INFLUENCE OF STRATEGIC LEADERSHIP ON ORGANIZATIONAL PERFORMANCE: THE MODERATING ROLE OF DIGITAL CAPABILITY IN THE GOVERNMENT SPONSORED YOUTH EMPOWERMENT ORGANIZATIONS IN KENYA

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DECLARATION & RECOMMENDATION

This thesis is my original work and has not been presented in any other university.

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DEDICATION

Special dedication goes to my late dad, Mr. Wilson Okongo, who taught me the essence of education, and to my wife, Evelyn Otieno, and my three children, Ethan, Nathan, and Zerah, for their unwavering support.

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ABSTRACT

The Government-Sponsored Youth Empowerment Organizations (GSYEOs) represent a strategic approach by the Government of Kenya to empower the youth by equipping them with essential tools and resources. Despite these well-meaning interventions, youth poverty and unemployment rates in Kenya continue to rise, necessitating a critical evaluation of the performance of these government entities. This study aimed to evaluate the impact of digital capabilities on the connection between strategic leadership practices and the performance of GSYEOs Specifically, the study evaluated how strategic direction, strategic control, organizational culture, and human resource development affect organizational performance. The theoretical framework of the study drew on strategic leadership, dynamic capability, and control theories, with organizational performance measured through the Balanced Scorecard framework.

A mixed-method research design was employed, involving a random sample of five GSYEOs with a population of 525 employees. A sample of 110 respondents was selected using Mugenda and Mugenda's (2003) formula, while five purposively selected IT employees provided insights on technological aspects. Proportionate stratified random sampling was used to select employees from different GSYEOs, while 13 senior leaders were randomly chosen for interviews. The study's internal consistency was confirmed through Cronbach's alpha after the pilot study. Data collection employed two instruments: a Key Informant Interview guide and a questionnaire comprising both closed- and open-ended questions, which were analysed using descriptive and inferential statistics. Inferential analysis included correlation, simple and multiple linear regression, and multiple hierarchical regression with moderation.

The findings revealed that strategic direction, human resource development, organizational culture, and strategic control had a statistically significant positive effect on organizational performance in the simple linear regression model ($p < 0.05$). Multiple regression analysis showed that strategic leadership practices accounted for 69% of the variance in organizational performance, with human resource development and culture being the only statistically significant predictors. Moreover, digital capability was found to have an antagonistic effect, diminishing the positive relationship between strategic direction and organizational performance ($\beta = -0.431$, CI = -0.431, -0.036, $p = 0.021$).

The study found that, when all independent and moderating variables were included in a hierarchical regression model, the combined influence on organizational performance was statistically significant, with R^2 at 86.2%. Regarding digital capability, the study recommends that GSYEO leadership should promote innovation by enhancing digital capacity, fostering a culture of innovation, and increasing funding for digital initiatives. However, it is crucial that employees are first trained, and that digital assets are reviewed to ensure alignment with the organization's goals and mission before implementation. The study further concluded that human resource development had the greatest impact on strategic leadership practices. Consequently, the study recommends prioritizing human resource development through adequate funding for training initiatives. Lastly, the study advocates for aligning organizational culture with the goals and objectives of GSYEOs to enhance overall performance.

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ABBREVIATIONS AND ACRONYMS

ANOVA	-	Analysis of Variance
AU	-	African Union
BSC	-	Balance Score Card
GDP	-	Gross Domestic Product
GSYEOs	-	Government-Sponsored Youth Empowerment Organisations
HR	-	Human Resources
HRD	-	Human Resource Development
ICS	-	Internal Control Systems
KICD	-	Kenya Institute of Curriculum Development
KKV	-	Kazi Kwa Vijana
KPI	-	Key Performance Indicator
MDAS	-	Ministries, Departments and Government Agencies (MDAS)
MoEST	-	Ministry of Education, Science and Technology
MoYAS	-	Ministry of Youth Affairs and Sports
NSSF	-	National Social Security Fund (NSSF)
NYS	-	National Youth Service
OCo	-	Organisational Controls
OCu	-	Organisational Culture
PESTEL	-	Political, Economic, Social, Technological, Environmental and Legal
SAGAs	-	Semi-Autonomous Government Agencies
SC	-	Strategic Control
SDGs	-	Sustainable Development Goals
SL	-	Strategic Leadership

SPSS	-	Statistical Package For The Social Sciences
TLT	-	Transformational Leadership Theory
TMT	-	Top Management Team
UN	-	United Nations
UNDP	-	United Nations Development Programme
UNEP	-	United Nations Environmental Programme
YEDF	-	Youth Enterprise Development Fund
NACOSTI	-	National Commission for Science, Technology and Innovation

CHAPTER ONE

INTRODUCTION

Strategic leadership is essential for guiding organizational performance, particularly in addressing internal weaknesses and external threats (Wheelen & Hunger, 2015). While strategic leadership has been linked to positive outcomes globally, its role in African public organizations remains underexplored (Eze & Chinyere, 2019; Munyoki & Waweru, 2019; Wang et al., 2022). In public sector organizations in Kenya, such as government-sponsored youth empowerment organizations (GSYEOs), strategic leadership is under-researched (Kihara, 2015; Mwangi, 2020; Ndegwa, 2016) despite its potential for improving outcomes (Boal & Hooijberg; 2001; Germain & Fink, 2013; Rowe, 2001). A SWOT analysis by the Ministry of ICT, Innovation, and Youth Affairs (2019) revealed that managerial inefficiencies contributed to the underperformance of youth empowerment initiatives.

In today's rapidly changing and unpredictable environment, effective leadership must adapt to digitalization and technological disruptions (Oberer & Erkollar, 2018). The relationship between strategic leadership and digital capability is particularly relevant in GSYEOs, where technological adoption has been slow (Munyoki & Waweru, 2019; Njoroge & Wanjiku, 2018; Omwenga; 2021). This study investigates how strategic leadership influences performance in GSYEOs and examines the moderating role of digital capability. By exploring this relationship, the study aims to fill gaps in the literature and provide insights for enhancing leadership effectiveness in Kenya's public sector**.**

This chapter examines organizational performance as the outcome variable, with strategic leadership practices as predictor variables and digital capability as a moderating factor. It discusses Government-Sponsored Youth Empowerment Organizations in Kenya as a key aspect of the government's intervention in youth empowerment efforts and emphasizes the importance of evaluating their performance. Additionally, the section provides a summary of youth empowerment programs at the global, regional, and local levels. It also outlines the research problems, objectives, hypotheses, significance, and limitations of the study.

1.1 Background

In Kenya, GSYEOs are primarily funded by the government, and their performance is closely scrutinized to ensure the efficient use of taxpayer funds (Mokwaro & Nyamu, 2018). The Kenyan government, through policies like the Vision 2030 initiative and the Kenyan Constitution, has prioritized youth empowerment as a critical component of the nation's socio-economic development (Government of Kenya, 2007; Republic of Kenya, 2010). Despite these efforts, GSYEOs have struggled to consistently deliver on their mandates (Mburugu, 2018; Mwangi; 2020; Nyabuto, 2021), highlighting the need for improved leadership and digital capability to enhance their performance.

Organizational performance has been a central concern in both business management and public administration (Kaplan & Norton, 1992). While much research has examined leadership and strategic management, the interplay between strategic leadership and digital capability—particularly in the public sector—remains underexplored (Berman & Hijal-Moghrabi, 2022; Gartner, 2019; Kane et al., 2015; Mergel; 2016). Organizational performance describes the

effectiveness with which an organization attains its goals. According to Kaplan and Norton (1992) and Venkatraman and Ramanujam (1986), performance includes both financial and non-financial measures, offering a comprehensive framework for evaluating strategic goals.

