument supports findings that individuals without specified goals may work ineffectively without direction or awareness of how they perform or bring value to the organization.

Conceptual Framework

Based on the theoretical framework and the previous studies, the following conceptual framework was developed. The conceptual framework (fig 2.1) constitutes of the independent variables (technological innovation, employee involvement, strategic direction and strategic thinking), dependent variable; performance of postal corporation (quality products & services, no. of new process, flexibility & desire for continuous improvement, operational efficiency, responsiveness to the environment, return on assets & investments and market share and organization culture (adaptive, attention to detail, aggressiveness, coordination and integration).

Independent Variable **Mediating Variable** **Dependent Variable**

(Strategic leadership)

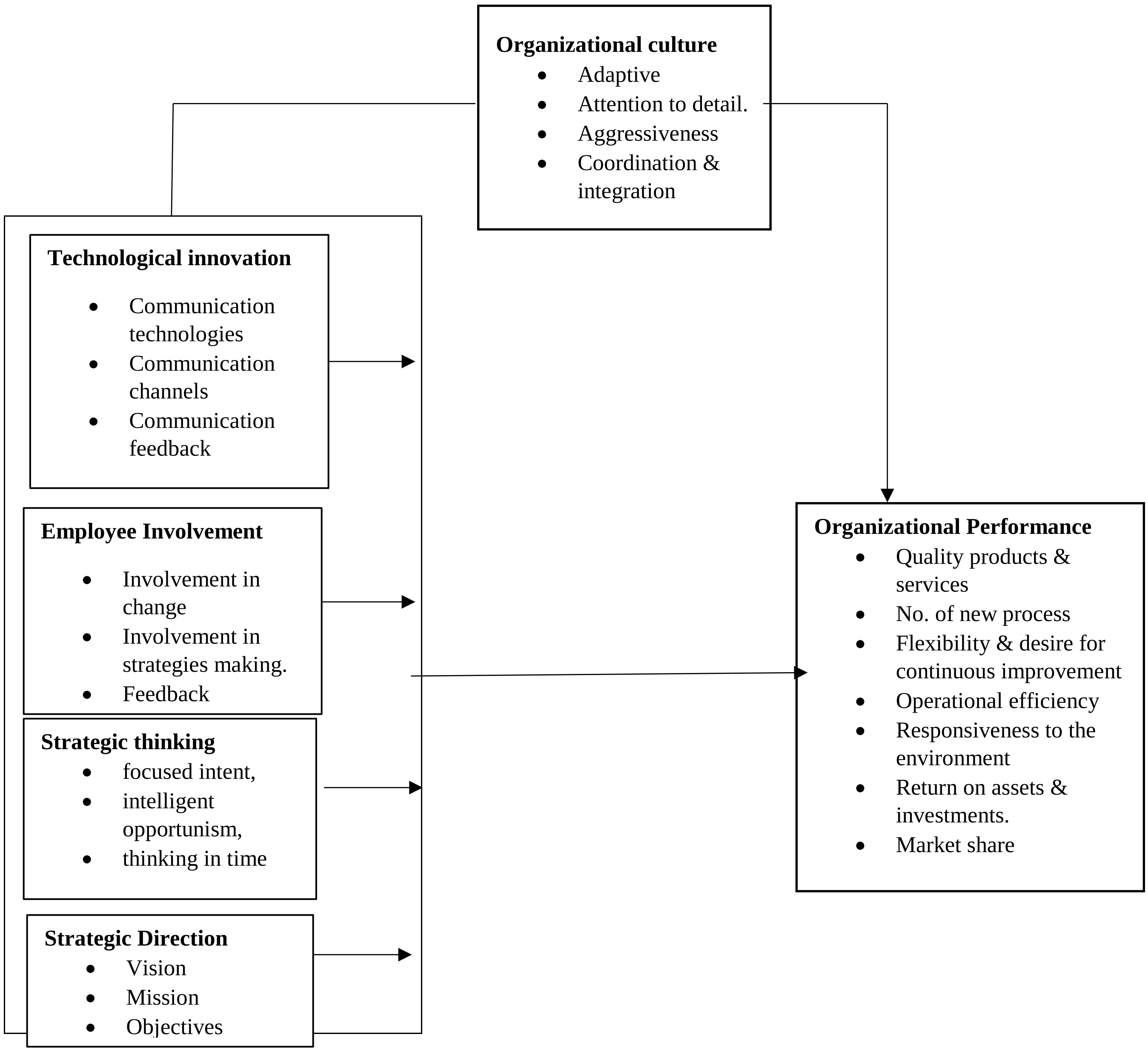


Figure 2.1 Conceptual framework

A Summary of Research Gaps

From the studies, there was evident link between strategic leadership and employee firm performance, however, there were limited studies which had empirically proven how strategic leadership affects the performance of Postal Corporation of Kenya. Most of studies only linked strategic leadership on firm performance. Nevertheless, these studies did not clearly indicate how each dimension of strategic leadership (technology innovation, employee involvement, strategic thinking and strategic direction) affect organisation performance. Moreover, previous studies did not include the meditating variables such organisation culture on relationship between strategic leadership and performance of postal corporation of Kenya. Thus, the study attempted to fill the gaps by determining the effect of strategic leadership based on four dimensions (technology innovation, employee involvement, strategic thinking, and strategic direction) affect performance of postal corporation of Kenya.

In contextual gaps, despite previous studies being conducted on effect of strategic leadership on firm performance, these studies were conducted in other firms, sectors, and industries and few were conducted in courier firm setting. These studies were also more focused on developed nations, and few had been conducted in developing nations such as Kenya, where working environment for staff in courier firm are different from developed nations. Hence, the study sought to look at the effect of strategic leadership on performance of postal corporation, Kenya.

In methodological gaps, most of previous studies had a theoretical proven relationship between strategic leadership and firm performance, but not empirical, using inferential statistics such as regression model, Hayes models among others. Most of the studies had made use qualitative approach, desktop reviews and descriptive analysis approach.

Chapter Summary

This chapter has highlighted the link between theories underpinning the study (Theory of Employee Engagement, Diffusion of Innovation Theory, Goal-Setting Theory and Cognitive Hierarchy (CH) Theory) and study objectives. In addition, theoretical framework was developed based on theories reviewed. Further empirical findings highlighted possible link between strategic leadership and firm performance by highlighting studies that showed how technical innovation, employee involvement, strategic direction and strategic thinking affect firm performance. Possible moderating effect of organisation culture emerged from review of literature. Conceptual framework based on theories and empirical studies was developed and graphically presented. Finally, research gaps emanating from reviewed studies were discussed.

Chapter Three: Research Methodology

Introduction

In this chapter, the approach that guided the study in addressing the set objectives and hypotheses was presented. The chapter outlines: study area, research design, target population, sample design and sampling techniques used to get the appropriate sample size, data collection procedure followed by data analysis and ethical considerations.

Research Philosophy

Research philosophy refers to a set of beliefs or a plan that guides development of knowledge about a phenomenon from assumptions, approaches to data collection methods, analysis, and interpretation so as to be conscious of what is to be investigated (Creswell & Creswell, 2018 & Saunders, Lewis & Thornhill, 2015). This study adopted positivism research philosophy. Positivism depends on quantifiable observations that lead to statistical analyses. It has been noted that "as a philosophy, positivism is in accordance with the empiricist view that knowledge stems from human experience. It has an atomistic, ontological view of the world as comprising discrete, observable elements and events that interact in an observable, determined and regular manner (Ollins, 2010).

Research Design

Research design is the conceptual blueprint for conducting research from collecting, measuring analyzing and interpreting data (Kothari, 2015; Cooper & Schindler, 2013). It is a statement of essential element of a study and constitutes the blueprint for the collection, coding and analysis of data. The study used explanatory research design to assess and establish the mediating effect of organization culture on the relationship between strategic leadership and performance of postal corporation of Kenya. The design also allows causal relationship between the independent variable(s) and one or more dependent variables and discovered causal inferences (Cohen, Manion & Marison, 2011) In this respect, understanding of phenomena in reality must be measured and supported by evidence (Hammersley, 2013).

Target Population

Target population is the entire group of objects, individuals, or events that have a common observable characteristic that should be suitable to a particular detail that the inquiry is investigating (Cooper & Schindler, 2014). The target population comprised of 204 middle and top management of postal corporation of Kenya (PCK, 2022). The target population had the appropriate information on the constructs of the study given that their roles in the organisation and they were drawn from eight PCK branches namely GPO Nairobi, Post Bank Wabera Branch, Posta Kenya Westlands, Postal Corporation of Kenya - Ngara, Ruaraka Post Office, Sarit Centre Post office, City Square Post Office and Ronald Ngala Post Office.

Sample Design and Sampling Techniques

The strategy of sampling contains utilizing part of a population to make deductions about the entire population (Zikmund *et al.*, 2010). The study employed stratified sampling technique in selecting the respondents who participated in the study.

There are 2 strata's: top and middle management. Random sampling was used to select the employees who participated in the study within each stratum.

Stratified random sampling accurately reflects the population being studied because the researcher stratifies the entire population before applying random sampling methods. The researcher ensured each sub-group (stratum) within the population received proper representation within the sample. As a result, stratified random sampling provided better coverage of the population since the researcher had control over the subgroups to ensure all of them were represented in the sampling. To determine the sample size for large populations, the researcher used normal approximation to the hyper-geometric distribution formulae. Similar studies Morris (2014) adopted the hyper-geometric distribution due to its ability to estimate sample sizes from large populations accurately.

Slovin's formula (2018) also developed by Yamane (1967), was used to calculate the sample size of 135.

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

$$n = \frac{204}{1 + 204(0.05)^2}$$

$$n = 135$$

Where;

n= is the required sample size

N= is the population size (135)

Z= is the level of confidence of the sample size (set at 95%) thus Z=1.96

P and q are the population proportions (Each set to 0.5).

E- Sets the accuracy of the sample proportions (set to 0.05).

Hence, 135 was the suitable sample size for the population of 204 employees. The number of firms that participated in the study was selected proportionately based on the population in each strata using simple random sampling. Stratified sampling was preferred in this study because the target population did not comprise of a homogenous cluster.

Table 3.1 Sample Size

Employee category	No. employees	Sample
Top management	61	40
Middle	143	95
Total	**204**	**135**

Data Collection Instrument and Procedures

Cooper & Schindler (2011) define data collection instruments as the tools and procedures used in the measurement of variables in research. This study employed questionnaires as the instrument for capturing data that was used to analyze the study objectives. This study used a structured questionnaire. The questionnaire was developed based on research objectives and hypotheses. The researcher employed closed-ended questions using 1-5 Likert-type statements to collect data. The closed-ended questions would have a high response rate and uniformity of responses with ease in coding. It was used for capturing primary data.

Pilot Study

The questionnaires were piloted, where 10 questionnaires which represent 8% of sample size were given to select G4S in Thika town. According to Connelly (2008) recommends that a pilot study sample should be 10% of the projected sample for research. These firms were considered to possess characteristics like the ones in the actual survey. However, respondents from the pilot study were not part of the study as this would have introduced assessment biases.

Reliability of the Research Instruments

Reliability is a measure of the degree to which a research instrument yields consistent results or in repeated trials (Zikmund *et al.* (2013)). Reliability was tested using Cronbach's Alpha coefficient to ascertain whether the data obtained was reliable and hence, the findings reliable. Cronbach Alpha measures how well a set of items or variables, measure a single uni-dimensional latent construct that is a coefficient of reliability or consistency. Reliability is expressed as a coefficient between 0 and 1.00. The higher the coefficient, the more reliable is the test. A threshold of a Cronbach Alpha of 0.7 and above is acceptable (Cronbach Alpha, 1951).

Validity of the Research Instruments

Zikmund*et al*, (2010) alluded that validity demonstrates how much instruments measure what they should measure. The study used four ways to deal with setting up validity; face validity, content validity, and criterion validity and construct validity (Zikmund et al., 2010). Validity is the level to which an instrument measures what it is expected to measure. As an accuracy of measurement, it measures the accuracy of the research instrument, it is regarded as utility (Kothari, 2015; Nachmias & Nachmias, 2014). Various classifications of validity are used to test the fitness of measures but a globally acknowledged classification consist of four main forms: criterion, face content, construct and content. Validity deals with trustworthiness, lawfulness and germane of research (Creswell & Creswell, 2018). Face validity was attained when the questionnaire was critiqued by supervisors and experts and necessary adjustments were made. This study used content validity to check if the items fully measured what they are intended to measure, that is, if a test is representative of all relevant parts of the subjects it aimed to cover.

Data Processing, Analysis and Presentation

Data analysis is the process of understanding collected data through interpretation, summarizing important details that might come up in the investigation. To determine the patterns revealed in the data collected in respect of the selected variables, data analysis was guided by the study objectives. Before undertaking data analysis, collected data was sorted, coded, and input into the SPSS statistical analysis software Version 25 that was used to produce tables, descriptive statistics including frequency, percentages, mean and standard deviation of the study variables. Data was cross tabulated to ensure ease of interpretation. Data was summarized and presented in the form of frequency tables. Inferential statistics were analyzed using correlation and regression analysis. Inferential statistics was done to draw conclusions and generalizations concerning the population, multiple linear regression model was used to determine the influence of the independent variables on the dependent variable while Pearson correlation was utilized to determine strength of the relationship between independent variable on the dependent variable. The generated multiple regression models to test hypothesis was as follows.

$$\mathrm{Y} = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + \varepsilon_2 \text{........................Model 1 (direct)}$$

Y = Composite Index of Organizational Performance

X_1 = Composite Index of Technological innovation

X_2 = Composite Index of Employee Involvement

X_3 = Composite Index of Strategic thinking

X_4 = Composite Index of Strategic Direction

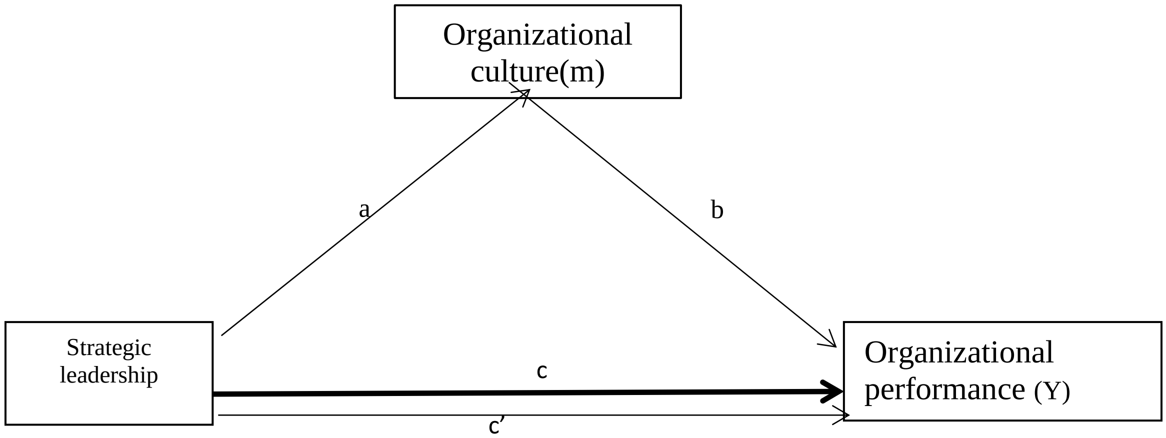
β_0 = Constant term

β_1, β_2, β_3, $\beta_{4,}$ = Coefficients of the Regression (change of Organizational Performance as a result of change in independent variables)