Historically, organizational performance has been measured primarily through financial metrics (Bititci et al, 2016; Neely et al, 1995). However, Kaplan and Norton (1996) argue that focusing solely on financial outcomes provides a limited view of organizational success, particularly in non-profit and public sector organizations like GSYEOs. Non-financial indicators such as operational efficiency, innovation, and employee competence offer a more holistic understanding of performance. The Balanced Scorecard (BSC) is a framework that integrates both measurable and intangible performance indicators, providing a well-rounded tool for evaluating the effectiveness of strategic leadership within organizations (Kaplan & Norton, 1992).

In the context of GSYEOs, performance is a critical metric for assessing progress, guiding necessary adjustments, and ensuring the efficient use of resources. Despite government efforts to empower youth through these organizations, performance challenges such as resource constraints and management inefficiencies persist, particularly in African contexts (Ibrahim et al., 2023). Strategic leadership has emerged as a crucial element in navigating these challenges, especially in public sector organizations (Boyne, 2002; Bryson, 2018; Fernandez & Rainey, 2006; Northouse, 2018; Vogel & Masal, 2015). Northouse (2018) highlights that strategic leadership plays a pivotal role in ensuring long-term success, particularly in environments characterized by resource limitations and dynamic external pressures. In the case of GSYEOs, effective leadership is key to

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driving performance improvements, yet the role of digital capability in amplifying this leadership impact remains understudied (Berman & Hijal-Moghrabi, 2022; Gartner, 2019; Mergel, 2016).

Digital capability, which encompasses an organization's skill in using technology to boost service delivery and decision-making, has grown crucial in today's public sector operations (Westerman et al., 2014). Kane et al. (2015) contend that digital tools can transform governance, enhance service delivery, and foster citizen engagement. However, the degree to which digital capability moderates the relationship between strategic leadership and organizational performance in public sector organizations, such as GSYEOs, remains under-researched (Kim & Lee; 2022; Wang & Wang, 2021). This study fills the gap by investigating how these essential variables interact.

This research argues that digital capability can act as a moderating factor between strategic leadership and performance by facilitating more efficient decision-making, optimizing resource allocation, and enhancing service delivery. By investigating this interaction, the study aims to contribute to the development of leadership strategies that leverage digital tools to enhance organizational performance in the public sector. Understanding how digital capability influences this relationship is crucial for optimizing the performance of GSYEOs, ultimately contributing to Kenya's socio-economic development.

1.1.2 Strategic leadership

Strategic leadership refers to the responsibilities assumed by leaders at the highest levels of an organization, which are critical in setting the strategic direction and ensuring the realization of organizational goals (Samimi et al., 2022). A strategic leader, often a CEO or C-suite executive,

is responsible for formulating the strategic vision and future outlook, with the ultimate aim of improving performance (Shao, 2022). Strategic leadership focuses on outcomes beyond operational efficiency, encompassing environmental, social, and economic impacts, while also influencing areas such as governance, innovation, and organizational supervision (Singh et al., 2023). This study, therefore, examines the strategic roles of leaders at the helm of Government-Sponsored Youth Empowerment Organizations (GSYEOs) in Kenya, exploring how their leadership affects organizational performance.

In organizational contexts, strategic leadership is often exercised by the Board of Directors (BOD) and Top Management Teams (TMTs), including key executives such as the CEO, CFO, CIO, COO, and other senior leaders responsible for strategic business units (SBUs) (Singh et al., 2023). These leaders are tasked with leveraging organizational resources to achieve set goals by establishing clear objectives, formulating strategies to meet them, and overseeing their implementation (Chen et al., 2022). A well-defined strategy allows organizations to meet stakeholder expectations and adapt to a constantly changing business environment (Samimi et al., 2022). In this context, the study explores how strategic leadership practices in GSYEOs contribute to organizational effectiveness, drawing on established theories of leadership and strategy (Ireland & Hitt, 2005).

Strategic leadership is not only required to guide organizations toward superior performance but also to adapt to challenges in turbulent and dynamic environments. As Sivili and Boateng (2023) note, the failure of small enterprises can often be attributed to the underutilization of strategic leadership principles. Furthermore, strategic leadership is vital for cultivating employees' digital capabilities, allowing them to harness emerging technologies to create value and innovate business

models in response to environmental changes (Nuryadin et al., 2023; Slavković et al., 2023). Effective strategic leadership is also vital in evaluating organizational performancetracking investments, and ensuring that firms are responsive to the demands of the Fourth Industrial Revolution, which requires creative, innovative, and digitally competent employees (Slavković et al., 2023).

The Executive Leadership Theory, introduced by Hambrick and Mason (1984), suggests that organizational results reflect the traits and choices of senior executives. The personal traits, backgrounds, and values of these leaders significantly influence critical strategic decisions and, ultimately, the overall performance of the organization (Samimi et al., 2022; Shao, 2022; Singh et al., 2023). Bhattacharyya and Jha (2018) further emphasize that strategic leadership involves guiding employees to achieve firm-level goals, particularly during periods of change. Leadership styles can motivate employees, shape their behavior, foster creativity, and drive effective change management (Singh et al., 2023). According to Ireland and Hitt (1999), strategic leaders provide clear direction by crafting compelling visions and missions, which serve to inspire employees and align their actions with the organization's objectives. Leaders who are attuned to business conditions, environmental factors, and future challenges are better positioned to formulate effective strategies and drive their organizations toward success (Serfontein, 2021).

The need for further research into strategic leadership, particularly within the context of public sector organizations in Africa, has been highlighted in several studies (Eze & Chinyere, 2019; Munyoki & Waweru, 2019). Alayoubi et al. (2020) argue for more research into strategic leadership, a call echoed by Wamalwa et al. (2023), Munyoki and Waweru (2018), and Karanja

(2020), who emphasize the importance of studying leadership in African organizations. Government-Sponsored Youth Empowerment Organizations (GSYEOs) face similar political, environmental, social, and technological pressures as private sector firms. Therefore, leaders in these organizations must not only motivate employees and align the organization's agenda with government priorities but also manage external pressures and navigate the complexities of youth empowerment (Shao, 2022).

While extensive research has demonstrated the positive influence of strategic actions on organizational performance, it is also evident that the impact of strategic leadership can be affected by unforeseen or random events (Jaleha & Machuki, 2018). Akeke et al. (2021) highlight the importance of incorporating mediating variables, such as organizational learning and cultural change, into strategic leadership research. These variables, often overlooked, play a significant role in shaping the outcomes of strategic decisions and offer a more nuanced understanding of how strategies are formulated and executed. As Singh et al. (2023) note, much of the existing research on strategic leadership has focused on large private firms, with relatively fewer studies conducted in the public sector or within GSYEOs.

To address these gaps, this study examines strategic leadership practices in GSYEOs by utilizing constructs from Ireland and Hitt (2005) strategic leadership model such as strategic direction, human capital development, organizational culture, and strategic control (Bore & Macharia, 2022; Ireland & Hitt, 2005; Kurzhals & Graf-vlachy, 2020; Sritoomma & Wongkhomthong, 2021). These constructs have been instrumental in understanding the role of leadership in improving organizational performance and are explored in the subsequent chapters. As organizations continue

to navigate the complexities of digital transformation and evolving market demands, the role of strategic leadership in fostering innovation, enhancing digital capabilities, and aligning strategic objectives with operational realities becomes increasingly critical.

1.1.2.1 Strategic direction

Strategic direction is characterized by the firm's long-term objectives, aspirations, and envisioned future image. It encompasses the development of a forward-looking perspective, acknowledging both sudden and incremental transformations in the external context (Ngaruiya et al., 2023). In this process, the presence of a strategic leader is essential as they are tasked with crafting the organization's vision, mission, and strategic goals that will steer its trajectory towards long-term growth and success (Hitt et al., 2018). A vision encompasses a forward-thinking and imaginative representation of the desired future state of the company, serving as a guiding force that motivates stakeholders and employees to harmonize their actions with the organization's future goals (Odero, 2023). The vision also communicates the organization's values and inspires commitment from internal and external stakeholders (Taiwo & Lawal, 2016). Vision and mission serve as the foundation for strategic planning, empowering employees, shaping organizational structure, and influencing leadership actions (Ngaruiya et al., 2023).