ε = Error term

Testing for Mediation

The mediation model was used in this study to explain how or why strategic leadership and organizational performance of postal corporation of Kenya are related, where a mediating variable (Organizational culture) was hypothesized to have no significant effect on the relationship between strategic leadership and organizational performance. The study adopted Baron and Kenny 1986 model to test for mediation. The test of mediation in this study focused on the indirect role Organizational culture plays in the relationship between strategic leadership and organizational performance. In this study there was only one mediator (Organizational culture) intervening in the causal relationship of strategic leadership (X) on organizational performance (Y). Conceptually, mediation meant that a change in X led to change in M (path a), and that change in M led to change in Y (path b). The indirect effect is shown as path a*b because it is the product of the two paths that connect the predictor X to the mediator M (path a) and the mediator M to the outcome Y (path b). If X is not significant when M is controlled, the finding supports full mediation. If X is significant (i.e., both X and M both significantly predict Y), the finding supports partial mediation (Hayes, 2018;). The model is as presented in Fig 2



Source (Hayes, 2018)

Figure 3.1: Mediation diagram

From the above the four steps of Baron & Kenny (1986) are presented in figure 3.1 above. Step 1 represented by path "a" shows the effect of strategic leadership (x) on organization culture (m). Step 2 shown by path "b", indicates the effect organization culture on organizational performance (Y). Step 3 represented by path "c" shows the effect of strategic leadership on organizational performance. Step 4 represented by path "c'" showed the effect of strategic leadership on organizational performance via organization culture. Strategic leadership predicts organizational performance represented by the model below:

Where Mediation =$a_{1\ x\ b_1}$

$Y = \beta_1 + c_1 x \quad + b_1 M \quad + \varepsilon$ …………………………………… (2)

Where;

X: strategic leadership

M: organizational culture (Mediator)

Y: organizational performance

a: effect of X on M

b: effect of M on Y

ab: indirect effect of X on Y

c ‘: direct effect of X on Y

c: total effect of X on Y = ab + c ‘

β Regression coefficients

ε = error term in the model.

Underlying Assumptions of the Multiple Linear Regression Model

The regression model has assumptions which if not met, may make the results biased. Before conducting regression, analysis and evaluating the hypotheses, it is essential to run diagnostic tests to ensure that the assumptions of regression model are met (Green, 2007). These tests include normality, linearity, autocorrelation, multicollinearity, and homoscedasticity. This research thus did diagnostic tests to confirm that the assumptions of regression model were met.

The normality test is used to determine if a data set is well modelled by a normal distribution and to compute how likely it is for a random variable underlying the data set to be normally distributed, whether sample data has been drawn from a normally distributed population, with some tolerance. To identify the shape of the distribution in the study, Kolmogorov-Smirnov and Shapiro Wilks Tests was used (Shapiro and Wilk, 1968). Kolmogorov-Smirnova should have significant value of more than the standard value of 0.05 (Ghasemi & Zahediasl, 2012); hence the data is normal.

Linearity defines the dependent variable as a linear function of the predictor (independent) variables. It means the two variables are related (Ghasemi & Zahediasl, 2012). In this study, it was important to test for linearity since statistical models require an assumption of linearity of data before adopting methods like linear regression. Linearity test was assessed for each variable with statistical package for social sciences, SPSS, following the accepted procedures. The rule of thumb was if there is linearity $p< 0.05$. However, the reverse was true if the value> 0.05.

The study also tested autocorrelation analysis to determine whether there was presence of autocorrelation in the variables. Durbin-Watson Statistic was used to check for the presence of autocorrelation. According to Gujarat (2009) Durbin-Watson statistic ranges in value between 1 and 2 indicating no autocorrelation.

Imperfect Multicollinearity normally leads to badly determined regression coefficients and inflated or infinite standard errors and confidence intervals for each predictor, which affect the accuracy of rejection or failure to reject the null hypothesis. This study employed the variance inflation factor (VIF) and tolerance to evaluate Multicollinearity. According to Cooper & Schindle (2014) multicollinearity exist if tolerance is <0.1 or VIF>10 for all variables. According to Field (2013) the VIF values of greater than 10 would indicate presence of multicollinearity while tolerance value greater than 0.1 rules out the possibility of multicollinearity. The multicollinearity diagnosis of this study therefore indicated that there existed no danger of multicollinearity and thus all the predictor variables were free to be used for further analysis/ multiple regressions using the regression model.

The assumption of Homoscedasticity was key to linear regression models. Homoscedasticity, denoting same variance, implies equal levels of variability between independent variables /between dependent variables over a range of independent variables that are either categorical or continuous. There is data homoscedasticity when residuals are equivalent across the regression line for all values of the predictor variable, when the error term is similar over all values of the independent variables. On the other hand, heteroscedasticity, the violation of Homoscedasticity, denotes different levels of variance between dependent variables over a range of independent variables that are either categorical or continuous. implying unequal levels of variability over a range of independent variables or when the magnitude of error term varies over values of an independent variable (Teddlie & Tashakkori (2010) & Hair et al., 2015). To test for homoscedasticity of variance, the levene test was conducted as per Nordstokke & Zumbo (2010) who opine that the probability values should be greater than 0.5 to meet the homoscedasticity assumption.

Ethical Considerations

In research, ethical considerations are crucial for maintaining the integrity of the research and ensuring the safety of participants. Protecting subjects is grounded in principles such as autonomy, beneficence, non-maleficence, and justice (Arifin, 2018).

Researchers must prioritize participants' interests, uphold their anonymity, and respect data ownership (Reid et al., 2018). Before the research begins, all participants provide informed consent after receiving a clear explanation of the study's goals, methods, risks, and benefits. In order to safeguard participants' privacy, confidentiality standards are strictly followed, including data anonymization. Participation in the study was entirely voluntary, and participants could withdraw at any time without any negative consequences.

In order to safeguard the rights and privacy of all participants, the researcher took deliberate steps; first and foremost, the researcher sought initial approval from the PAC University ethics committee and with the approval received, the second step was to submit the pre requisite documents to National Commission for Science Technology and Innovation (NACOSTI), the government body responsible for research approval in Kenya, for the issuance of a research permit. The process ensured that the research was conducted in strict compliance with set regulations and standards that ensure research participants were protected during the conduct of research.

Before commencing data collection, oral consent was sought after explaining about the study purpose, processes, benefits, risks, confidentiality and participant rights. Throughout the research process, participation was voluntary, anonymity and confidentiality were maintained with participants' identities being kept confidential. Furthermore, in the final thesis, the participant identities and personal information remained anonymized.

Chapter Summary

The chapter outlines the research methodology employed in this study, detailing the positivist philosophy and explanatory research design used to explore the mediating effect of organizational culture on the relationship between strategic leadership and performance at the Postal Corporation of Kenya. The chapter covers the target population, sample design, and data collection methods, emphasizing the use of questionnaires and ensuring the reliability and validity of the instruments. Data analysis techniques, including multiple regression models and various statistical tests, are explained to ensure robust results. Ethical considerations such as informed consent, confidentiality, and ethical approval are also addressed, ensuring the integrity of the research process.

Chapter Four: Results and Discussion

Introductions

The chapter indicates results of data and hypothesis testing done to investigate how strategic leadership affects performance of postal corporation of Kenya. The chapter outlines the demographics of the participants, factor analysis, a descriptive analysis, assumptions made in the regression model, and presents outcomes of hypotheses testing and investigates the mediating impact of organisation culture on the connection between strategic leadership and performance of postal corporation of Kenya.

Response Rate

The participants were presented in terms of employees in postal corporation of Kenya. The response rate was analysed as per questionnaire order. Out of total 135 distributed questionnaires to employees, 109 instruments were returned (80.74%), while 26 (19.3%) questionnaires were not returned. Hence, the total response rate for usable questionnaires was 80.74%. This response rate was achieved by the researcher and assistant visiting the research sites daily, patiently waiting for the respondents to fill the questionnaires on site or making personal reminder calls and visits. Those not immediately available were allowed to use drop and pick later method. According to Cooper and Schindler (2014), research can move on with a response rate of more than 60%. A response rate of 80.74% was deemed sufficient to carry out the analysis and present the results.

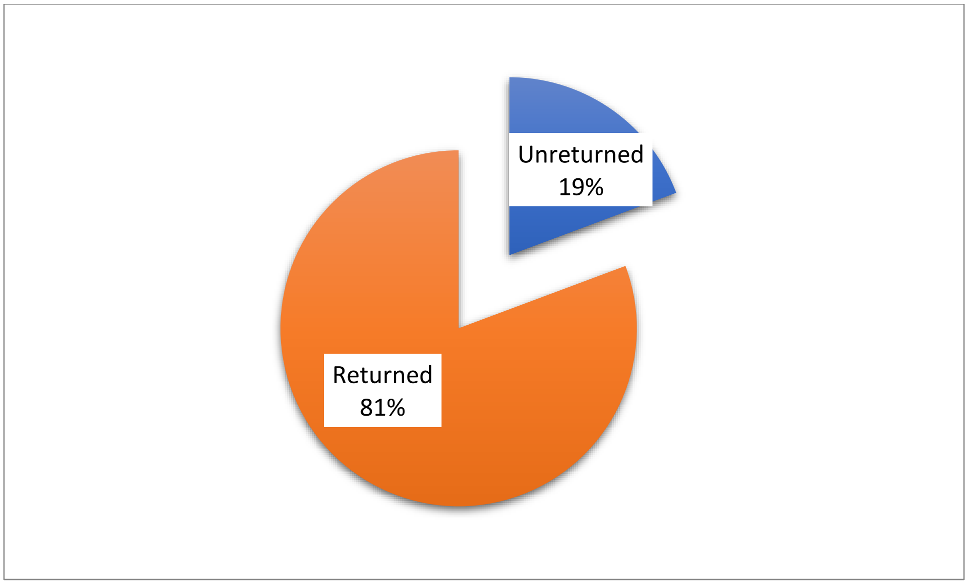


Figure 4.1: Response Rate of Questionnaires
Source: *(Survey Data, 2024)*

Demographic Characteristics

Demographic data plays a crucial role in providing insights about research participants and ensuring that the study's sample accurately represents the target population (Salkind, 2010). The study presents demographic information on the gender of the respondents, their age brackets, and the number of years they have worked both in the corporation and in their respective departments. These findings are detailed in Tables 4.1.

Gender of the Respondents

Findings from Table 4.1 showed that in gender distribution, 58% (63) are male, while 42.2% (46) are female. This may suggest a gender imbalance within the Postal Corporation of Kenya. This could reflect an underrepresentation of women or men in certain roles or levels within the Postal Corporation of Kenya. This disparity raises concerns about gender equity, organizational dynamics, and the relevance of gender perspectives in the context of the study's focus on the mediating effect of organizational culture on the relationship between strategic leadership and performance. The observed imbalance may impact employee satisfaction, engagement, and overall organizational culture, prompting a need for further investigation into potential barriers or biases.

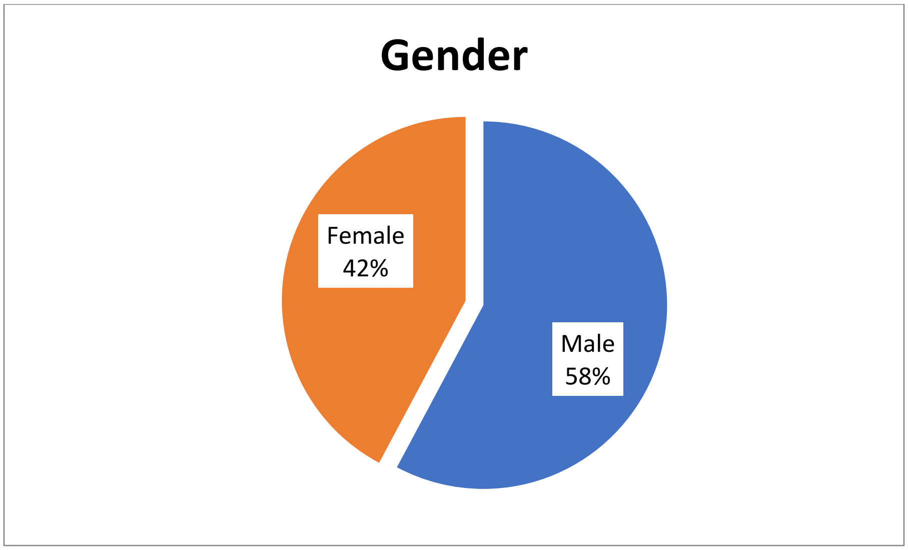


Figure 4.2:: Gender of the respondents
Source: *(Survey Data, 2024)*

Age bracket of the Respondents

In examining the age distribution of the respondents in figure 4.3, majority (69.7%) fall within the age brackets of 31 to 50 years, with 23.9% below 30 years and 6.4% over 50 years. This distribution suggests a concentration of respondents in the middle age brackets, potentially reflecting a demographic trend within the sample population. The predominance of individuals aged 31 to 50 may have implications for the study's findings, influencing perspectives on strategic leadership, organizational culture, and performance, particularly within the context of different age cohorts. This demographic composition suggests the presence of a seasoned and experienced employee base, potentially contributing to a knowledgeable workforce. The concentration in the middle-age range prompts considerations for leadership succession planning, acknowledging the need to assess the readiness of individuals within this demographic for future leadership roles.