In the public sector, including Government-Sponsored Youth Empowerment Organizations (GSYEOs), a well-defined vision and mission are essential for organizational effectiveness. GSYEOs, like other public institutions, face complex and often bureaucratic environments that can hinder strategic flexibility. Bureaucracy limits managers' ability to exercise intuition, values, and experience in decision-making, which is critical in a rapidly changing and volatile global

environment (Ansell et al., 2022). Despite these challenges, strategic direction remains necessary for enhancing competitiveness, efficiency, and service delivery in the public sector (Minja, 2020).

Research has consistently shown that strategic direction significantly impacts organizational performance across various sectors (Anon, 2022; Miriti et al., 2021; Njagi, 2019; Odero, 2023; Olaka, 2016). While most of these studies have been conducted in the private sector, further research is needed to gain a more complete understanding of how public sector organizations such as GSYEOs are affected by strategic direction. Studies on strategic direction and performance are well-documented, with research indicating that organizations with clear and well-communicated strategic directions tend to perform better (Darbi, 2019; Golensky & Hager, 2020). A clear sense of purpose and direction within an organization is made possible when leaders articulate the company's goals and vision effectively (Odero, 2023).

For GSYEOs in Kenya, the strategic direction must align with the country's broader development agendas, such as the Vision 2030 and the 2010 Constitution, as well as international frameworks like the UN's Agenda for Sustainable Development 2030 and Security Council Resolutions 2250 and 2419, Africa's 2006 – Youth Charter, 2063 Africa Agenda (UNDP, 2018). Leadership within these organizations contributes to youth empowerment, and they must ensure their objectives are aligned with those of their nation and the international community. Communicating this strategic vision effectively down the hierarchy is crucial to ensure that employees understand how their roles contribute to the larger organizational goals. This alignment allows for coordinated efforts across all levels of the organization, ensuring that everyone is working toward the same strategic objectives.

In summary, strategic direction is a critical component of leadership. It provides a roadmap for organizations to navigate complex and dynamic environments while ensuring that their goals and actions align with broader societal and governmental frameworks. For GSYEOs in Kenya, a strong strategic direction is vital to achieving long-term success and meeting the pressing needs of the country's youth.

1.1.2.2 Human Resource Development

Human resources are important assets that significantly lead to organizational performance (Ireland & Hitt, 1999). In the context of Government-Sponsored Youth Empowerment Organizations (GSYEOs), human capital should be viewed not just as a resource but as a strategic partner essential for delivering quality public services. This alignment empowers employees, helping them internalize the organization's vision while motivating them to contribute towards long-term goals (Wright et al., 2014). There remains a significant gap in research devoted specifically to quantifying human capital's value and application in the public sector, despite the strategic importance of human capital (Wright et al., 2014). There is a gap in understanding how human capital can be fully optimized to meet the goals of public organizations due to this gap (Marler & Fisher, 2013; Wright et al., 2014).

Despite these limitations, GSYEOs can draw lessons from the private sector, adopting innovative strategies and efficient internal processes to improve service delivery (Ringson & Matshabaphala, 2023). In the past, employers often regarded employees merely as service providers, but this perspective has evolved. In the digital age, it is critical to see human capital as a strategic partner

in driving innovation and achieving organizational goals (Hitt & Ireland, 1999). Employees bring new skills and perspectives that can advance organizational objectives, making them key contributors to growth and transformation (Ringson & Matshabaphala, 2023).

Kapure and Townsend (2021) argue that the most effective human capital strategy for public sector organizations revolves around the integration of digital technology. For GSYEOs, building internal capacities is essential to effectively navigating the increasingly complex business environment. Digital skills empower employees, enhance organizational efficiency, and improve service delivery. By strengthening human capital, GSYEOs not only increase their performance but also ensure their long-term sustainability in the face of continuous change (Kraja & Spahija, 2023).

Contextualized for GSYEOs, human capital development plays a central role in aligning staff with organizational goals, promoting innovation, and enhancing overall performance. By adopting strategies that emphasize digital capability and continuous learning, GSYEOs can position themselves to achieve their mandates more effectively.

1.1.2.3 Strategy control

Strategic control is a vital element in ensuring that organizations, including Government-Sponsored Youth Empowerment Organizations (GSYEOs), effectively manage the development, implementation, and monitoring of their strategies. The control process presents complexities and uncertainties that must be addressed during both strategic and operational management (Miriti, 2021). Strategic control not only enables organizations to evaluate the progress of their strategies but also ensures that the workforce is aligned with the broader organizational goals (Pearce & Robinson, 2011; Rupia & Rugami, 2022).

For GSYEOs, as they operate in a dynamic environment characterized by evolving policies, demographics, and technological advancements, it is essential to continuously challenge and reassess their strategic assumptions. Strategic control provides a framework for this, enabling these organizations to scan their internal and external environments and make timely adjustments to their strategies (Pearce & Robinson, 2011). For example, strategic surveillance—an informal monitoring of the environment—can help GSYEOs identify potential risks and opportunities, while special alert control allows them to respond quickly to sudden changes, such as shifts in government policies or technological disruptions (Constantin et al., 2019).

To fully leverage strategic control, employees at GSYEOs must engage in ongoing feedback loops, regularly reviewing assumptions, swiftly responding to environmental changes, and closely monitoring external factors through tools like news alerts and data analytics (Marler & Fisher, 2013). This process helps executives evaluate organizational performance and the operational environment, allowing them to adjust strategic direction as needed to meet organizational goals (Keegan et al., 2019). For instance, employees responsible for implementing strategies should continuously track performance metrics, compare them to established goals, and make necessary corrections.

At a broader level, strategic control involves anticipating and preparing for shifts in the external environment, such as changes in the macroeconomic, political, legislative, and technological landscapes (Wu et al., 2017). For GSYEOs, this could mean adapting to new government regulations, preparing for the impact of global economic recessions, or responding to

advancements in digital technologies that could alter their service delivery models. As the external environment evolves, the assumptions underlying the strategy must also adapt, allowing leaders to make informed strategic decisions—such as exiting outdated programs or adopting new technologies (Merchant & Van der Stede, 2007; Simons, 1995).

Strategic control also helps GSYEOs learn from past experiences, enabling leaders to identify previous missteps and take preventive measures to avoid repeating them (Ittner & Larcker, 2003; Otley, 1999). In times of uncertainty, such as during a global pandemic or technological disruption, proactive planning and adaptability are critical to ensuring that GSYEOs can continue to meet their objectives (Hitt et al., 2020). For example, demographic shifts in Kenya, with a rising youth population, require GSYEO leaders to practice visionary leadership, anticipate future needs, and adjust their strategies to remain relevant and effective.

In sum, strategic control allows GSYEOs to navigate an ever-changing environment, ensuring that their strategies remain aligned with both internal objectives and external demands. Leaders who practice strategic control can better position their organizations to respond to challenges and capitalize on opportunities, thereby improving organizational resilience and long-term success

1.1.2.4 Organizational Culture

Organizational culture consists of intricate elements such as shared values, norms, and symbolic practices that shape how an organization functions and interacts both internally and externally. These elements permeate all organizational activities, from incentive programs to communication patterns and operational procedures (Gutterman, 2023). Studies indicate that a strong organizational culture positively influences performance by fostering alignment with goals and

enhancing the organization's capacity to execute its strategies effectively (Ngaruiya et al., 2023). Culture plays a pivotal role in guiding employee behavior, providing a competitive edge, and fostering innovation, which is particularly important for adapting to change (Rahman et al., 2018).