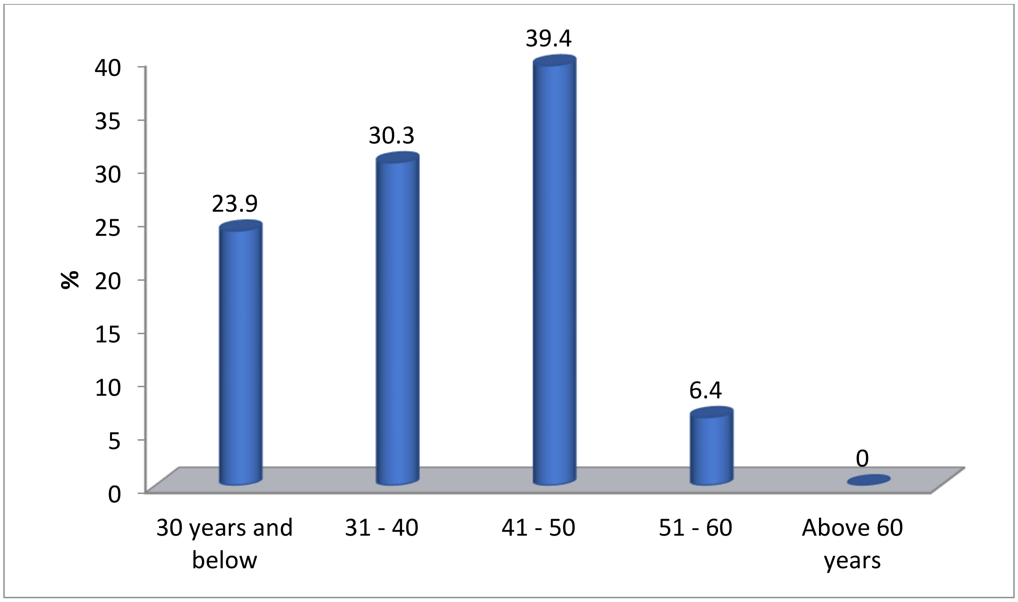


Figure 4.3: ***Age bracket of the Respondents***
Source: *(Survey Data, 2024)*

Years Respondents have worked in the corporation.

The data presented in Figure 4.4, depicting the years worked in the corporation and department, reveals a notable distribution in the tenure of the respondents. Specifically, the majority (66.1%) have worked in the corporation for 1 to 10 years, indicating a significant proportion of relatively newer employees. In contrast, smaller proportions are observed among those with longer tenures. The dominance of individuals with 1 to 10 years of experience may suggest a workforce with a considerable influx of recent hires, potentially influencing organizational dynamics, leadership perception, and the integration of new strategies and practices.

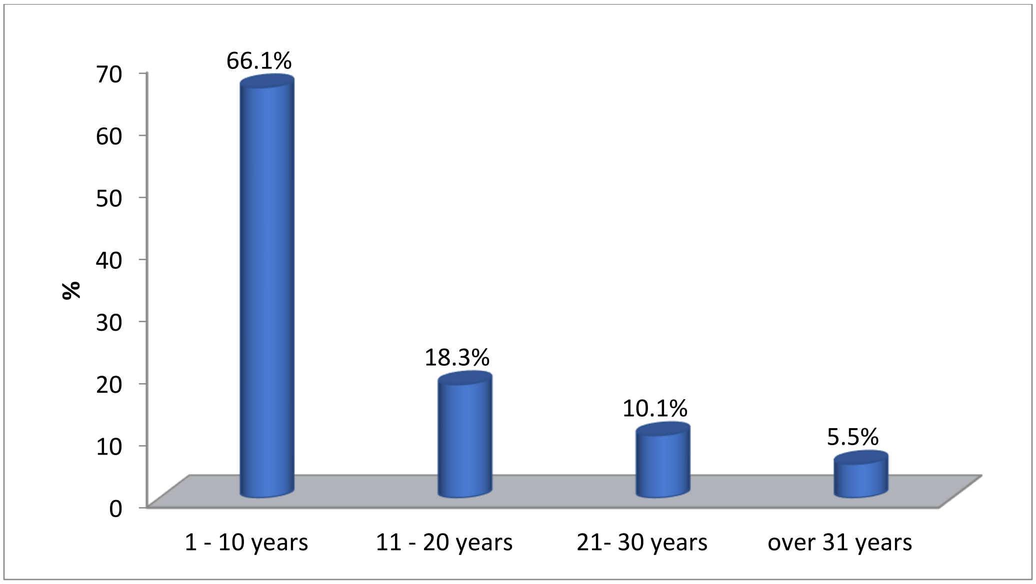


Figure 4.4: ***Years Respondents have worked in the corporation.***

Source: *(Survey Data, 2024)*

Years Respondents have worked in the department.

The frequency distribution table provides insights into the years worked in the department and the number of employees within those departments. Specifically, 48.6% of respondents have a tenure of 1 to 5 years in their respective departments, followed by 40.4% with a tenure of 6 to 10 years, and a smaller proportion of 11% with over 10 years of experience in the department. In terms of the number of employees in the department, the majority (71.6%) work in departments with 1 to 50 employees. These findings suggest a workforce with diverse levels of experience, with a notable concentration of relatively newer employees in both the corporation and department. The distribution in the number of employees within departments provides context for the scale of the organizational units, which can impact communication dynamics, collaboration, and overall departmental culture.

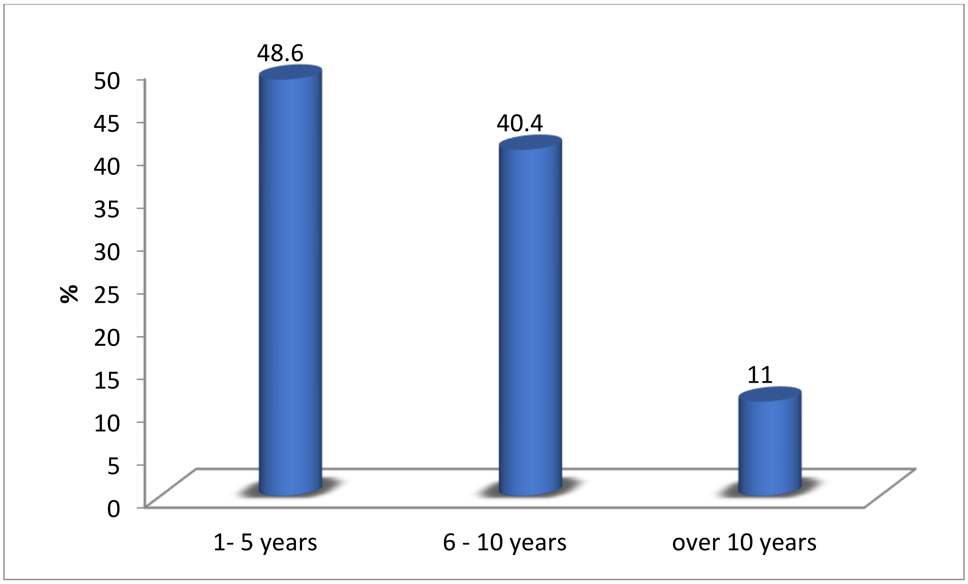


Figure 4.5: ***Years Respondents Have Worked in The Department***

Number of Employees

Source: *(Survey Data, 2024)*

Considering the number of employees in the department in figure 4.5, the majority (71.6%) of respondents work in departments with 1 to 50 employees. Smaller percentages work in larger departments. The size of the department can significantly impact leadership dynamics, as larger teams may have distinct leadership needs and face different challenges compared to smaller teams. Therefore, it is crucial to take department size into account when exploring the influence of strategic leadership on departmental performance.

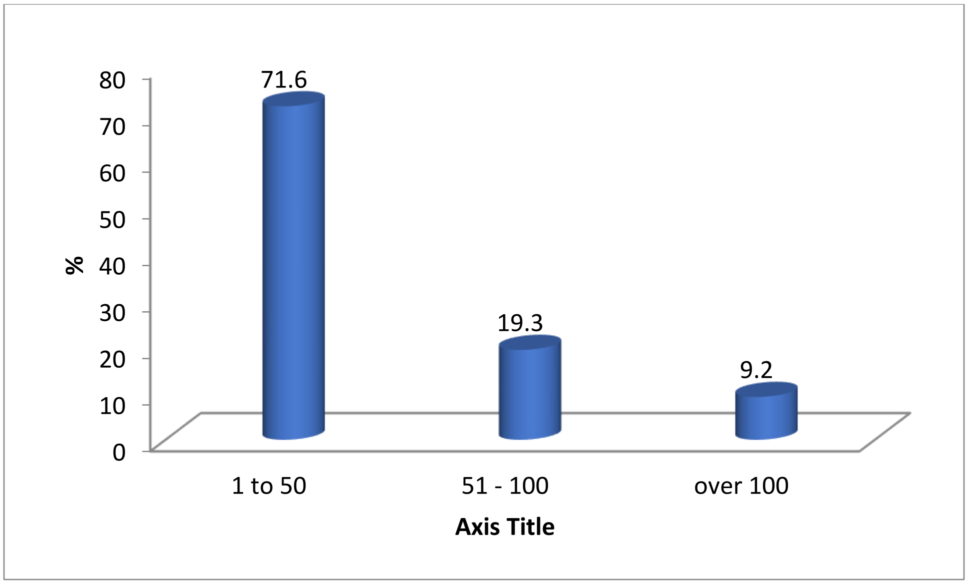


Figure 4.6: Number of Employees

Source: *(Survey Data, 2024)*

Descriptive Statistics

This section provides the descriptive statistics of mean, standard deviation, and percentages for all the study variables.

Descriptive Statistics for Technological innovation

The findings in Table 4.1 provide a comprehensive overview of how respondents in the study perceive technological innovation in Postal Corporation. According to Malecki (2018) technological innovation comprises organizing activities like the application of new innovation and techniques; implementing new systems in production; improving production quality; new production; new service delivery; new product exploration.

Table 4.1 Descriptive Statistics for Technological innovation

N =109	**Mean**	**Std. Dev**
Top management in our organization actively encourages and supports the adoption of new and emerging technologies.	3.54	1.30
The top management team shows a strong commitment to investing in technological advancements.	3.50	1.32
Top management fosters a culture that values and rewards employees' innovative ideas related to technology.	3.48	1.26
Our organization's top management regularly seeks external expertise and insights to stay updated on the latest technological trends.	3.25	1.42
The top management team effectively communicates the importance of technological innovation as a strategic priority.	3.32	1.36
Our organization's top management sets ambitious goals for implementing and utilizing technology to gain a competitive advantage.	3.38	1.38
Top management actively collaborates with different departments to identify and address technological challenges and opportunities.	3.37	1.29
The top management team facilitates cross-functional collaboration to foster innovation that spans various technological domains.	3.35	1.34
Our organization's top management encourages a continuous learning and development culture to stay updated on technological advancements.	3.53	1.39
Top management ensures that employees have access to the necessary training and resources to implement new technologies effectively.	3.42	1.45
Aggregate score for Technology Innovation	**3.41**	**1.14**

Source: *(Survey Data, 2024)*

Findings in Table 4.1 Participants generally shared positive sentiments regarding the role of top management in encouraging and supporting the adoption of new technologies (mean 3.54, Standard Deviation = 1.30). This suggests that top management actively champions technology adoption, signifying a harmonious alignment between leadership and technological innovation efforts. Similarly, the commitment of top management to investing in technological advancements, underscores the strong dedication from top leadership toward technological progress (Mean = 3.50, Standard deviation = 1.32).

The data also indicates that participants feel that their organization's top management fosters a culture that values and rewards employees' innovative ideas related to technology (Mean = 3.48, Standard deviation = 1.26). This suggests that respondents generally perceive a workplace culture that encourages and rewards innovative thinking. In terms of seeking external expertise and effectively communicating the importance of technological innovation, participants expressed relatively positive perception (Mean = 3.25, Standard deviation = 3.32). However, the standard deviations imply some variability in responses, highlighting that while the majority concurs, there are differences in the extent of agreement.

Participants generally concurred that top management sets ambitious goals for technology implementation and collaborates with different departments to address technological challenges and opportunities (Means = 3.38, Standard deviation = 3.37). These findings indicate that the organization's leadership proactively drives technological advancement.

Regarding the promotion of a continuous learning and development culture and ensuring access to necessary training and resources for effective technology implementation, participants reported positive perception (Means = 3.53, Standard deviation = 3.42). This suggests that, on average, participants believe that their organization supports their development and equips them with the essential tools for effective technology utilization.

The results indicating an overall mean of 3.41 and a standard deviation of 1.14 for technology innovation suggest a generally positive perception among participants regarding the Postal Corporation's efforts in fostering technological advancement. This favourable view encompasses proactive measures from top management, a supportive culture for innovation, and investments in employee development. The overall positive sentiment aligns with the assertion by Schilling and Shankar (2019) that technological innovation involves a series of activities, including the creation of new innovations, product design, and mass production, incorporating knowledge generation and usage. Moreover, the literature by Willis, Kinyua, & Muchemi (2022) emphasizes the importance of linking technical innovation constructs with strategic leadership for competitive advantage. This suggests that organizations achieving a positive perception of technological innovation, as observed in your study, may be better positioned to leverage these innovations strategically to gain a competitive edge. Furthermore, the findings of Okpalaoka et al. (2022) and Erkan (2021) support the positive association between technological innovation and organizational performance. Okpalaoka et al. (2022) specifically assert that technology innovation significantly and positively impacts performance. Erkan (2021) extends this notion by highlighting a significant and positive relationship between technological innovation and firm performance, particularly in the context of new product development.

Descriptive Statistics for Employee Involvement

The findings presented in the Table 4.2 provide insights into the level of employee involvement in decision-making processes within the Postal Corporation. Gallie & Zhou, (2020) refer to Employee involvement as the avenues available to employees to participate in decisions that influence their work.

Table 4.2 Descriptive Statistics for Employee Involvement

N=109	**Mean**	**Std. Dev**
Top management in our organization actively encourages employee participation in decision-making processes.	3.25	1.38
The top management team demonstrates a genuine interest in hearing employees' ideas for improving the organization.	3.39	1.25
Top management fosters a culture of open communication, where employees feel comfortable expressing their opinions and concerns.	3.18	1.31
Our organization's top management seeks input from employees across all levels when considering strategic initiatives or changes.	3.19	1.31
Top management actively involves employees in setting performance goals	3.33	1.25
Our organization's top management recognizes and rewards employees for their contributions and involvement in innovative projects.	3.22	1.33
Top management ensures that employees have the necessary resources and support to actively participate in decision-making.	3.22	1.28
The top management team acknowledges and acts upon feedback received from employees to drive continuous improvement.	3.27	1.32
Aggregate score for Employee Involvement	**3.26**	**1.18**

Source: *(Survey Data, 2024)*

The findings reveal several key aspects of employee involvement within the Postal Corporation. Top management is perceived as moderately encouraging employee participation in decision-making processes, with a mean score of 3.25 (Standard

Deviation = 1.38). This indicates that there is a degree of encouragement, but the variability in responses, as indicated by the standard deviation, suggests that employees' perception of this encouragement vary. Similarly, top management is seen as demonstrating a genuine interest in hearing employees' ideas for improving the organization, with a mean score of 3.39 (Standard Deviation = 1.25). This signifies an open organizational culture that values employee input and innovative thinking. However, once again, the standard deviation highlights that the extent to which employees perceive this interest varies among individuals.

The findings also shows that there is an effort to foster a culture of open communication where employees feel comfortable expressing their opinions and concerns, as indicated by a mean of 3.18 (Standard Deviation = 1.31). While the mean suggests a generally positive perception, the standard deviation implies that not all employees may feel equally comfortable in expressing their views. Additionally, the findings indicate that top management seeks input from employees across all levels when considering strategic initiatives or changes, with a mean of 3.19 (Standard Deviation = 1.31). This underscores inclusivity in decision-making, but variations in the standard deviation suggest differences in how employees perceive their involvement.

In terms of actively involving employees in setting performance goals, the mean is 3.33 (Standard Deviation = 1.25), indicating that employees generally perceive an active role in goal setting. However, the standard deviation points to variability in the strength of this perception among employees. Similarly, when it comes to recognizing and rewarding employees for their contributions and involvement in innovative projects, the mean is 3.22 (Standard Deviation = 1.33). This suggests that employees generally feel that their efforts are acknowledged, but the standard deviation indicates variations in this perception.

Regarding top management ensuring that employees have the necessary resources and support to actively participate in decision-making, the mean is 3.22 (Standard Deviation = 1.28). This signifies a positive perception of support, but once again, the standard deviation suggests differences in how employees perceive the level of support they receive. Finally, the top management team acknowledging and acting upon feedback received from employees to drive continuous improvement has a mean of 3.27 (Standard Deviation = 1.32). This suggests a generally positive perception of responsiveness to feedback, although variations exist among employees.

The results revealing a prevailing belief among employees that the organization values and encourages their participation in decision-making and innovation efforts align with the concept of employee involvement. According to Chawla and Arya (2021), employee involvement, often synonymous with employee participation, is characterized by fostering a relationship between the organization and its personnel, wherein employees are not only aware but actively strive towards achieving the organization's goals. Hayes et al. (2019) identify three instrumental features of employee involvement, emphasizing the role of employees, employers, and staff communication in creating an environment that encourages engagement at all levels. Moreover, the definition provided by Obiekwe, Zeb-Obipi, & Ejo-Orusa (2019) further elucidates that employee involvement encompasses the employee's significant contributions and role in advancing the company's achievement of its policies and major goals. Therefore, the positive perception observed in findings suggest that employees feel valued and engaged in the decision-making and innovation processes within the organization. However, the presence of standard deviations in the results signals variability in how different employees perceive aspects of employee involvement. This variability necessitates targeted actions to align and solidify this positive perception. Understanding and addressing the unique psychological make-up and experiences of individual employees, as highlighted by Hayes et al. (2019), may be crucial in achieving more consistent perception across the organization. Additionally, considering the multifaceted nature of employee involvement, efforts should be directed towards enhancing communication channels and fostering an inclusive environment that encourages the active participation of all employees in decision-making and innovation.

Descriptive Statistics for Strategic direction

The descriptive statistics in Table 4.3 for strategic direction provide insights into how employees perceive the Postal Corporation's approach to strategic direction. Strategic direction is the ability of the organization to effectively allocate firms resources in directions of firms' strategic plan, objectives, vision, and goals so that it depends on it in building its aspirations (Alawneh & Al-Zoubi, 2020).

Table 4.3 Descriptive Statistics for Strategic Direction

N=109	**Mean**	**Std. Dev**
Top management in our organization demonstrates a clear understanding of the long-term strategic goals.	3.69	0.99
Top management in our organization demonstrates a clear understanding of the long-term vision.	3.62	1.12
The top management team proactively anticipates future challenges to drive the organization's success.	3.60	1.05
The top management team proactively anticipates future opportunities to drive the organization's success.	3.69	1.00
Our organization's top management aligns decisions with the overall strategic direction of the organization.	3.59	1.13
Top management fosters a culture that encourages employees to think critically and strategically in their roles.	3.52	1.14
The top management team regularly reviews the organization's strategic plan	3.57	1.04
The top management team regularly updates the organization's strategic plan	3.60	1.16
Top management communicates the organization's strategic goals and objectives effectively to all employees.	3.57	1.19
The top management team collaborates with different departments to ensure cross-functional alignment with strategic priorities.	3.69	1.19
The top management team evaluates the success of strategic initiatives regularly.	3.70	1.11
Aggregate score for Strategic Direction	**3.62**	**0.92**

Source: *(Survey Data, 2024)*

The findings in Table 4.3 suggests that top management is seen as having a clear understanding of both the long-term strategic goals (Mean = 3.69, Standard Deviation = 0.99) and the long-term vision (Mean = 3.62, Standard Deviation = 1.12) of the organization. These high mean scores indicate that employees believe their leadership comprehends the strategic direction of the organization, which is crucial for guiding decision-making and goal setting. Furthermore, the findings show that the top management team is proactive in anticipating future challenges (Mean = 3.60, Standard Deviation = 1.05) and opportunities (Mean = 3.69, Standard Deviation = 1.00) to drive the organization's success. These mean scores highlight a forward-thinking approach to strategic planning and an ability to adapt to changing circumstances. Employees also perceive that top management aligns decisions with the overall strategic direction of the organization (Mean = 3.59, Standard Deviation = 1.13). This suggests that there is a belief that decision-making within the organization is consistent with the long-term strategy, promoting alignment and coherence.

The findings indicates that top management fosters a culture that encourages employees to think critically and strategically in their roles (Mean = 3.52, Standard Deviation = 1.14). This implies that there is an organizational culture that values strategic thinking among employees, which can be beneficial for innovation and achieving strategic objectives. Additionally, the top management team is perceived as regularly reviewing (Mean = 3.57, Standard Deviation = 1.04) and updating (Mean = 3.60, Standard Deviation = 1.16) the organization's strategic plan. This demonstrates a commitment to keeping the strategic direction current and relevant in a dynamic business environment. Effective communication of strategic goals and objectives is also recognized, with a mean score of 3.57 (Standard Deviation = 1.19). This suggests that employees believe that top management effectively conveys the organization's strategic direction to all levels of the workforce, promoting clarity and alignment. Moreover, the top management team collaborates with different departments to ensure cross-functional alignment with strategic priorities (Mean = 3.69, Standard Deviation = 1.19). This reflects a commitment to breaking down silos within the organization and promoting a cohesive approach to achieving strategic goals.

Lastly, the results indicating that the top management team is perceived as regularly evaluating the success of strategic initiatives (Mean = 3.70, Standard Deviation = 1.11) reflect a positive organizational dynamic within the Postal Corporation of Kenya. This suggests that employees generally view the top management as actively engaged in assessing the effectiveness of strategic plans and making necessary adjustments to enhance success. The mean score, coupled with the low standard deviation, indicates a relatively high level of consensus among employees regarding this perception. Drawing insights from Korol & Poltorak (2018), strategic direction is conceptualized as the top management's vision for the enterprise, a statement of direction and intention designed to maintain a competitive edge. The positive perception of employees regarding the top management's regular evaluation of strategic initiatives suggests an alignment between the leadership's vision and the organization's actions, contributing to the maintenance of a competitive edge.

Werhahn et al. (2015) emphasize that strategic direction emerges when an organization takes on challenging goals and focuses on competitive approaches to achieve them. The results of the evaluation and adjustments made by the top management team reflect an organizational commitment to addressing challenges and seizing opportunities, reinforcing employees' positive perception of the leadership's proactive stance. Moreover, the notion that strategic direction is evaluated using the vision, mission, and objectives, as highlighted by Needles, Powers, Frigo & Shigaev (2014), suggests that the regular assessment of strategic initiatives contributes to the organization's overarching goals. The employees' positive perception of top management's understanding of long-term goals, proactive approach to challenges, and the fostering of a culture of strategic thinking align with the principles of effective strategic direction.

Descriptive Statistics for Strategic thinking

The descriptive statistics for strategic thinking in Table 4.4, with means and standard deviations in parentheses, offer valuable insights into how employees perceive top management's approach to strategic planning within the Postal Corporation. According to Goldman, Scott, & Follman, (2015), strategic thinking is an ingenious, creative and right-brained procedure that fosters a transparent deliberation to tackle the shifting, usually unprecedented setback experienced in the current economy (Goldman, Scott, & Follman, 2015).

Table 4.4 Descriptive Statistics for Strategic thinking

N=109	**Mean**	**Std. Dev**
Top management in our organization demonstrates focused intent when developing strategic plans.	3.50	1.13
Our top management team actively identifies on intelligent opportunities aligned with strategic goals.	3.57	1.10
Top management prioritizes thinking in time, considering both short-term actions and long-term consequences.	3.44	1.14
Our organization's top management consistently pursues primary sustainable corrective strategies for lasting impact.	3.34	1.16
Top management explores opportunities for fundamental shifts in the strategic framework to achieve critical improvements.	3.32	1.28
Before analysing details, top management emphasizes understanding the "Big Picture" based on available information.	3.39	1.24
Our top management team conducts comprehensive analyses of root causes before making strategic moves.	3.35	1.28
When facing new situations, top management draws insights from past encounters to inform decisions.	3.41	1.23

Top management leverages past decisions and outcomes when encountering similar situations for better approaches.	3.44	1.20
Top management values diverse perspectives for the way things operate in the organization.	3.40	1.21
Our organization's top management values alternative perspectives in formulating solutions or plans.	3.46	1.22
Aggregate score for Strategic thinking	**3.42**	**1.00**

Source: *(Survey Data, 2024)*

The results in Table 4.4 suggest that top management is generally seen as demonstrating focused intent when developing strategic plans (Mean = 3.50, Standard Deviation = 1.13). This indicates that employees believe that strategic planning is approached with clear purpose and direction. Additionally, the findings reveal that top management is viewed positively in terms of actively identifying intelligent opportunities aligned with strategic goals (Mean = 3.57, Standard Deviation = 1.10). This suggests that employees perceive their leadership as proactive in seeking opportunities that align with the organization's strategic objectives. Results also indicates that top management prioritizes thinking in time, considering both short-term actions and long-term consequences (Mean = 3.44, Standard Deviation = 1.14). This implies that employees believe that strategic planning encompasses both immediate and long-term considerations.

Furthermore, employees generally perceive top management as consistently pursuing primary sustainable corrective strategies for lasting impact (Mean = 3.34, Standard Deviation = 1.16). This indicates a belief that strategic initiatives are geared towards achieving lasting and meaningful results. When it comes to exploring opportunities for fundamental shifts in the strategic framework to achieve critical improvements, the mean is 3.32 (Standard Deviation = 1.28). This suggests that employees see their leadership as open to innovation and change to drive improvement.

Additionally, top management is perceived as emphasizing understanding the "Big Picture" based on available information (Mean = 3.39, Standard Deviation = 1.24). This signifies a holistic approach to strategic planning that considers all relevant factors. the findings also indicate that top management conducts comprehensive analyses of root causes before making strategic moves (Mean = 3.35, Standard Deviation = 1.28). This suggests a data-driven approach to decision-making.

When facing new situations, top management is believed to draw insights from past encounters to inform decisions (Mean = 3.41, Standard Deviation = 1.23), and to leverage past decisions and outcomes when encountering similar situations for better approaches (Mean = 3.44, Standard Deviation = 1.20). These perception highlights the importance of learning from experience in the strategic planning process. Lastly, employees perceive that top management values diverse perspectives for the way things operate in the organization (Mean = 3.40, Standard Deviation = 1.21) and values alternative perspectives in formulating solutions or plans (Mean = 3.46, Standard Deviation = 1.22). This indicates an inclusive approach to decision-making and problem-solving.

The results indicating that employees generally have positive perception of top management's strategic thinking within the Postal Corporation (Mean = 3.42, Standard Deviation = 1.00) reveal a favourable organizational climate regarding the leadership's approach to strategic planning. According to Dhir, Dhir, & Samanta (2018), strategic thinking involves immensely creative, ingenious, and non-traditional reasoning, blending creativity and information processing. The positive perception of purposefulness, proactiveness, and openness to diverse perspectives and innovative approaches align with the characteristics associated with effective strategic thinking.

The literature emphasizes strategic thinking as a core element in forming and maintaining a competitive edge, crucial for steering an organization forward, promoting innovation, and stimulating higher levels of productivity (Dhir & Sushil, 2017). The positive perception among employees regarding top management's strategic thinking suggest that the organization is well-positioned to harness these benefits. Dhir and Mital (2012) delineate three distinct activities within strategic thinking: information collection, creation of ideas, and action planning. The positive perception of purposefulness and openness to diverse perspectives align with the notion that strategic thinking involves diverse reasoning capacities, including information processing and idea creation. Bibu, Sala, and Alb (2016) provide a comprehensive evaluation framework for strategic thinking, incorporating elements such as a market-focused culture and procedures, well-formulated market sensing and learning skills, and customer-oriented processes. The positive perception of top management's strategic thinking within the Postal Corporation suggest alignment with these critical elements, fostering a conducive environment for effective strategic planning and execution.

Descriptive Statistics for Organization culture

Organizational culture is a critical aspect of any institution, shaping its values, behaviours, and overall work environment. It plays a pivotal role in influencing how employees perceive their workplace, interact with one another, and contribute to the organization's success (Opoku, Hongqin, & Aram, 2022). Understanding and assessing organizational culture is essential for gauging the overall health and effectiveness of an organization. This study aims to delve into the realm of organizational culture within the context of the Postal Corporation and its potential impact on the relationship between strategic leadership and organizational performance. The primary focus of this research is to investigate the moderating effect of organizational culture on the relationship between strategic leadership and the performance of the Postal Corporation. To achieve this, the study examines the descriptive statistics related to organizational culture, as presented in Table 4.12

Table 4.5 Descriptive Statistics for Organization culture

N=109	**Mean**	**Std. Dev**
The corporation fosters a culture that prioritizes flexibility.	3.72	1.10
The corporation effectively swiftly adjusts to changes in the business environment.	3.57	1.27
The corporation consistently implements improved ways of conducting work.	3.32	1.33
As an employee, I am assigned tasks that align with my strengths, interests, and growth opportunities within the corporation.	3.31	1.44
The corporation maintains a consistent approach to conducting business.	3.31	1.35
There is a strong alignment between team goals and the corporation's strategic objectives, mission, and vision.	3.56	1.19
The corporation's core values are widely shared and embraced by the majority of its members.	3.40	1.22
Within the corporation, supervisors lead by example, demonstrating in practice what they communicate through words.	3.53	1.20
The corporation upholds a clear set of values that guide the way we conduct our work.	3.62	1.21
The corporation has a robust ethical code that serves as a guide for ethical behavior, differentiating between right and wrong actions.	3.60	1.21
Organizational Culture	**3.49**	**1.01**

Source: *(Survey Data, 2024)*

The findings showed that the corporation prioritizes flexibility (Mean = 3.72, Standard Deviation = 1.10), swiftly adjusting to changes in the business environment (Mean = 3.57, Standard Deviation = 1.27), and consistently implementing improved ways of conducting work (Mean = 3.32, Standard Deviation = 1.33). These findings highlight the organization's adaptability and willingness to embrace change and innovation. Employees also feel that their tasks are aligned with their strengths, interests, and growth opportunities within the corporation (Mean = 3.31, Standard Deviation = 1.44). This suggests that there is an effort to assign tasks that promote employee development and engagement.