Even though Government-Sponsored Youth Empowerment Organizations (GSYEOs) operate in less competitive environments compared to private-sector firms, a constructive culture can still foster innovation and the adoption of best practices. For instance, a culture that encourages continuous learning and adaptability can enhance service delivery, ensuring that GSYEOs respond effectively to the changing needs of their beneficiaries. As Ngaruiya et al. (2023) suggest, organizations should periodically assess their culture to ensure it continues to support innovation and, if necessary, implement change management strategies to maintain cultural relevance.

Moreover, the culture within GSYEOs directly impacts their performance. A culture that promotes innovation and aligns with the organization's mission can inspire employees to contribute more effectively, improving service quality. As a result of the 21st century's dynamic environment, Jaleha and Machuki (2018) assert the importance of having a thriving organizational culture. Culture can be seen as the soul of an organization, which binds staff and fosters a collective purpose, helping the organization achieve its goals (Akeke et al., 2021). In this way, cultivating a strong, adaptable culture is essential for GSYEOs to meet both their immediate objectives and long-term vision.

1.1.2.5 Digital Capability

Digital capability is an extension of resource-based views of firms and dynamic capabilities theories (Thuda et al., 2023). Although the term "digital capability" does not have a clear definition in the literature, it involves digital assets and the creation of value through digital innovation, going beyond just IT skills. According to Korhonen and Gill (2018), a company's digital competency refers to its ability to utilise and integrate data and information technologies into its products and services, as well as its internal policies, practices, and workflows, to deliver value to its customers. Khin and Ho (2020) define digital capability as an organization's skill, knowledge, and proficiency with digital technology.

Research indicates a need for institutions to obtain digital capabilities to achieve optimal performance (Thuda et al., 2023). For organisations to continuously improve performance and remain competitive, they must innovate. Innovation creates a sustainable competitive advantage (Kurzhals & Graf-vlachy, 2020). Innovation improves business performance, generates new ideas, enhances productivity, and leads to digital competence (Jiao et al., 2021). Innovation enables firms to generate sustainable competitive advantages in an extremely complex and dynamic environment (Teece, 2023). Leadership determines the allocation of resources and budgets (Alblooshi et al., 2020). The leadership style creates an innovative culture and environment (Jiao et al., 2021), certain leadership styles, such as transformational, have a positive and outstanding influence on organisational innovation (Çağlayan, 2022). Organizations run the risk of obsolescence due to competition if they do not embrace digital innovation. GSYEOs can benefit immensely from innovation such as big data analytics, which would enable them to understand statistical reports in real-time regarding their program performances, needs, and areas that require critical interventions. Organisations with IT competencies can collect customer data, improve business processes, and

exchange ideas. Research shows that the influence of IT capabilities on corporate performance has gained considerable exposure (Zhe & Hamid, 2021). Digitalisation and e-government can help GSYEOs in improving transparency and accountability and enable public participation, leading to effectiveness, quality, speed, accessibility, and provision of quality services to the citizens (Nuryadin et al., 2023). GSYEOs can improve their leadership, quality of services, transparency, and speed through digitisation, as e-government has been known to prevent corruption.

1.1.3   Global Perspective on Youth Empowerment Organisations

Young people worldwide face similar challenges, including difficulties in accessing employment, quality education, healthcare, and being vulnerable to interpersonal abuse, as well as the far-reaching impacts of climate change and natural disasters (UNDP, 2023). In recent years, there has been a concerted effort to address youth issues, culminating in the integration of youth policies into the 2030 Agenda for Sustainable Development. In addition, multiple initiatives have been introduced to empower youth through education and employment, recognizing these as foundational elements for achieving peace, security, and sustainable development (United Nations [UN], 2018). However, many of these initiatives have stalled in the early stages due to insufficient funding for youth empowerment organizations and resistance from certain governments, which maintain unfavourable attitudes toward youth-driven programs (United Nations Human Rights, 2023).

Globally recognized policies, including the 2030 Agenda for Sustainable Development and UN Security Council Resolutions 2250 and 2419 (2015 and 2018, respectively), emphasize the importance of youth in advancing sustainable development, preventing crises, and fostering peace

(United Nations, 2018). Research has established a connection between sustainable development goals (SDGs) and improved profitability and performance within business organizations and national economies (Modgil et al., 2020). However, limited research has examined the impact of SDGs on the public sector, particularly in Government-Sponsored Youth Empowerment Organizations (GSYEOs) (Erin et al., 2022). This research gap complicates efforts to assess whether global initiatives have translated into tangible improvements in the performance of public sector organizations, including GSYEOs.

Most studies on the influence of SDGs within the public sector have concentrated on countries outside Africa, with notable research in the United Kingdom (Sobkowiak et al., 2020), Mexico (Vázquez-Maguirre et al., 2018), and Colombia (Tabares, 2021). This geographic focus has left Africa largely overlooked, creating a knowledge gap regarding the impact of global youth empowerment efforts within the continent. Although this study does not extensively explore international policies, existing evidence points to significant gaps in the global approach to youth empowerment, particularly in underrepresented regions such as Africa. Further research is needed to understand how these global initiatives affect the performance and sustainability of GSYEOs.

1.1.4 Regional Perspective on Youth Empowerment Organisations

The population of Sub-Saharan Africa has the youngest age distribution in the world, with approximately 13% of the global population living there. The number of youths aged between 15 and 24 will be projected to double by 2050, reaching 840 million despite the many challenges affecting the African youth (Yingi, 2023). Consequently, the African governments have committed to addressing the challenges faced by the youth through the African Youth Charter, which was

adopted in 2006 as a legal and political framework to monitor the development of youths in Africa in terms of education, employment, and participation (African Union, 2020). Common problems in Africa include a lack of jobs and opportunities for the youth, which have been described as *"a ticking time bomb"* (Njogu, 2019). The youth in many African countries, including Kenya, are being empowered through technical training that equips them with the necessary skills for digital literacy and online work. Nevertheless, there are lingering uncertainties surrounding the performance of these programs because Africa continues to grapple with challenges such as insufficient digital infrastructure and a skills gap, both of which have a detrimental effect on youth empowerment (Barasa & Kiiru, 2023).

Zimbabwe is experiencing a youth bulge, with three-quarters of the citizens being under thirty-five years old. However, unemployment continues to rise, and small-scale businesses collapse at a high rate due to a lack of capital (Yingi, 2023). Research in Zimbabwe by the International Labour Organisation (ILO) indicates that the country's youth are among the most disenfranchised and endure some of the most challenging living situations (Maulani & Agwanda, 2020). To address these challenges, the Zimbabwean Government created a National Youth Policy and embraced a Programme known as the Integrated Skills Outreach Programme (ISOPO) in 2006. The ISOPO Programme aimed to empower young people with technical and entrepreneurial expertise to enable them to generate income and contribute to the economy. However, respondents expressed concerns that the Programme had low performance (Yingi, 2023). In addition, the Zimbabwean government introduced a youth development fund in 2006, which had a generous budget of USD 40 million, aimed at providing loan assistance to aspiring young entrepreneurs. By 2015, the credit programme disbursed over US$2.6 million, authorising 3601 loan applications ranging from US$2000 to

US$5000. Unfortunately, the Kurera-Ukondla Youth Fund, established through a partnership with Old Mutual, ceased operations in 2015 due to a significant rate of non-payment. In 2014, a parliamentary committee identified multiple inconsistencies within the Programme, including cash misappropriation, political corruption, and an astonishing default rate of 85 per cent among those receiving assistance (Maulani & Agwanda, 2020) pointing to leadership and organizational performance problems.

Youth unemployment in Botswana was reported at 25.1% in 2016, while the country's overall unemployment rate was 17.6% (Statistics Botswana, 2018). Botswana's government has carried out several youth empowerment initiatives to combat rising rates of young unemployment since the 1990s; nevertheless, because of their haphazard and insufficient implementations, these empowerment initiatives have had little impact on youth empowerment initiatives (Lesetedi, 2018). Diraditsile (2021) asserted that programmes have been ineffective in addressing unemployment sufficiently and found that those implementing policies lacked the skills required to help young people achieve socioeconomic development (Gaetsewe, 2019).

In South Africa, the government has introduced multiple programs and policies aimed at reducing the unemployment rate. These initiatives include the Youth Enterprise Development Strategy, the Employee Tax Initiative, and the National Development Plan (Jubane, 2021) but according to Stats South Africa (2024), youth unemployment is 45.5%, significantly higher than the national average of 32.9%. The gap between rising unemployment and implemented initiatives may indicate issues with organizational performance or leadership.

In Nigeria, although the youth comprise around 60% of the population, a significant portion of them face unemployment and poverty (Ibrahim et al., 2023). Since 1977, 15 empowerment programs have been initiated to equip young people with the tools to combat varying degrees of deprivation, unemployment, and poverty. However, the impact of these programs on youth empowerment has been limited, and poverty and unemployment have continued to increase despite these efforts (Ibrahim et al., 2023), showing a potentially low performance of the government-sponsored youth empowerment initiatives in Nigeria. In addition, Nigeria's national youth unemployment rate (for individuals aged 15 to 34) had reached 42.5% by 2020, while the underemployment rate stood at 21.0% (National Bureau of Statistics, 2020).

1.1.5 Local Perspective on Youth Empowerment Organisations

Article 55 of the 2010 Kenyan Constitution safeguards the rights of youths, providing a framework for the government to offer relevant education, training, political representation, and involvement in social, political, and economic activities such as employment and trade (Republic of Kenya, 2010). The performance of the youth empowerment agencies, such as The State Department of Youth Affairs National Youth Service, Kenya Youth Employment Opportunities Project (KYEOP), Youth Enterprise Development Funds (YEDF), Ajira Digital Youth Empowerment Programme (ADYEP), Uwezo fund, Higher Education Loans Board, and National Youth Council, need to be emphasised, improved, and evaluated because despite the efforts of these agencies, as noted by Munda (2023), unemployment challenges among Kenyan youth persist (Muia, 2023). Research indicates that individuals aged 20-24 have the highest unemployment rate at 22.8%, followed by those aged 25-29 at 21.7%. The job market sees an annual addition of approximately 800,000 graduates from universities, as reported by the Kenya National Bureau of Statistics (2019).

Additionally, the World Bank Group (2019) projects a yearly expansion of the workforce by 1 million individuals. Therefore, there is a stronger rationale for analyzing the performance and strategic leadership in GSYEOs to enhance their capacity.

The Government's 2019 policy document acknowledged the hardships experienced by young people, including their marginalization in economic opportunities, employment, and exclusion from decision-making processes. Factors such as inadequate education, skills gaps, limited economic prospects, high school dropout rates, and living with AIDS are significant contributors to the underutilization of the labour force (Kenya Youth Development Policy [KYDP], 2019).

The Kenyan government has achieved several milestones in youth empowerment, including the National Youth Services (NYS) Act of 2018, the National Youth Council in 2009, Access to Government Procurement Opportunities (AGPO) in 2013, and the Youth Enterprise and Development Fund (YEDF) in 2007. These initiatives are part of Kenya Vision 2030 and the Medium-Term Plan II (2013–2017), which aim to develop the talents and skills of the youth. In 2019, the Government of Kenya conducted a SWOT analysis to evaluate the strengths and weaknesses of its youth empowerment interventions, including evolving threats due to underemployment and underemployment, post-election violence, weaknesses in duplication efforts due to lack of integration between government agencies, but also positive outcome including strong policy framework. While some initiatives have been successful, others have not, and some have ended prematurely, all facing various challenges (KYDP, 2019). Nevertheless, a lack of empirical research has hindered the evaluation of the effectiveness of youth empowerment programs.

1.2 Statement of the problem

Despite the significant efforts of GSYEOs in Kenya, including job placements, business start-up grants, and training programs, the persistent high rate of young people aged 20-29 who are not in education, employment, or training (NEET)—exceeding 26% between 2019 and 2024 (KNBS, 2024)—raises critical questions about the effectiveness of these organizations. The reduction in government funding for key programs such as the Youth Enterprise Development Fund (Munda, 2024) and the scaled-back operations of the National Youth Service (Office of the Auditor-General, 2021) further complicate the landscape, despite the ongoing high levels of youth unemployment The government's exploration of alternative strategies—such as labour export, affordable housing, ICT hubs, and industrial parks (President of Kenya, 2023)—suggests a recognition of the limitations of current approaches. This scenario underscores the urgent need for an empirical evaluation of the organizational performance of GSYEOs. Research indicates that government youth empowerment initiatives across Africa often underperform (Ibrahim et al., 2023), highlighting a critical gap in understanding the operational challenges and effectiveness of GSYEOs in Kenya. Addressing this gap is essential to improving the impact of these organizations and better addressing the youth unemployment crisis.

Additionally, strategic leadership in public sector organizations, particularly within GSYEOs, appears insufficient and unexamined, potentially hindering the effectiveness of these initiatives (Kihara, 2015; Ndegwa; 2016; Mwangi; 2020). Ambilichu et al. (2022) and Wakhisi (2021) argue that there is a lack of strategic leadership in public organizations, which complicates efforts to address youth unemployment. This raises concerns about the long-term viability and impact of these programs, as decisions made by strategic leaders affect the entire organization (Hitts et al, 2005). According to Kibara and Kiiru (2021), most research has focused on profit-making

organizations, which has resulted in a dearth of research on non-profits. In the view of Wamalwa (2023), strategic leadership studies in Africa are relatively low, suggesting an opportunity for further research in this domain.

An investigation into the influence of human resources on strategy success was conducted by Shrouf et al. (2020). The study aimed to discover how productivity in Jordan's banking industry mediated the relationship. The findings showed that human resources positively impacted strategic performance and productivity. Even though both studies were in the public sector, there was a contextual gap as studies were from different continents, a methodological gap because of different research methods and a conceptual gap due to different constructs and theoretical frameworks utilized in the studies. Additionally, Tannady and Budi (2023) examined the independent impacts of leadership, organisational culture, and workplace performance. The result was that corporate culture has a significant, positive impact on performance. However, the study occurred in a different country and used different constructs, and as Wamalwa (2023) has argued, most strategic leadership data are from developed countries, which poses contextual challenges in implementation.

In Bungoma County, Kenya, Nang'ole and Muathe (2023) studied the effects of strategic leadership, resource budgeting, and incentives on the performance of public high schools. The study found that strategic leadership had a significant impact on student achievement. However, unlike the current study, it did not test the direction or strength of these associations using a moderating variable, highlighting a conceptual gap. In a similar vein, the study by Oracha et al. (2021) delved into the moderating role of competitive advantage on the linkage between strategic

leadership and the performance of international non-governmental organizations (NGOs) in Kenya. However, their study utilized a different moderating variable in a private-sector setting, further emphasizing a conceptual and contextual gap in comparison to the present research.

In summary, the empirical studies conducted reveal conceptual, contextual, or methodological gaps. The performance of public sector organizations, especially those focused on youth empowerment, remains a critical concern in Kenya. Despite the pivotal role of Government-Sponsored Youth Empowerment Organizations (GSYEOs) in combating unemployment and promoting youth development, their performance has often fallen short of expectations (KNBS, 2024). Research on the specific relationship between strategic leadership and organizational performance within GSYEOs in Kenya has not been conducted empirically to the best of the researcher's knowledge. This study seeks to address this gap by exploring how strategic leadership affects organizational performance, offering valuable insights into ways public sector organizations can improve their effectiveness. Understanding this relationship is essential for enhancing GSYEOs' ability to meet their performance objectives.