The findings further revealed that there is a strong alignment between team goals and the corporation's strategic objectives, mission, and vision (Mean = 3.56, Standard Deviation = 1.19). This indicates that employees believe that their team's efforts are in sync with the broader organizational goals and direction. Moreover, the corporation's core values are perceived as widely shared and embraced by the majority of its members (Mean = 3.40, Standard Deviation = 1.22). This implies that there is a sense of shared values and a common understanding of the organization's guiding principles among employees.

Within the organization, supervisors are seen as leading by example, demonstrating in practice what they communicate through words (Mean = 3.53, Standard Deviation = 1.20). This reflects the importance of leadership behaviour in shaping the organization's culture. Additionally, the data shows that the corporation upholds a clear set of values that guide the way work is conducted (Mean = 3.62, Standard Deviation = 1.21) and has a robust ethical code that serves as a guide for ethical behaviour (Mean = 3.60, Standard Deviation = 1.21). These findings emphasize the organization's commitment to ethical conduct and principled decision-making.

The results indicate that employees generally have positive perception of the organization's culture, with a mean score of 3.49 (Standard Deviation = 1.01), reflecting a favourable organizational climate within the Postal Corporation of Kenya. This aligns with Kirkman et al. (2016) suggestion that organizational culture plays a crucial role in connecting the administrative section with strategic management, aiming for superior financial outcomes. The mean score falling within the "agree" category on the scale suggests that, on average, employees believe the organization fosters a positive cultural environment. Similarly, Oberföll et al., 2018 citing Cameron & Quinn 2006 emphasized that organizational culture is a central element that distinguishes thriving organizations, and a superior degree of culture is associated with improved organizational performance The positive perception of the Postal Corporation's culture, including flexibility, adaptability to change, alignment with core values, and strategic objectives, align with the notion that a positive organizational culture contributes to overall organizational success.

The study revealed that tasks were assigned in alignment with employee strengths and interests further contributing to a positive cultural environment. This corroborated the findings in a report by Gallup (2017) on the "State of the American Workplace Report" that showed that employees who felt their strengths were being utilized were more engaged and productive. Thus, strengthening the point that a supportive and aligned culture enhances employee satisfaction, engagement, and performance, as individuals feel their contributions are recognized and valued. The positive cultural perception are likely to have a significant impact on employee morale, engagement, and overall organizational performance, as suggested in the findings (Oberföll et al., 2018). When employees perceive the organizational culture positively, they are more likely to be motivated, committed, and aligned with the organization's goals.

Descriptive Statistics for Firm Performance

Improving firm performance is a central objective for organizations striving to excel in today's competitive business landscape. The ability to effectively measure and understand various dimensions of firm performance is essential for making informed decisions and driving continuous improvement (Effiyanti et al, 2021). In this study, Table 4.13 provides valuable insights into how employees perceived the performance of the Postal Corporation of Kenya across several critical indicators.

Firm performance encompasses various aspects, including sales and profit growth, market expansion, capital growth, and customer loyalty. The data presented in Table 4.13 sheds light on employees' perception of the organization's performance in this key area.

Table 4.6 Descriptive Statistics for Firm Performance

N=109	Mean	Std. Deviation
Sales growth exceeding expectations	3.15	1.11
Sales growth outperforming competitors	3.11	1.08
Profit growth surpassing expectations	3.05	1.13
Profit growth outperforming competitors	3.01	1.20
Expansion into new markets beyond expectations	3.20	1.25
Expansion into new markets surpassing competitors	3.27	1.33
Capital growth from operations	3.35	1.25
High level of customer loyalty	3.10	1.24
postal performance	3.15	1.08

Source: *(Survey Data, 2024)*

Findings in Table 4.13 revealed that organization's sales growth moderately exceeding expectations (Mean = 3.15, Standard Deviation = 1.11). This suggests that there is a positive perception among employees that the corporation is achieving strong sales growth, which is a positive sign for financial health. Similarly, sales growth is seen as not outperforming competitors (Mean = 3.11, Standard Deviation = 1.08). This indicates that employees believe the organization is less competitive in its market and is not able to achieve sales growth that surpasses that of its rivals.

Employees perceived that profit growth does not surpass expectations (Mean = 3.05, Standard Deviation = 1.13), indicating that there is a belief that the organization is not financially successful and able to exceed profit expectations. Profit growth is also not seen as outperforming competitors (Mean = 3.01, Standard Deviation = 1.20), reinforcing the perception that the organization is competitive and financially strong compared to its peers.

The data showed that employees perceived the organization's expansion into new markets as meeting or exceeding expectations (Mean = 3.20, Standard Deviation = 1.25). This suggests that there is confidence in the corporation's ability to explore new markets successfully. Furthermore, expansion into new markets is perceived as surpassing competitors (Mean = 3.27, Standard Deviation = 1.33), indicating that the organization is seen as competitive in its market expansion efforts.

Employees supposed that the corporation achieves capital growth from operations (Mean = 3.35, Standard Deviation = 1.25), which is a positive indicator of financial strength and stability. High levels of customer loyalty are crucial for long-term success. The data revealed that employees perceive a high level of customer loyalty (Mean = 3.10, Standard Deviation = 1.24), suggesting that there is confidence in the organization's ability to maintain strong customer relationships.

The findings revealed positive perception of the Postal Corporation of Kenya's firm performance among employees, with a mean score of 3.15 (Standard Deviation = 1.08), signify a generally optimistic outlook regarding various aspects of the organization's success. Gusmão, Christiananta, & Ellitan (2018) define organizational performance as the total results achieved by an organization in line with its mission. The positive perception, encompassing strong sales and profit growth, competitive market positioning, successful expansion into new markets, capital growth from operations, and high levels of customer loyalty, align with the multifaceted nature of organizational performance. Musheke & Phiri (2021) specify that organizational performance involves evaluating the constituents that assess a company's capability and ability to achieve their aspirations using efficiency, effectiveness, or social referent criteria. In this context, the positive perception among employees suggest that the Postal Corporation of Kenya is meeting or exceeding expectations in various performance indicators.

The findings showed that a positive perception among employees which augur well for the organization's financial health and long-term success. Likewise, their positive view of strong sales and profit growth, successful market positioning, and customer loyalty indicate that employees see the organization as competitive and capable of sustaining its performance over time. This aligned with literature Ishaq et al., 2021 which emphasized that a firm's performance was crucial for its long-term survival and competitiveness.

The study adopted seven indicators, as highlighted by Singh et al. (2021) and Gusmão et al. (2018), to measure organizational performance, including quality products and services, number of new processes, flexibility, desire for continuous improvement, operational efficiency, responsiveness to the environment, return on assets and investments, and market share. The positive perception of employees aligns with these indicators, suggesting that the organization is performing well across various dimensions. However, it's essential to note the variability in responses, indicated by the standard deviations. While the majority of employees have positive perception, differences in the strength of these perception may exist. Understanding these variations can provide insights into specific areas that may need further attention or communication to ensure a more consistent and aligned understanding of the organization's performance.

Diagnostic Tests

Normality

This study performed normality tests in table 4.7 using the widely used Shapiro-Wilk method to make sure the data were appropriate for multivariate analysis. These techniques were advised by Ghasemi & Zahediasi (2012) and Garson (2012).

Table 4.7: Normality Test

	Shapiro-Wilk Statistic	df	Sig.
Postal performance	0.951	109	0.191
Technological innovation	0.94	109	0.083
Employee involvement	0.918	109	0.163
Strategic thinking	0.95	109	0.118
Strategic direction	0.927	109	0.104
Organization culture	0.875	109	0.090

a Lilliefors Significance Correction

Source: *(Survey Data, 2024)*

The results from the Shapiro-Wilk test for normality indicate that all variables that were under consideration in the study, including postal performance, technological innovation, employee involvement, strategic thinking, strategic direction, and organizational culture, had p-values greater than the standard significance level of 0.05. This suggests that the data for each of these variables followed a normal distribution. The significance level of 0.05 is commonly used as a threshold to determine whether a dataset can be considered normally distributed. When the p-value is greater than 0.05, as observed in the results, it indicates that there is no significant deviation from normality, and the data can be assumed to be normally distributed.

Multicollinearity

When the independent variables have a high correlation with one another, multicollinearity occurs. The correlation matrix, which calculates the Pearson's bivariate correlations among all independent variables, is one of the approaches available to test for multicollinearity. The magnitude of the correlation coefficients must be less than 0.80 to rule out multicollinearity. The Variance Inflation Factor (VIF), another technique, shows how much the variation in regression estimates rises as a result of multicollinearity. When VIF values above 10, multicollinearity is likely to be present. Furthermore, multicollinearity is indicated by tolerance values of less than 0.1.

Table 4.8: Multicollinearity

	Collinearity Statistics	
	Tolerance	**VIF**
Technological innovation	0.387	2.583
Employee involvement	0.325	3.075
Strategic thinking	0.410	2.441

Strategic direction	0.597	1.675
Organization culture	0.655	1.526

a Dependent Variable: postal performance

Source: *(Survey Data, 2024)*

The results from the collinearity statistics, as presented in Table 4.5, indicate that the independent variables—technological innovation, employee involvement, strategic thinking, strategic direction, and organizational culture—exhibited acceptable levels of tolerance and variance inflation factor (VIF) values. Each variable's VIF is below 10, ranging from 1.526 to 3.075, demonstrating no evidence of multicollinearity. The tolerance values, ranging from 0.325 to 0.655, are all above 0.1, further confirming the absence of multicollinearity among the independent variables. These findings align with established criteria, such as those defined by Cooper & Schindler (2014), which consider multicollinearity present if tolerance is below 0.1 or VIF exceeds 10 for any variable. The robustness of these results is supported by Field's (2013) assertion that VIF values above 10 indicate multicollinearity, while tolerance values above 0.1 rule out this possibility. Consequently, the study concludes that there is no multicollinearity among the predictors, affirming the reliability of the regression model and the individual contributions of each variable to predicting postal performance.

Linearity Test

Correlation analysis was used to determine the linear relationship between two variables. The strength of the relationship is measured by the correlation coefficient, which can range from -1 to 1. A positive correlation means that the two variables move in the same direction, while a negative correlation means that they move in opposite directions. A correlation of 0 means that there is no relationship between the two variables. Table 4.9 illustrates the correlation results.

Table 4.9: Correlation Analysis

N =169		PP	TI	EI	ST	SD	OC
postal performance (PP)	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	109					
Technological innovation (TI)	Pearson Correlation	.728**	1				
	Sig. (2-tailed)	0.000					
	N	109	109				
Employee involvement (EI)	Pearson Correlation	.734**	.759**	1			
	Sig. (2-tailed)	0.000	0.000				
	N	109	109	109			
Strategic thinking (ST)	Pearson Correlation	.655**	.639**	.716**	1		
	Sig. (2-tailed)	0.000	0.000	0.000			
	N	109	109	109	169		
Strategic direction (SD)	Pearson Correlation	.414**	.492**	.500**	.583**	1	
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		
	N	109	109	109	109	109	
Organization culture (OC)	Pearson Correlation	.561**	.509**	.513**	.449**	.473**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	
	N	109	109	109	109	109	109

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

Source: *(Survey Data, 2024)*

The results presented in Table 4.9 reveal significant and positive correlations between postal performance and each of the independent variables: technological innovation (TI), employee involvement (EI), strategic thinking (ST), strategic direction (SD), and organizational culture (OC). The Pearson correlation coefficients indicate strong relationships, ranging from 0.414 to 0.848, and all associated p-values are less than 0.01, signifying statistical significance. Specifically, technological innovation demonstrates a strong positive correlation ($\rho = 0.842$, $p < 0.01$), as does employee involvement ($\rho = 0.793$, $p < 0.01$), strategic thinking ($\rho = 0.848$, $p < 0.01$), and organizational culture ($\rho = 0.545$, $p < 0.01$). These results suggest that as technological innovation, employee involvement, strategic thinking, and organizational culture increase, postal performance also tends to increase. The positive and significant correlations underscore the importance of these factors in contributing to the overall performance of the Postal Corporation. The consistent significance across all variables suggests a robust pattern of linear relationships, supporting the notion that advancements in technological innovation, employee engagement, strategic thinking, and organizational culture are linked to improved postal performance.

Heteroscedasticity Test

Homoscedasticity is the property of errors having an equal variance at all levels of independent variables (Williams et al., 2013). The Levene's test, which assesses whether the variance of independent and dependent variables is equal, was employed to determine heteroscedasticity and the results are displayed in Table 4.17. If the p-value of Levene's test is less than 0.05, it means that the group variances are not equal, indicating heteroscedasticity. This violates a key assumption of linear regression models. Levene's test was used to calculate the p-values for each variable, and the results show that homoscedasticity is not a concern.

Table 4.10: Heteroscedasticity Test

	Levene Statistic	**df1**	**df2**	**Sig.**
Postal performance	2.141	1	107	0.095
Technological innovation	2.385	1	107	0.069
Employee involvement	1.437	1	107	0.232
Strategic thinking	2.033	1	107	0.110
Strategic Direction	1.855	1	107	0.137
Organizational culture	0.335	1	107	0.563

Source: *(Survey Data, 2023)*

The results presented in Table 4.10 provide insights into the presence of heteroscedasticity through the Levene test across various variables, including postal corporation performance, technological innovation, employee involvement, strategic thinking, strategic direction, and organizational culture. The Levene statistic and associated p-values for each variable are reported. Notably, for all variables, the p-values was greater than 0.05, indicating that homoscedasticity is not a significant concern. Homoscedasticity is an assumption in linear regression models that posits a constant variance of the error term. The Levene test, as applied here following Nordstokke & Zumbo's (2010) criteria, suggests that the assumption of homoscedasticity is met since the probability values are greater than 0.05. This means that the variance of the errors remains constant across different levels of the independent variables. The interpretation aligns with Thomas, Nelson & Silverman's (2011) observation that violating the homoscedasticity assumption becomes more probable as heteroscedasticity increases. Therefore, the results imply that the linear regression models used in the study are not significantly affected by issues of heteroscedasticity, contributing to the robustness and validity of the regression analyse.

Hypothesis Testing

Hypotheses H01 to H04 were assessed through multiple regression analyses presented in Tables 4.11, 4.12, and 4.13. These tables include model summaries, ANOVA for model goodness of fit, and coefficients of estimate. The information provided allowed for a comprehensive examination of the relationships and predictive capabilities of the proposed models. Model summaries offered an overview of the key statistics, ANOVA facilitated the assessment of model fit, and coefficients of estimate provided insights into the individual contributions of predictor variables.

The model summary provides information about the model fit, including the R-squared value, the adjusted R-squared value, the F-statistic, and the p-value for the F-statistic. The R-squared value indicates the percentage of the variance in the dependent variable that is explained by the model. The adjusted R-squared value adjusts for the number of independent variables in the model. The F-statistic is a measure of how well the model fits the data. The p-value for the F-statistic is the probability that the model is a good fit for the data. Table 4.11 illustrates the model summary.