To the researcher's knowledge, no study has applied the strategic leadership model with digital capability in the context of Government-Sponsored Youth Empowerment Organizations (GSYEOs) in Kenya. This gap is significant, as governments with advanced digital capabilities demonstrated greater resilience during the COVID-19 pandemic through remote work, digital education, and telemedicine services (Ekwebelem et al., 2021). Addressing this gap is crucial for understanding how strategic leadership, moderated by digital capability, can enhance the performance of GSYEOs in Kenya.

1.3 Objectives of the Study

General Objective

To examine the influence of strategic leadership practices on the performance of Government Youth Empowerment Programmes in Kenya with digital capability as a moderating variable.

Specific Objectives

The aims of the study have been outlined as follows;

   i.   To analyse the influence of strategic direction on the performance of Government-sponsored Youth Empowerment Organisations (GSYEOs).

  ii.   To assess the influence of human capacity development on the performance of Government-sponsored Youth Empowerment Organisations (GSYEOs).

 iii.   To study the influence of organizational culture on the performance of Government-sponsored Youth Empowerment Organisations (GSYEOs).

  iv.   To examine the influence of strategic control on the performance of Government-sponsored Youth Empowerment Organisations (GSYEOs.

   v.   To examine the moderating effect of digital capability on the relationship between strategic leadership practices (strategic direction, human resource development, strategic control and culture) and the performance of Government-sponsored Youth Empowerment Organisations (GSYEOs).

1.4 Hypothesis

The following hypothesis was tested according to the aims and objectives of the research;

Ho$_1$: There is no statistically significant influence of Strategic direction on the performance of Government-sponsored Youth Empowerment Organisations (GSYEOs)

Ho$_2$: There is no statistically significant influence of Human resource development on the performance of Government-sponsored Youth Empowerment Organisations (GSYEOs)

Ho$_3$: There is no statistically significant influence of Culture on the performance of Government-sponsored Youth Empowerment Organisations (GSYEOs)

Ho$_4$: There is no statistically significant influence of Strategic control on the performance of Government-sponsored Youth Empowerment Organisations (GSYEOs)

Ho$_5$: Digital capability has no significant moderating effect on the relationship between strategic leadership practices (Strategic direction, Human resource development, Culture, Strategic control) and Organisational performance of Government-sponsored Youth Empowerment Organisations (GSYEOs).

1.5 Scope of the Study

The study sought to explore how digital capability influences the relationship between organisational performance and strategic leadership practices within government-sponsored youth empowerment organisations (GSYEOs). Data collection and analysis took four months from February 2024. Data collection took 2 months, while data analysis, reporting and presenting took 2 months. The study took place in Nairobi, Kenya even though some respondents were based outside Nairobi, therefore study instruments were digitized and disseminated online to capture remote audiences.

1.6 Limitations of the Study

Ireland and Hitt (2005) identified seven strategic leadership practices. However, this study focused on four of these practices. Core competencies and ethical practices were excluded for specific reasons. Core competencies were omitted because public sector organizations typically operate under predefined mandates, with a focus on service delivery and meeting policy objectives rather than leveraging unique competencies for market positioning (Hitt et al., 2019). Ethical practices were excluded because public sector organizations are already bound by stringent ethical guidelines, making additional emphasis on ethics redundant in this context (Hitt et al., 2020).

It's important to note that while these exclusions allowed for a more in-depth examination of the remaining practices, they may have limited the relevance of the findings in industries where ethics and core competencies play a more central role in strategic leadership. As a result, the applicability of these findings to sectors outside the public sector may be affected.

1.7 Significance of Study

The study has provided valuable insights into performance measurement in Kenya's public sector using the Balanced Scorecard, as well as evaluating the impact of digital capability in GSYEOs in Kenya. This research is important for the industry because youth empowerment organisations can significantly contribute to reducing unemployment. The study is relevant as it will enhance the capacity of implementers and assist policymakers and other stakeholders in shaping their strategic plans. The knowledge gained from this research will be beneficial for strengthening youth empowerment organisations and shaping policies and strategic plans. Despite youth unemployment being a global issue, Kenya is facing a major challenge as it is producing more workforce than it can accommodate. Examining the implementation of organisations designed to

address these challenges will yield valuable results that can be used to strengthen policies and frameworks for existing GSYEOs and support the future development of such organisations.

1.8 Assumptions of the Study

This study assumes that the strategic leadership practices identified by Ireland and Hitt (2005)—specifically determining strategic direction, human resource development, organizational culture, and strategic control—are sufficient to evaluate the organizational performance of GSYEOs in Kenya. It is assumed that the omission of core competencies and ethical practices does not significantly impact the relevance of these practices in the context of public sector organizations, where predefined mandates and stringent ethical guidelines are prevalent. Additionally, it is assumed that the focus on operational efficiency and service delivery within these organizations aligns with the selected strategic leadership practices, thereby providing a comprehensive assessment of their performance.

The researcher assumes that the data gathered from the five GSYEOs will have broader implications for the sector as a whole. It is also assumed that the definition utilized for organizational performance is sufficient for this study, even though organizational performance is a subjective concept that varies by sector, highlighting the complexity and context-dependency of performance metrics (Neely et al., 1995).

1.9 Operational Definition of Terms

Digital Capability	Digital capability in Government-Sponsored Youth Empowerment Organizations (GSYEOs) is operationalized through; (1) sensing digital opportunities, which involves identifying and understanding emerging digital trends relevant to the organization; (2) absorbing digital opportunities, referring to the implementation and integration of digital solutions into organizational processes; and (3) utilizing digital assets, which assesses the impact of these technologies on enhancing operations and driving organizational transformation. These components are measured through stakeholder surveys, project documentation, and impact assessments (Yeow et al., 2018).
GSYEOs	Government-sponsored Sponsored Youth Empowerment Organisations are those organisations initiated and funded by the Kenyan Government to empower the youths. They include the Government's SAGAs (Semi-Autonomous Government Agencies), Programmes, Projects, Ministries and Parastatals (Mokwaro & Nyamu, 2018).
Human Resource Development	To assess how Government-Sponsored Youth Empowerment Organizations (GSYEOs) support, encourage, and develop their employees, the following

aspects are measured: the allocation of resources and budget for training and development, the level of leadership support for human resource initiatives, the effectiveness of skill development programs, and the alignment of human resource practices with organizational goals. These components are evaluated through financial records, leadership surveys, program reviews, and policy assessments (Ringson & Matshabaphala, 2023).

Organizational Culture

Culture is operationalized as the collective values, conventions, and forms embedded in organizational activities. This includes the organization's strategic direction, control procedures, reward systems, and communication patterns. Culture is assessed by evaluating how these elements are applied and experienced within the organization, reflecting the norms and practices that influence organizational behaviour and performance (Gutterman, 2023).

Organisational Performance

In Government-Sponsored Youth Empowerment Organizations (GSYEOs), Performance is the degree to which a company successfully meets its pre-established goals or plans. Key Performance Indicators (KPIs) and publicly available performance measurement instruments

like the Balanced Scorecard are used to measure it. This includes evaluating performance from multiple perspectives: customer satisfaction, internal processes, and organizational learning and growth (Faridi-Zingir et al., 2020)

Strategic Control

In Government-Sponsored Youth Empowerment Organizations (GSYEOs), strategic control pertains to the degree to which the organization keeps an eye on its internal and external surroundings and oversees its internal resources to guarantee congruence with long-range objectives. This entails monitoring strategic objectives with key performance indicators (KPIs), reviewing strategies regularly, and modifying procedures and resources as needed. Ensuring that the company stays in line with its long-term strategic objectives and efficiently adjusts to changes in its surroundings is the aim of strategic control (Miriti, 2021).

Strategic Direction

Strategic control in Government-Sponsored Youth Empowerment Organizations (GSYEOs) is the extent to which firms adhere to their general visions and missions as articulated by the Government and implemented through its operations. It is measured by evaluating how effectively

the organization meets its goals, objectives, and overall mission, ensuring alignment and responsiveness to its strategic direction (Odero, 2023)

Youth   Kenyan constitution and National Youth Policy define youth as one between 18 to 35 years of age (Republic of Kenya, 2010).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter explores theoretical frameworks that support strategic leadership and performance, with digital capability as a moderator. The first section covers theoretical frameworks, the second section discusses recent empirical research and gaps, and the final section contains conceptual frameworks.

2.2 Theoretical Review

This section provides an analysis of the key theories in strategic management that underpin strategic leadership, digital capabilities, and organizational performance in the public sector. The discussion draws on Strategic Leadership Theory, Control Theory, and the Dynamic Capability View. Additionally, it explores the foundational theories that have influenced these frameworks. For instance, Strategic Leadership Theory is shaped by Hambrick and Mason's (1984) Upper Echelons Theory, which is reviewed for contextual understanding. Similarly, the Dynamic Capability View is rooted in Wernerfelt's (1984) Resource-Based View.

The Balanced Scorecard, while not a standalone theory, is grounded in performance measurement and strategic management theories. Otley (1999) describes the Balanced Scorecard as a system of organizational control, and in this study, it is employed as a performance measurement tool, anchored in Control Theory.

The strategic leadership model developed by Ireland and Hitt forms the basis for identifying the predictor variables in this research. A review of empirical studies on four key constructs and their influence on organizational performance follows. The chapter is organized as follows: Section 2.1 provides an introduction, Section 2.2 outlines the theoretical framework, Section 2.3 presents the conceptual framework, and Section 2.4 is an empirical review

2.2.1 Strategic Leadership Theory

First introduced by Chandler (1962), Strategic Leadership Theory emphasizes the importance of strategic leaders focusing on broader strategic issues rather than operational details. The theory gained further prominence with Hambrick and Mason's (1984) Upper Echelons Theory, which posits that the knowledge, experience, values, and preferences of top management significantly shape their responses to the business environment. Hambrick and Mason (1984) also argued that leaders play a pivotal role and bear responsibility for everything that occurs within an organization. This study is grounded in Strategic Leadership Theory, as it explores how top leadership influences key strategic decisions, such as the implementation of strategies, within Government-Sponsored Youth Empowerment Organizations (GSYEOs).

Finkelstein et al. (2009) argue that strategic leadership has evolved significantly as a result of complex, dynamic environments and technological disruptions. For Government-Sponsored Youth Empowerment Organizations (GSYEOs) in Kenya, these changes have prompted a critical reassessment of how strategic leaders can deliver value to stakeholders and improve organizational outcomes. Carter and Greer (2013) noted an increasing emphasis on leadership styles such as charismatic, transformational, and transactional leadership, especially in their impact on lower management levels. However, in GSYEOs, there is a notable gap in research examining how

strategic leadership directly influences overall organizational performance, particularly in youth development outcomes.

According to Ireland and Hitt (2005), leadership competency and effectiveness at all levels are among the most critical factors influencing organizational performance. In the context of GSYEOs, this leadership is critical to addressing youth unemployment, skills development, and empowerment initiatives. Wakhisi (2021) supports this view, asserting that decisions made by strategic leaders in public sector organizations like GSYEOs play a pivotal role in shaping performance outcomes, such as the successful implementation of youth programs and the efficient allocation of resources.

Hitt et al. (2016) contend that strategic leadership can be viewed as a form of transformational leadership. This approach inspires individuals to surpass expectations, continually develop their skills, and align their efforts with organizational goals, fostering a culture of continuous improvement and strategic focus. In GSYEOs, this is particularly relevant as leaders must motivate staff to work toward long-term youth development goals, while also adapting to rapidly changing economic and technological landscapes.

Transformational leadership, recognized as a key driver of organizational performance, has a direct impact on areas vital to GSYEOs, such as program innovation, diversity in services offered, youth and staff satisfaction, and operational efficiency (Cummings et al., 2016). As GSYEOs strive to remain effective in an increasingly competitive environment shaped by evolving technology and globalization, many are shifting from transactional to transformational leadership styles to meet these demands (Achitsa, 2014). Recent studies indicate that transformational leadership practices—such as change management, employee and youth engagement, and the adoption of digital technologies—can significantly improve organizational performance in public sector

organizations, including GSYEOs (Arif & Akram, 2018). Empirical evidence further supports the link between transformational leadership and improved performance in such organizations (Khan et al., 2020; Bibi et al., 2023).

Pawar and Eastman (1997) contend that while strategic and transformational leadership share similar content, they differ in process and impact on followers. In GSYEOs, strategic leadership is crucial not just for inspiring employees but for shaping organizational structures, processes, and strategies aimed at enhancing effectiveness and achieving long-term youth empowerment goals.

According to strategic leadership theory, leaders must evaluate their organizations' internal and external surroundings in order to spot opportunities and create plans that will maximize potential while lowering risks. In the context of Government-Sponsored Youth Empowerment Organizations (GSYEOs), effective strategic leadership is crucial for navigating challenges such as youth unemployment, skills development, and resource constraints. Leaders must clearly communicate their vision, inspire their teams, build a strong organizational culture, and foster innovation in program delivery and services (Boal & Hooijberg, 2000). According to Burbach and Phipps (2010), having a clear vision, effective communication, and adaptable human capital are essential for leadership value to be demonstrated. However, strategic leadership in GSYEOs goes beyond the typical functions of administration, governance, and supervision (Singh et al., 2023). It is not only critical for driving the performance of youth empowerment initiatives but also for adapting to dynamic environments shaped by evolving societal needs and government policies.

In this context, the importance of strategic leadership is amplified, as GSYEOs must track and measure their impact on youth empowerment amidst socio-economic challenges. Sivili and

Boateng (2023) argue that the limited application of strategic leadership practices contributes to the failure of small enterprises, a lesson that is particularly relevant to GSYEOs. By fully embracing strategic leadership, GSYEOs can enhance their capacity to achieve long-term success and sustainability in addressing youth empowerment in Kenya.

Strategic leadership involves guiding an organization's followers to achieve high-level goals (Bhattacharyya & Jha, 2018). In the context of Government-Sponsored Youth Empowerment Organizations (GSYEOs), this approach requires aligning the firm's mission and vision with long-term objectives aimed at empowering youth and addressing critical socio-economic challenges. Ma and Seidl (2018) argue that a strategic leader has a crucial role to play in setting long-term goals, acquiring and developing essential resources for sustaining competitive advantages, and building a lasting social impact (House & Aditya, 1997; Rothaermel, 2015). This is especially relevant for GSYEOs, which must simultaneously empower youth while ensuring financial sustainability and resource efficiency—key factors in maintaining their impact over time.

Rowe (2001) offers a broader perspective, describing strategic leaders as both managerial and visionary. In the context of GSYEOs, this balance is essential. Leaders must pursue long-term youth development goals while also managing short-term financial viability. Managerial leaders focus on maintaining stability, and ensuring that operational functions continue smoothly, whereas visionary leaders emphasize innovation and change—elements crucial for the long-term sustainability of youth programs (Rowe & Nejad, 2009). For GSYEOs, this dual approach is particularly important, as these organizations operate within environments characterized by

evolving market dynamics, technological advancements, cultural shifts, globalization, and regulatory changes (Bhattacharyya & Jha, 2018; Tipurić, 2022).