Table 4.11: Model Summary

Model Summary

Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.904a	0.818	0.811	0.4691

a Predictors: (Constant), Strategic Direction, Employee Involvement, Strategic Thinking, Technological Innovation

Source: *(Survey Data, 2024)*

Findings in Table 4.19 show that the collective influence of the variables, including strategic thinking, technological innovation, employee involvement, and strategic direction, explains approximately 81.8% of the total variance in postal performance (R^2 = .818, Adjusted R^2 = .811). The Adjusted R2 value, which accounts for the number of significant predictors in the model, is slightly lower at .811, but it still indicates a strong fit of the model. This suggests that the model's predictors are robust in explaining performance of postal corporation while considering potential overfitting issues. In practical terms, this means that the combination of strategic thinking, technological innovation, employee involvement, and strategic direction has a significant and positive effect on postal performance, as demonstrated by the high R2 and Adjusted R2 value.

The ANOVA model is a statistical model that was used to analyse the variance in a data set. This model was used to explain the variation in the dependent variable by the independent variables. The model was also used to test the hypothesis that the means of the dependent variable are equal. Table 4.12 highlights the ANOVA model.

Table 4.12: ANOVA Model

ANOVA

Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	102.674	4	25.668	116.647	.000b
	Residual	22.886	104	0.22		
	Total	125.559	108			

a Dependent Variable: postal performance
b Predictors: (Constant), Strategic Direction, Employee Involvement, Strategic Thinking, Technological Innovation

Source: *(Survey Data, 2023)*

The ANOVA model findings displayed in Table 4.12, indicate that the combined effect of these independent variables on postal performance is statistically significant. The F-statistic, which is 116.647 with a p-value of .000, confirms this significance. In ANOVA, the F-statistic tests whether the variance explained by the model (Regression) is significantly greater than the unexplained variance (Residual). In this case, the F-statistic is high, and the associated p-value is very low, suggesting that the model is indeed fit for predicting postal performance based on the factors of strategic thinking, technological innovation, employee involvement, and strategic direction.

In Table 4.13, coefficients of estimate and corresponding p-values have been presented**.**

Table 4.13: Coefficients of Estimate

	Unstandardized Coefficients		**Standardized Coefficients**		
	B	**Std. Error**	**Beta**	**t**	**Sig.**
(Constant)	0.234	0.192		1.217	0.226
Technological innovation	0.439	0.073	0.456	6.022	0.000
Employee involvement	0.336	0.073	0.346	4.594	0.000
Strategic thinking	0.204	0.066	0.198	3.069	0.003
Strategic direction	-0.026	0.061	-0.022	-0.420	0.675

a Dependent Variable: postal performance
Source: *(Survey Data, 2023)*

The coefficients for strategic leadership and their influence on Performance of postal corporation are presented in Table 4.13. The results demonstrate that all strategic leadership dimension, namely technological innovation (β=0.456, p=0.000<0.05), employee involvement (β=0.346, p=0.000<0.05) and strategic thinking (β=0.198, p=0.003<0.05) are statistically significant. However, strategic direction had insignificant effect on performance of postal corporation (β=-0.022, p=0.675>0.05). These results affirm that strategic leadership dimension collectively affect Performance of postal corporation. The regression model's equation derived from the significant coefficients is as follows:

$$Y = 0.234 + 0.456\mathrm{x}_1 + 0.346\mathrm{x}_2 + 0.198\mathrm{x}_3 - 0.022\mathrm{x}_4$$

Where;

Y = Performance of postal corporation

X_1 = Technological innovation

X_2 = Employee involvement

X_3 = Strategic thinking

X_3 = Strategic direction

ε = error term

Influence of Technology Innovation on Performance of Postal Corporation of Kenya

The null hypothesis (H_{01}) proposed that there was no significant influence of technological innovation on performance of postal corporation of Kenya. However, the research findings revealed that technological innovation had coefficients of estimate (β_1) of 0.456, and the associated p-value was 0.000, which is less than the significance level α of 0.05. This means that the null hypothesis was rejected; indicating that technological innovation indeed has a significant and positive effect on performance of postal corporation in Kenya. For every unit increase in technological innovation, there was an associated increase in postal performance of up to 0.456 units. The research findings strongly support the notion that technological innovation has a significant and positive effect on postal performance in Kenya. This conclusion aligns harmoniously with the broader body of research that delves into the profound impact of technological innovation on organizational performance. It's noteworthy that the results of the study resonate with the findings of Okpalaoka et al. (2022) in Nigeria, who demonstrated that technological innovation significantly and favourably influenced the performance of SMEs within the manufacturing sector. Similarly, Erkan's (2021) investigation unearthed a substantial and positive relationship between technological innovation and firm performance, with a specific emphasis on new product development. These consistent findings underscore the universal truth that technological innovation can be a potent catalyst for enhancing performance across a spectrum of industries. Even though the study pertains to the distinctive context of the postal service sector, it echoes the recurring theme that technological innovation possesses transformative potential when it comes to performance enhancement. Furthermore, these outcomes dovetail seamlessly with the broader literature, as exemplified by Li's (2021) study in China. Li's research convincingly established that technological innovation, quantified through R&D investment, exerts a significant impact on the profitability of listed firms. This aligns perfectly with the findings, reinforcing the notion that technological innovation stands as a valuable driver of performance, cutting across diverse sectors.

Influence of Employee Involvement on Performance of Postal Corporation Of Kenya.

The null hypothesis (H_{02}) posited that there is no significant influence of employee involvement on performance of postal corporation of Kenya. However, the research results unequivocally paint a different picture, revealing that employee involvement is indeed a potent driver of performance. The empirical analysis yielded a substantial coefficient estimate ($\beta_2 = 0.346$) for employee involvement, accompanied by a strikingly low p-value (p-value = 0.000). This p-value falls well below the widely accepted significance level α of 0.05. Consequently, the null hypothesis must be resolutely rejected, decisively affirming that employee involvement exerts a significant and decidedly positive effect on postal performance. It's noteworthy that each unit increase in employee involvement corresponds to a commendable uptick in postal performance, specifically by 0.346 units. The study's findings align with and extend the insights from prior empirical research in the field of employee involvement. Charles, Francis, & Zirra (2021) found a link between employee involvement and productivity, Similarly, Karemu et al, (2021) discovered that it positively influenced organizational performance, Amadi et al.'s (2020) research corroborated the idea that employee involvement contributes to competitive advantage and organizational performance. Chesoli (2018) found a significant positive impact on organizational performance, Collectively, these empirical studies underscore the pivotal role of employee involvement in enhancing organizational performance, supporting the idea that involving employees in decision-making processes positively impacts productivity and competitive advantage across various sectors, including the postal service industry in Kenya. While the specific contexts and methodologies differ across these studies, the consistent theme emerges that employee involvement is a potent driver of organizational success, reinforcing the significance of strategic leadership attributes in fostering improved performance.

Influence of strategic thinking on performance of postal corporation of Kenya.

The proposed null hypothesis (H_{03}) that there was no significant influence of strategic direction on performance of postal corporation of Kenya was rejected following the outcome of analysis which revealed that the coefficients of estimate for strategic thinking was statistically significant, with $\beta_3 = 0.198$ and a p-value of 0.003 (less than $\alpha = 0.05$). This signified that strategic thinking had a significant and positive effect on postal performance. For each unit increase in strategic thinking, there was an associated increase in postal performance of up to 0.198 unit. The findings strongly align with previous studies that strategic direction had significant effect on firm performance and have contributed to a broader understanding of the importance of strategic direction in enhancing organizational performance. Alawneh and Al-Zoubi (2020) study highlights that organizational prowess has strengthening role in linking strategic orientation and social responsibility to overall organizational performance, reinforcing the idea that strategic direction plays a crucial role in performance outcomes. Further, Posch & Garaus (2019) emphasized the positive relationship between strategic direction and organizational prowess, underscoring the significance of strategic direction in addressing future challenges and navigating competitive circumstances, which aligns with the notion that strategic direction is a fundamental component of an organization. Similarly, Jelagatt & Kimaku (2018) demonstrate through multiple regression analysis that strategic direction has a significant and positive effect on the performance of Kenyan dairy processing firms, further supporting the study's findings. Ng'ang'a, Waiganjo, & Njeru (2016) reveal the substantial impact of strategic direction on the organizational performance of tourism companies, corroborating the idea that strategic thinking contributes significantly to performance outcomes. Odita & Bello (2015) show a strong and positive link between mission, vision, objectives, and organizational performance, with strategic direction accounting for a considerable portion of performance variance, aligning with the current study's findings. Finally, Kung'u, Kahuthia, & Kinyua (2020) find a positive and significant impact of strategic direction on the performance of motor vehicle assembly companies, further reinforcing the critical role of strategic thinking in driving performance. Overall, the empirical evidence from these studies collectively supports and substantiates the current research findings, highlighting the pivotal importance of strategic direction in enhancing postal performance in Kenya.

Influence of Strategic Direction on Performance of Postal Corporation of Kenya.

Hypothesis (H_{04}), which stated that there is no significant influence of strategic thinking on performance of postal corporation of Kenya, the findings indicate that the coefficient of estimate for strategic direction is β_4 =-0.026. However, the associated p-value is 0.675, which is greater than the significance level ($\alpha = 0.05$). Since the p-value (0.675) is greater than the chosen significance level (0.05), the study fails to reject the null hypothesis. This suggests that strategic direction does not have a statistically significant effect on performance of postal corporation, Kenya. The study's findings, which suggest that strategic direction does not have a statistically significant effect on the performance of the postal corporation in Kenya, appear to disagree with the insights provided by the empirical review of the mentioned studies. Alawneh & Al-Zoubi's (2020) study in Jordan Services Ministries established a strengthened role played by organizational prowess in linking strategic orientation to an organization's performance, aligning with the idea that strategic direction can have a positive impact on performance. Posch & Garaus (2019) emphasized the positive relationship between strategic direction and organizational prowess, highlighting the importance of strategic direction in overcoming future challenges and competitive circumstances, which agrees with the study's hypothesis. Jelagatt & Kimaku's (2018) study in Kenyan dairy processing firms found that strategic direction had a significant and positive effect on performance, aligning with the notion that strategic thinking and direction can lead to improved organizational performance. Ng'ang'a, Waiganjo, & Njeru (2016) revealed that strategic direction had a substantial impact on the organizational performance of tourism companies, supporting the idea that strategic direction can be a significant factor in enhancing performance. Odita & Bello's (2015) results showed a strong and positive link between mission, vision, objectives, and organizational performance, with strategic direction responsible for a significant portion of performance variance, corroborating the potential influence of strategic thinking on performance. Kung'u, Kahuthia, & Kinyua's (2020) findings from correlation analysis indicated a positive and significant impact of strategic direction on the performance of motor vehicle assembly companies, further supporting the notion that strategic direction can play a vital role in improving performance. In summary, the empirical review of these studies generally aligns with the idea that strategic direction or thinking can have a positive and significant effect on organizational performance. However, the study's findings, indicating no statistically significant effect of strategic direction on the postal corporation's performance in Kenya, disagree with these insights.

Mediating Effect of Organisational Culture on the Relationship between Strategic Leadership and Performance of Postal Corporation of Kenya

In the examination of mediation effects within the study, Hayes' Model 4 was employed as the analytical framework for testing Hypotheses 5. This choice reflects an advancement from Baron & Kenny's (1998) four-step mediation model. Hayes' Model 4 is acknowledged as a more sophisticated and robust approach to mediation analysis, offering several improvements over the traditional Baron and Kenny steps. Unlike the sequential nature of Baron and Kenny's method, Hayes' Model 4 allows for the simultaneous examination of both direct and indirect effects, providing a more comprehensive understanding of the mediation process (Hayes, 2013). One significant enhancement introduced by Hayes' Model 4 is the application of bootstrapping as a method for estimating the standard errors and confidence intervals of the indirect effects (Hayes, 2013). Bootstrapping is particularly advantageous in small sample sizes and provides more accurate and reliable estimates of the indirect effects, contributing to the robustness of the statistical inferences drawn from the mediation analysis. This improvement addresses potential limitations associated with the assumptions of normality and provides more reliable assessments of the significance of the mediating effects (Hayes, 2017).

Table 4.14: Hayes Model 4 Analysis

	Model 1 (OC)			Model 2 (FP)		
	β	**se**	**p**	**β**	**t**	**p**
Constant	0.862	0.177	0.000	-0.684	0.176	.000
SL	a_1=0.781	0.464	0.000	*C'*=.519	0.061	.000
OC				b_1=.569	0.053	.000
Gender	-0.042	0.076	0.585	0.032	0.073	.664
Age	-0.028	0.035	0.422	-0.062	0.033	.063
R-sq	.652			.652		
F	153.756			153.756		
F prob	.000			.000		
Indirect effect(s) of X on Y:						
	Effect	BootSE	BootLLCI	BootULCI		
Mediation (a1×b1)	0.444	0.0754	0.3068	0.5982		

Note: Sign.*p<.05, **p<.01, **SL**=strategic leadership, **FP**= firm performance, **OC**= organizational culture

Source: *(Survey Data, 2023)*

Step 1: effect of strategic leadership on organization culture

$$\mathrm{OC} = 0.862 + 781\mathrm{SL}$$

Where;

OC = Organizational Culture

SL = strategic leadership

Step 2: effect of organization culture on performance of postal corporation

$$\mathrm{FP} = -0.684 + .569\mathrm{OC}$$

Where;

FP = performance of postal corporation

OC = Organizational Culture

Step 3: effect of strategic leadership on performance of postal corporation

$$\text{FP} = -0.684 + .519\text{SL}$$

Where;

FP = performance of postal corporation

SL = strategic leadership

H_{04}: *There is no significant mediating effect of organization culture on the relationship between strategic leadership and performance of postal corporation of Kenya.*

The results from Table 4.14 in model of Hayes model 4 show that the coefficient of strategic leadership is 0.781 (p =000 < 0.001). This indicates a significant positive effect of strategic leadership on organization culture. The coefficient of organization culture in Table 4.14 is 0. 569 and the associated p-value is 0.000. This suggests that there is significant effect of organization culture on performance of postal corporation. The findings presented in Table 4.14 reveal a significant and positive relationship between strategic leadership and the performance of postal corporation. With a coefficient of β = 0.519 and a p-value of p=0.000< 0.05. The mediation effect (a1 × b1) of strategic leadership on performance of postal corporation via organization culture is statistically significant (Effect = 0.444, BootSE = 0.0754, BootLLCI = 0.3068, BootULCI = 0.5982). Consequently, H_{04} is not supported, revealing a significant indirect effect. The effect of strategic leadership on performance of postal corporation remained significant even after mediating indicating a partial mediation. This aligns with the insights from the reviewed literature. Saragih and Saluy (2022) demonstrated a significant mediating effect of organizational culture on the impact of leadership style on employee performance, implying that the role of organizational culture in mediating relationships is well-established. Opoku, Hongqin, & Aram (2022) found that organizational culture is a major contributor to employee performance, which indirectly suggests the importance of organizational culture as a mediating factor. Tulcanaza-Prieto, Aguilar-Rodríguez, and Artieda (2021) observed a significant increase in performance with an increase in organizational culture, emphasizing the potential mediating effect of culture on performance. AlShehhi, Alnahhal et al, (2021) revealed a significant and strong association between organizational culture and performance, providing further support for the mediation effect observed in the study. Therefore, the study's findings of a significant indirect effect through organizational culture corroborate the role of culture as a mediator between strategic leadership and performance, in line with the reviewed literature.

Summary Hypotheses Testing

Table 4.15 presents the summary of the hypothesis and whether they were rejected or not rejected.

Table 4.15: Hypotheses Test and Results

Hypothesis Formulated		Beta (β)	ρ – values	R^2	Decision
Main Effects					
H_{01}:	There is no significant influence of technological innovation on performance of postal corporation of Kenya	0.456	0.000		Rejected
H_{02}:	There is no significant influence of employee involvement on performance of postal corporation of Kenya	0.346	0.000	0.818	Rejected
H_{03}:	There is no significant influence of strategic direction on performance of postal corporation of Kenya	0.198	0.003		Rejected
H_{04}:	There is no significant influence of strategic thinking on performance of postal corporation of Kenya	-0.022	0.675		Accepted
Mediation –Organizational culture					
$\mathbf{H_{05}}$:	There is no significant mediating effect of organization culture on the relationship between strategic leadership and performance of postal corporation of Kenya	0.444	BootLL CI	BootLL CI	Partial mediation

Source: *(Survey Data, 2024)*

Chapter Summary

The chapter presents the results and findings of the study on the mediating effect of organizational culture on the relationship between strategic leadership and performance at the Postal Corporation of Kenya. It begins with an overview of the response rate, demographic characteristics of the respondents, and descriptive statistics for the study variables. The chapter then delves into the diagnostic tests performed to ensure the validity of the regression models used. Key findings include the positive and significant relationships between strategic leadership, organizational culture, and performance. The chapter also highlights the results of the mediation analysis, indicating that organizational culture partially mediates the relationship between strategic leadership and performance. These findings are supported by detailed tables and figures that illustrate the statistical analyses conducted, providing a comprehensive understanding of the data and its implications for the Postal Corporation of Kenya.

Chapter Five: Summary, Conclusion and Recommendations

This chapter presents the summary of the findings, conclusion, and recommendation of the study. The recommendations are made concerning the conclusion of the study, while the recommendation for further studies is essential for the extension of the study.

Summary

The study main purpose was to determine effect of strategic leadership on the performance of the Postal Corporation of Kenya. Specifically, these objectives included assessing the influence of technological innovation, evaluating the role of employee involvement, analysing the impact of strategic direction, and investigating the effects of strategic thinking on the organization's performance. Additionally, the study sought to unravel the mediating role of organizational culture in the intricate relationship between strategic leadership and the performance of the Postal Corporation of Kenya. The theoretical underpinning of the study draws from the rich frameworks of the theory of employee engagement, diffusion of innovation theory, and goal-setting theory. The sample size was determined to be 135, and ultimately, the study received a commendable response rate of 109 usable questionnaires. The gender distribution at the Postal Corporation of Kenya shows 58% male and 42.2% female, indicating a potential gender imbalance. Most respondents (69.7%) fall in the 31 to 50 age range, while a significant proportion (66.1%) have 1 to 10 years of experience in the corporation. In terms of department size, the majority (71.6%) work in departments with 1 to 50 employees, suggesting a prevalence of smaller-sized departments.

Influence of technological innovation on performance of postal corporation of Kenya

Descriptive statistics of technological innovation within the studied context revealed encouraging findings. Participants consistently expressed positive sentiments about the role of top management in facilitating the adoption of new technologies. The mean scores for key aspects, such as leadership's encouragement and support for technology adoption, commitment to investing in technological advancements, and fostering a culture that values and rewards innovative ideas, all reflected favourable perception among respondents. Notably, the data suggested a harmonious alignment between leadership and technological innovation efforts, showcasing proactive measures by top management. Furthermore, participants reported positive perception regarding the organization's ambitious goals for technology implementation, collaborative efforts to address technological challenges, and the promotion of a continuous learning and development culture. The overall mean score of 3.41 reinforced a general positivity, indicating a favourable view among participants regarding the organization's commitment to and success in fostering technological advancement.

The inferential statistics, particularly the regression results, unveiled a significant and positive relationship between technological innovation and the performance of the Postal Corporation in Kenya ($\beta_1 = 0.456$, $p < 0.05$). The low p-value (below the conventional significance threshold of 0.05) indicates that the null hypothesis was rejected, strengthening the empirical evidence for the impact of technological innovation on the performance of the Postal Corporation. This outcome underscores the statistical robustness of the observed positive effect and contributes to a more compelling understanding of the role of technological innovation in enhancing organizational performance.

Influence of Employee Involvement on Performance of Postal Corporation of Kenya.

Descriptive results show that employee involvement within the Postal Corporation is characterized by encouraging employee participation in decision-making (mean = 3.25). Additionally, there is genuine interest in hearing employees' ideas for organizational improvement (mean = 3.39, SD = 1.25), indicating an open culture valuing innovation. There are also efforts to foster open communication (mean = 3.18) and inclusivity in decision-making (mean = 3.19, SD = 1.31). The Postal Corporation moderately involves employees in setting performance goals (Mean = 3.33) and recognizing contributions in innovative projects (mean = 3.22). Positive perception extends to top management ensuring resources for participation (mean = 3.22, SD = 1.28) and acknowledging feedback for improvement (mean = 3.27, SD = 1.32). The prevailing belief that the organization values and encourages participation aligns with the concept of employee involvement (Mean = 3.2, SD = 1.18).

The regression results firmly establish employee involvement as a powerful driver of performance within the Postal Corporation. The empirical analysis yielded a significantly positive coefficient estimate ($\beta_2 = 0.346$) for employee involvement, supported by a low p-value (p-value = 0.000). The decisive rejection of the null hypothesis underscores the robust empirical evidence, affirming that employee involvement has a notable and positive impact on postal performance. These findings provide a clear and unequivocal endorsement of the crucial role played by employee involvement in enhancing overall organizational performance.

Influence of Strategic Direction on Performance of Postal Corporation of Kenya

Descriptive results highlight that top management within the Postal Corporation understand long-term strategic goals (Mean = 3.69) and vision (Mean = 3.62). This comprehension is crucial for effective decision-making and goal setting, reflecting a proactive stance in anticipating future challenges (Mean = 3.60) and opportunities (Mean = 3.69). The perception of decision-making alignment with overall strategic direction (Mean = 3.59) promotes coherence. Additionally, a culture encouraging critical and strategic thinking (Mean = 3.52) fosters innovation. Effective communication of strategic goals (Mean = 3.57), regular plan review and updates (Means = 3.57 and 3.60), and cross-functional collaboration (Mean = 3.69) indicate commitment to organizational coherence. The positive perception of actively evaluating strategic initiatives (Mean = 3.70) suggests an engaged approach to continuous improvement.

Inferential results from regression analysis revealed an insignificant influence of strategic thinking on the performance of the Postal Corporation of Kenya ($\beta 4 = -0.026$, p-value = 0.675). The study, therefore, does not reject the null hypothesis, indicating that strategic direction does not have a statistically significant effect on the performance of the Postal Corporation in Kenya. This contradicts most empirical findings in the study, which underscore the positive impact of various factors on organizational performance. Despite these results, it is crucial to interpret them within the specific context of the Postal Corporation of Kenya

Influence of strategic thinking on performance of postal corporation of Kenya.

Descriptive results show that the top management of the corporation has a focused intent in developing strategic plans (Mean = 3.50), indicating a belief that strategic planning is approached with clear purpose and direction. Additionally, top management actively identifies intelligent opportunities aligned with strategic goals (Mean = 3.57), suggesting proactive leadership in seeking opportunities aligned with organizational objectives. Employees also perceive top management as prioritizing time-bound thinking, considering both short-term actions and long-term consequences (Mean = 3.44). Furthermore, there is a positive perception that top management consistently pursues primary sustainable corrective strategies for lasting impact (Mean = 3.34), indicating a belief in strategic initiatives geared towards achieving meaningful results. In general, there is moderate strategic thinking in the postal corporation (Mean = 3.42)

Regression findings showed strategic thinking had statistically significant effect on postal performance (β_3 = 0. 0.198, p= 0.003 (less than $\alpha = 0.05$). As a result, the null hypothesis was rejected, signifying that strategic thinking indeed has a significant and positive effect on postal performance. This empirical evidence underscores the critical role played by strategic thinking in shaping the overall organizational performance of the Postal Corporation. The rejection of the null hypothesis provides strong empirical support for the notion that fostering strategic thinking within the organization is empirically linked to enhanced postal performance.

Mediating Effect of Organisational Culture on the Relationship between Strategic Leadership and Performance of Postal Corporation of Kenya

In terms of descriptive statistics, the means above 3.5 in our study reveal a strong consensus among employees regarding positive aspects of the organizational culture within the Postal Corporation. Notable findings include a robust commitment to flexibility (Mean = 3.72) and innovation (Mean = 3.32), an alignment of tasks with individual growth opportunities (Mean = 3.31), and a cohesive synchronization of team goals with the organization's broader objectives (Mean = 3.56). The perception of widely shared core values (Mean = 3.40) and a commitment to ethical conduct (Mean = 3.60) further emphasizes a unified and principled organizational ethos. The observation of supervisors leading by example (Mean = 3.53) underscores the influential role of leadership in shaping the organizational culture. With an overall positive perception, as indicated by a mean score of 3.49, our findings signify a favourable and cohesive organizational climate within the Postal Corporation of Kenya.

The mediation effect of strategic leadership on the performance of the postal corporation through organizational culture is statistically significant ($\beta = 0.444$, BootLLCI = 0.3068, BootULCI = 0.5982), indicating a substantial and statistically bounded partial mediation. The confidence interval (BootLLCI = 0.3068, BootULCI = 0.5982) does not encompass zero, providing further assurance that the mediation effect is not due to random chance. This robust statistical evidence reinforces the argument for a meaningful and non-negligible partial mediation, in line with the insights from the reviewed literature. The results emphasize the importance of organizational culture as a mediator in the relationship between strategic leadership and the performance of the postal corporation, underscoring the nuanced pathways through which leadership practices influence organizational outcomes.

Conclusion

Based on the findings, the study concludes that technological innovation is crucial in enhancing the performance of the Postal Corporation in Kenya. The significant and positive relationship uncovered between technological innovation and organizational performance underscores the pivotal role that embracing and leveraging technological advancements plays in the success of the corporation. The proactive measures taken by top management, as reflected in leadership's encouragement and support for technology adoption, commitment to investing in technological advancements, and fostering a culture that values and rewards innovative ideas, collectively contribute to a more robust and competitive organizational environment. This conclusion aligns with the broader understanding that in today's rapidly evolving business landscape, technological innovation is not merely advantageous but is, in fact, a strategic imperative for organizations aiming to thrive and remain resilient in the face of dynamic challenges.

Based on the study's insights, it is concluded that employee involvement stands as a crucial driver of performance within the Postal Corporation. The analysis revealed a markedly positive impact of employee involvement on postal performance. The compelling evidence from the rejection of the null hypothesis emphasizes the significant and positive role that employee involvement plays in enhancing organizational performance. The study underscores the importance of fostering an inclusive and innovative culture, valuing open communication, and actively involving employees in decision-making processes. These aspects collectively highlight the transformative influence of employee involvement on the overall success of the organization.

However, based on the results, it becomes evident that strategic thinking, as assessed in this study, was not found to be adequately associated with the improvement of performance within the context of the Postal Corporation of Kenya. Despite the lack of statistical significance, it is essential to recognize the specific nuances and intricacies of the organizational environment that may contribute to this observation. The study emphasizes the need for a nuanced understanding of strategic thinking within the unique operational framework of the Postal Corporation, suggesting that other contextual factors may play a more prominent role in influencing performance outcomes. As organizations vary in their structures, cultures, and challenges, the study underscores the importance of tailoring strategic initiatives to align with the specific needs and dynamics of the Postal Corporation for more effective performance enhancement.

The study also concludes that strategic thinking, as indicated by various factors such as developing strategic plans with a clear purpose, actively identifying intelligent opportunities aligned with strategic goals, prioritizing time-bound thinking, considering both short-term actions and long-term consequences, and pursuing primary sustainable corrective strategies for lasting impact, is a key driver in improving postal performance within the Postal Corporation of Kenya. These findings suggest that a strategic mindset, embedded in the organization's planning and decision-making processes, plays a crucial role in enhancing overall performance. The identified elements of strategic thinking contribute to organizational resilience, adaptability, and the ability to capitalize on opportunities, thereby fostering sustained success in the dynamic postal industry.

Finally, the study concludes that organizational culture, characterized by a robust commitment to flexibility and innovation, an alignment of tasks with individual growth opportunities, cohesive synchronization of team goals with the organization's broader objectives, widely shared core values, commitment to ethical conduct, and supervisors leading by example, plays a pivotal role in enhancing the contribution of strategic leadership to the performance of the Postal Corporation. The empirical evidence suggests that a positive and supportive organizational culture acts as a catalyst, amplifying the impact of strategic leadership initiatives. It creates an environment conducive to innovation, teamwork, and ethical behaviour, thereby maximizing the effectiveness of strategic leadership in achieving organizational goals. This conclusion underscores the interconnectedness of leadership and culture, emphasizing the need for organizational leaders to cultivate and nurture a culture that aligns with strategic objectives to optimize overall performance.

Recommendation for policy and practice

Based on the findings, managers at the Postal Corporation of Kenya should prioritize technological innovation as a core strategic initiative. Leadership should actively support new technologies and invest in advancements that align with organizational goals. Additionally, creating a culture that values and rewards innovation, alongside structured mechanisms for continuous learning, will empower employees to adapt to evolving technologies. Collaborative efforts to address technological challenges and promoting openness to change will enhance the corporation's technological resilience, ensuring sustained performance and competitiveness.

The Postal Corporation should enhance policies and practices that foster employee involvement. This includes promoting open communication, inclusivity in decision-making, and structured mechanisms for employee participation in setting performance goals. Leadership should encourage a culture that values innovation and acknowledges employee contributions. By prioritizing these practices, the corporation can cultivate an environment conducive to employee involvement, ultimately contributing to sustained organizational success and performance.

Given the lack of a significant impact of strategic thinking on performance, the corporation should tailor strategic initiatives to its unique operational dynamics. This involves exploring organizational intricacies, including structure, culture, and external influences, to identify and address specific factors contributing to performance outcomes. Emphasizing a nuanced understanding of strategic thinking within the organizational context can enhance the effectiveness of performance improvement efforts.

To enhance strategic thinking, the corporation should focus on integrating these practices into its policies and operations. Providing training to enhance strategic thinking skills, fostering a culture that values long-term planning, and ensuring alignment of strategic objectives are essential. Encouraging innovation and regularly reviewing strategic plans to adapt to changing circumstances will build a resilient organizational culture, enhancing the corporation's ability to navigate industry challenges and sustain high performance.

The Communication Authority of Kenya should support the Postal Corporation's efforts by incorporating cultural considerations into regulatory frameworks, promoting policies that encourage innovation, flexibility, and ethical conduct. Facilitating knowledge sharing and collaboration among postal service providers will promote best practices in organizational culture development.

The government can support the Postal Corporation's cultural initiatives by providing resources and incentives for cultural development programs, funding training programs, conducting awareness campaigns on the importance of organizational culture, and incorporating cultural considerations into procurement processes. Preferring suppliers who prioritize cultural alignment and ethical conduct will further support this initiative.

Key Contribution of the Study to Knowledge

This study makes a significant contribution to knowledge by providing empirical evidence of the positive impact of technological innovation on the performance of the Postal Corporation in Kenya. The findings underscore the strategic importance of embracing technological advancements and offer specific insights into leadership's role in encouraging adoption, committing to investments, and fostering an innovation-oriented culture.

The primary contribution of this study to knowledge is the conclusive identification of employee involvement as a potent driver of performance within the Postal Corporation. he study's findings extend our understanding of organizational dynamics and emphasize the pivotal role of employee engagement in driving positive outcomes, thereby contributing valuable insights to the broader field of organizational behaviour and management literature.

The study significantly contributes to knowledge by revealing the insignificance of strategic thinking on the performance of the Postal Corporation of Kenya, challenging conventional wisdom. Despite factors like clear purpose in planning and active identification of opportunities, the regression analysis does not establish a statistically significant impact. This highlights the nuanced and context-specific nature of the relationship, urging a reconsideration of presumed universal impacts and emphasizing the need for industry-specific considerations in understanding the dynamics between strategic thinking and performance outcome.

The study's key contribution to knowledge lies in unveiling the critical role of strategic thinking in enhancing postal performance within the specific context of the Postal Corporation of Kenya. By empirically demonstrating the positive impact of various strategic thinking elements, such as clear purpose in strategic planning, identification of intelligent opportunities, time-bound thinking, and pursuit of sustainable corrective strategies, the study provides valuable insights for organizations in the postal industry. It emphasizes the importance of fostering a strategic mindset, aligning decision-making with long-term goals, and actively pursuing strategies that have a lasting impact. The study's key contribution to knowledge lies in highlighting the critical role of organizational culture in influencing the impact of strategic leadership on the performance of the Postal Corporation. By emphasizing specific cultural attributes such as flexibility, innovation, alignment of tasks, shared values, and ethical conduct, the study provides valuable insights into how organizational culture can be a key determinant of strategic leadership effectiveness. This nuanced understanding contributes to the broader literature on organizational behaviour and leadership by offering practical implications for cultivating a positive culture that enhances the outcomes of strategic initiatives in postal organizations and potentially in other sectors as well.

Suggestions for Further Studies

Building on the major contributions, limitations, and findings of this study, several suggestions for further research emerge.

1. The study examined four dimensions of strategic leadership: technology innovation, employee involvement, strategic direction, and strategic thinking. Future research could include additional dimensions, such as strategic agility, to provide a more comprehensive understanding of the relationship between strategic leadership and organizational performance.
2. Since the study focused on the Postal Corporation of Kenya, comparative analyses across different industries are needed to determine the generalizability of the findings.
3. Investigating the long-term effects of strategic leadership practices and their evolution over time could yield valuable insights for sustained organizational success.
4. Future studies could adopt a mixed methods approach to complement the quantitative research, integrating qualitative methodologies for a deeper exploration of the dynamics between strategic leadership and organizational performance.
5. Replicating the study across various firms and industries would enhance the external validity of the findings and provide a broader understanding of the generalizability of the observed relationships.
6. Introducing new moderators or mediators into the model could reveal additional factors that influence or mediate the impact of strategic leadership on organizational outcomes, contributing to a more nuanced understanding of these relationships.

Chapter Summary

The chapter provides a comprehensive discussion of the study's conclusions, recommendations, and areas for further research based on the findings presented in Chapter Four. It reaffirms that strategic leadership positively influences organizational performance, and that this relationship is partially mediated by organizational culture, highlighting the essential role of effective strategic leadership practices in fostering a positive organizational culture, which in turn enhances overall performance. From the data, recommendations are made that the Postal Corporation of Kenya should invest in leadership development programs and initiatives that promote a strong organizational culture to drive performance improvements, emphasizing the need for alignment between strategic leadership practices and the desired organizational culture for optimal performance outcomes. It also acknowledges limitations, such as the reliance on self-reported data and the focus on a single organization, suggesting further research to explore the mediating role of organizational culture in different contexts and industries, and using longitudinal data to examine causal relationships among the study variables. Overall, Chapter Five underscores the importance of strategic leadership and organizational culture in enhancing organizational performance and provides actionable recommendations for practitioners and policymakers at the Postal Corporation of Kenya.

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Appendices

Appendix I: Letter of Introduction

Dear Sir/Madam,

RE: AUTHORITY TO CONDUCTACADEMIC RESEARCH

I am a student of Pan Africa Christian University pursuing master degree in leadership. I am undertaking an academic study on THE MEDIATING EFFECT OF ORGANIZATION CULTURE ON THE RELATIONSHIP BETWEEN STRATEGIC LEADERSHIP AND PERFORMANCE OF POSTAL CORPORATION OF KENYA.

In view of this, you have been identified to participate in providing the necessary information as regards this study. I therefore kindly request you to fill this questionnaire as accurately as possible to ensure the study achieves its intended objective. The information that you will give is confidential and was used only for the purpose of my academic research.

Thank you.

Yours faithfully,

Maureen Adira Khaniri.

Appendix II: NACOSTI Ethical Approval

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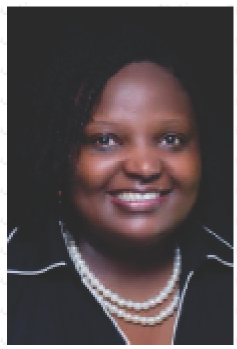

This is to Certify that Ms.. Maureen Adira Khaniri of Pan Africa Christian University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: THE MEDIATING EFFECT OF ORGANIZATION CULTURE ON THE RELATIONSHIP BETWEEN STRATEGIC LEADERSHIP AND PERFORMANCE OF POSTAL CORPORATION OF KENYA for the period ending : 25/July/2024.

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See overleaf for conditions

Appendix III: Informed Consent

Dear Participant,

The following information is provided to guide you in deciding whether to participate in this study.

Title of Study: The Mediating Effect of Organization Culture on the Relationship between Strategic Leadership and Performance of Postal Corporation of Kenya

Principal Investigator: Maureen Adira Khaniri

Institution: Pan Africa Christian University

Introduction

This Consent Form contains information about the research named above. In order to be sure that you are informed about being in this research, we are asking you to read (or have read to you) this Consent Form. This consent form might contain some words that re unfamiliar to you. Please ask us to explain anything you may not understand.

General Information about Research

I'm pleased to inform you that you have been selected to take part in a research study. However, before deciding to take part in this study, it is vital to understand why the study is being undertaken and what it involves. The study focuses on assessing the mediating effect of organization culture on the relationship between strategic leadership and performance of postal corporation of Kenya. My aim is to find out strategic leadership employed in postal corporation regarding technology innovation, employee involvement, strategic direction and strategic thinking, and their effect on performance of postal corporation of Kenya. This is therefore to request you to answer a few questions which will take approximately 25 minutes.

Potential benefit

There will be no direct benefit you as a participant, but it is hoped that the study will provide vital information that can assist in strengthening performance of postal corporation of Kenya.

Potential risks

There are no foreseen risks to you during your participation in the study.

Confidentiality

Your responses to this study will be anonymous. Please do not provide your name, personal number, or any identifying information in the research tool. Every step will be taken to safeguard your confidentiality and the respondent's data will not be used for any other purpose except for this study.

Contact information.

In case of any questions or clarification, you may contact the PI whose contact is provided below:

Maureen Adira Khaniri

Cell: 0721610730

Email address: mokhaniri@gmail.com

If you have questions concerning your rights as a study respondent and you don't feel comfortable to discuss them with the principal investigator, please contact:

The secretary, Pan Africa Christian University Ethics and Research Committee: Email: ethicsreview@pacuniversity.ac.ke

Voluntary participation

You have the right to decide to participate or not. You may be required to append your signature in the consent form if you agree to take part. You can withdraw at any moment without giving explanation, even after consenting, or facing victimization.

Appendix IV: Questionnaire

Questionnaire

Kindly respond to all the questions to the best of your knowledge. Responses should be in form of a tick **(√)** or a cross (X) and should be placed in the appropriate box matching your view of the stated issues. Alternatively, or where necessary, please write the responses in the Spaces provided.

You are assured that this information will only be used for academic purposes and utmost confidentiality was ensured.

PART A: DEMOGRAPHIC INFORMATION

1. Gender: Male ☐ Female ☐
2. Your age bracket? 30 years and below ☐ 31-40 ☐ 41-50☐ 51-60 ☐
3. For how many years have you worked in the corporation? …………………………
4. What is your department? …………………………
5. For how many years have you worked in your department? ....
6. Number of employees in your department? ....

PART II: TECHNOLOGICAL INNOVATION

7. The items below relate to technological innovation in the corporation. Please tick (√) in the appropriate box the extent to which you agree or disagree with the outline statement using a five-point scale where: 5=Strongly Agree (SA), 4=Agree (A), 3=Undecided (U), 2= Disagree (D), 1=Strongly Disagree (SD)

TECHNOLOGICAL INNOVATION		**1**	**2**	**3**	**4**	**5**
TI1	I pursue opportunities to enhance existing goods process, technology and work relationships					
TI2	I acknowledge opportunities positively influence my work, organization department and the client.					
TI3	I am attentive to non-routine concerns in my work, department and organization					
TI4	I seek out modern work styles, techniques, or tools					
TI5	I feel that I am skilled in discovering new strategies of carrying out my tasks.					
TI6	I motivate crucial members of the establishment to express passion for creative ideas.					
TI7	I embark on urging people to support innovative ideas					
TI8	I initiate innovative ideas into work in an organized manner.					

PART III: EMPLOYEE INVOLVEMENT

8. The items below relate to employee involvement in the corporation. Please tick (√) in the appropriate box the extent to which you agree or disagree with the outline statement using a five-point scale where: 5=Strongly Agree (SA), 4=Agree (A), 3=Undecided (U), 2= Disagree (D), 1=Strongly Disagree (SD)

EMPLOYEE INVOLVEMENT		**1**	**2**	**3**	**4**	**5**
EI1	Employees take part in consistent development					
EI 2	Each and everyone's perspective is employed during improvement sessions.					
EI 3	We include a variety of staff members during improvement sessions.					
EI 4	Improvement teams include numerous staff members from the establishment					
EI 5	The Administration takes into consideration the employee's opinions when settling on improvement objectives					
EI 6	The goals of improvement are comparable with that of the employees					
EI 7	Administration includes employees in determining improvement objectives.					
EI 8	The administration works together with employees in identifying key improvement areas.					

PART IV: STRATEGIC THINKING

9. The items below relate to strategic thinking in the corporation. Please tick (√) in the appropriate box the extent to which you agree or disagree with the outline statement using a five-point scale where: 5=Strongly Agree (SA), 4=Agree (A), 3=Undecided (U), 2= Disagree (D), 1=Strongly Disagree (SD)

		1	**2**	**3**	**4**	**5**
ST1	I pursue primary sustainable corrective strategies.					
ST 2	I seek fundamental shifts in the framework that could result in critical improvements.					
ST 3	I seek the "Big Picture" in the information available, prior to examining the details.					
ST 4	I analyze the cause before making a move.					
ST 5	I attempt to comprehend the relationship between the facts and the situation					
ST 6	When trying to interpret situations presented to me, I overlook my previous encounters. (reverse)					
ST 7	When paying regard to present similar situations, I overlook past decisions. (reverse)					

ST 8	I typically seek only one justification for the way things operate(reverse)					
ST 9	I formulate a plan to find a solution before taking into account alternative perspectives (reverse)					

PART V: STRATEGIC DIRECTION

10. The items below relate to strategic thinking in the corporation. Please tick (√) in the appropriate box the extent to which you agree or disagree with the outline statement using a five-point scale where: 5=Strongly Agree (SA), 4=Agree (A), 3=Undecided (U), 2= Disagree (D), 1=Strongly Disagree (SD)

		1	**2**	**3**	**4**	**5**
SD1	I settle on a perspective before determining solutions to an issue (reverse)					
SD2	I mentally recreate an encounter to comprehend how I feel about it.					
SD3	I create a mental picture of an experience in my mind.					
SD4	I take into account possible ways I could have tackled a situation after it was sorted out.					
SD5	I pause and consider reasons why I failed or thrived.					
SD6	I attempt to figure out how an issue shaped up after try to understand how a problem worked out after resolution					

PART VI: ORGANIZATION CULTURE

11. The items below relate to organization culture in the corporation. Please tick (√) in the appropriate box the extent to which you agree or disagree with the outline statement using a five-point scale where: 5=Strongly Agree (SA), 4=Agree (A), 3=Undecided (U), 2= Disagree (D), 1=Strongly Disagree (SD)

		1	2	3	4	5
OC1	The way things are done in the organization is very flexible and easy to change.					
OC2	The postal corporation responds well to competitors and other changes in the business environment.					
OC3	New and improved ways of doing works are continually adopted in postal corporation.					
OC4	As an employee, I am given assignments that are consistent with my strengths, interests, and opportunities.					
OC5	The postal corporation's approach to doing business is very consistent and predictable.					
OC6	There is good alignment of team goals with the hospital's Strategic objective, mission and vision.					
OC7	The postal corporation's s core values are shared among the majority of its members.					
OC8	My supervisor always shows me in practice what she/he is saying in words.					
OC9	The postal corporation has a clear and consistent set of values that dictates the way I do my work.					
OC10	There is an ethical code that guides my behavior and tells the right and the wrong					

PART VI: PERFORMANCE POSTAL CORPORATION KENYA

12. Below is a statement that your business might have achieved since inception. Please rate the following statements according to the best of your knowledge **(5= very high; 4= high; 3= Neutral; 2= low; 1=poor)**

Organizational performance		**1**	**2**	**3**	**4**	**5**
FP1	Growth in sales in relation to your expectations					
FP2	Growth in sales in relation to your competitors					
FP3	Growth in profits in relation to your expectations					
FP4	Growth in profit level in relation to your competitors					
FP5	Increased market size in new markets in relation to your expectation					

FP6	Increased market size in new markets in relation to your competitors					
FP7	Growth in capital from operations					
FP8	High level of customer loyalty					

We thank you for completing the questionnaire.