By adopting strategic leadership practices, GSYEOs can navigate these challenges effectively. This makes it possible for them to adjust to the ever-changing external environment and better fulfil their purpose of uplifting kids and enhancing socioeconomic circumstances. The ability to balance long-term vision with short-term operational needs is crucial for sustaining both the social impact and organizational performance of GSYEOs.

Strategic leadership encompasses the development of organizational capabilities to tackle complex challenges, establishing frameworks that support the achievement of organizational missions, preparing for change amid uncertainty, and nurturing human resources (Tipurić, 2022). In the context of Government-Sponsored Youth Empowerment Organizations (GSYEOs), this translates to equipping the organization with the tools and strategies needed to address both youth-related socio-economic issues and the broader operational demands of sustainability and growth.

Strategic leadership, according to Boal and Hooijberg (2000), is based on three fundamental abilities: managerial wisdom, change adaptation, and learning. These foundational qualities are expanded upon by emergent leadership theories that delve into behavioural complexity (the ability to perform diverse leadership roles), cognitive complexity (the capacity to process information and perform tasks more effectively), and social intelligence (the understanding of social situations and the use of social abilities including empathy, drive, and communication). These additional competencies are particularly vital for GSYEO leaders, who must navigate a variety of challenges

while maintaining a focus on both organizational performance and the socio-economic impact on youth.

Schoemaker et al. (2013) further emphasize that these enhanced leadership skills enable leaders to select appropriate strategies and determine their implementation in ways that provide guidance to their industry, advocate for relevant issues, and offer decisive leadership during crises. In the GSYEO setting, this capability is crucial for aligning youth empowerment initiatives with evolving regulatory environments, resource constraints, and the need for long-term social impact. By fostering a leadership approach that blends these complexities, GSYEOs can become more resilient and adaptive, ensuring they are better positioned to meet both immediate and future challenges.

Government-Sponsored Youth Empowerment Organizations (GSYEOs) face significant challenges, with youth unemployment and rapid population growth being among the most pressing. In this context, strategic leadership is vital for building organizational capabilities to address these multifaceted problems effectively. The public sector, including organizations like GSYEOs, has received comparatively less academic attention than the private sector, despite the extensive research on strategic leadership across various industries. The unique nature of public sector challenges demands a tailored approach to strategic leadership, making it critical for leaders in GSYEOs to align their strategies with both socio-economic and institutional objectives.

Numerous constructs for assessing the effect of strategic leadership on performance have been identified by empirical research (Bore & Macharia, 2022; Kurzhals & Graf-Vlachy, 2020), including strategic direction, human capital development, organizational culture, strategic control, and communication. These constructs are particularly relevant to GSYEOs as they directly relate

to the ability of these organizations to foster youth empowerment, secure resources, and ensure long-term viability. By adopting these constructs, this research aims to assess how strategic leadership influences the performance of GSYEOs, contributing to a broader understanding of how public sector organizations can navigate the complex socio-economic landscape while effectively addressing youth development and employment challenges.

Strategic leadership has been the subject of criticism. According to Samimi et al. (2022), scholars have yet to agree on a clear definition of strategic leadership. The literature on strategic leadership is fragmented due to varying constructs, conceptualizations, and findings at the organisational level. This has made it difficult to synthesise the findings and explanations, leading to the creation of theoretical silos. The theory has also been criticised for its failure to incorporate a participatory management approach and the need to include group interactions. The upper echelon has been faulted for overestimating the role of people in a people-environment interaction without adequately considering environmental factors such as culture. Additionally, independent variables suggested by Hambrick and Mason (1984), such as personality characteristics and psychological properties, are challenging to conceptualize despite their significant impact on outcomes. Priem et al. (1999) highlight concerns about construct validity in research examining the relationship between strategic leadership and performance, particularly when demographic data is used in place of actual leadership behaviours. Similarly, Boal and Hooijberg (2001) have questioned the validity of using demographic factors in this context, raising doubts about the current theoretical foundation of strategic leadership.

2.2.2 Resource-Based View

The theory outlined below serves as the basis for digital capability. Wernerfelt (1984) first proposed the Dynamic Capability View, which originated from a resource-based perspective (RBV). Several academics, notably Barney, further supported it. The foundation of RBV is the idea that a company's resources and capabilities are what make it unique. Moreover, according to Barney (2002), these resources and capabilities are rare, valuable, only partially imitable, and non-substitutable. Businesses consist of both tangible and intangible resources, and focusing only on one of these elements is unlikely to lead to success in the marketplace. Resources are not self-sustaining; rather, they rely on capabilities that create, integrate, and manage bundles of resources, as suggested by Teece et al. (1997). Intangible resources are widely believed to be more critical to a company's success than tangible resources. Organizations now depend on both internal and external influences and no longer function in a vacuum. Therefore, it is prudent for them to select strategies that offer competitive advantages and strong, defensible positions by analysing industries (Porter, 1980).

Before the concept of RBV was established in the strategic management literature by Wernerfelt in 1984, Ricardo (1817) argued that owning scarce and valuable resources could lead to earning rents. Penrose (1959), added that for businesses to have distinct competitive advantages, it should be difficult for competitors to replicate their ideas and maintain resource scarcity, which would ensure higher returns and secure resources. The resource view was further developed into a complete theory in 1991, following the publication of Barney's landmark paper, *"Firm Resources and Sustained Competitive Advantage,"* according to Mintzberg in 1989. Sustained competitive advantage, as defined by Barney in 1991, is the ability to succeed even after rivals have made

every effort to copy and have failed. Barney (1991) also states that a firm's competitive advantage is the maximum performance it achieves as a result of its effectiveness in using various advantages. According to Barney (1991), businesses can leverage VRIN resources - which represent valuable, rare, unique, and non-substitutable resources - in order to attain sustainable competitive advantages. The Resource-Based View (RBV) asserts that resources encompass both tangible and intangible assets owned by a business, which can be utilised to formulate and execute strategies.

2.2.2.1 Dynamic Capability View

The development of dynamic capabilities theory (Cui & Zhou, 2021; Jiao et al., 2021) emerged from the limitations of the resource-based view (RBV) and enterprise capabilities theory. While the RBV emphasized the importance of valuable resources in maintaining a competitive advantage, it failed to fully address critical aspects such as resource development, deployment, integration, and release. It also assumed the mere existence of resources without considering the need for constant adaptation. To address these gaps, dynamic capabilities theory was introduced, offering a more comprehensive framework (Murschetz et al., 2020).

The concept of "dynamic capability" was first introduced by David Teece, Gary Pisano, and Amy Shuen to underscore that, beyond possessing valuable technological assets or safeguarding intellectual property, firms must have the ability to respond swiftly to changing environments. They argued that efficient management capabilities are crucial for organizing and reallocating both internal and external resources to maintain a competitive edge. While firms may hold valuable assets, without the ability to leverage these through strategic competencies, they risk falling behind competitors (Teece et al, 1997).

The choice of terminology is significant: "dynamic" refers to the fast-paced and evolving nature of today's business environment, which requires organizations to adapt quickly to factors such as innovation speed, time-to-market, and market competitiveness. "Capabilities," on the other hand, emphasizes the critical role of strategic management in reshaping and adapting organizational resources, internal processes, and external partnerships. This adaptability allows firms to continuously realign themselves with market demands, ensuring sustained competitiveness in an ever-changing landscape (Teece, 2023).

In the context of Government-Sponsored Youth Empowerment Organizations (GSYEOs), dynamic capabilities theory offers valuable insights into how these organizations can remain responsive to socio-economic changes, regulatory shifts, and the evolving needs of the youth they serve. By developing both internal capabilities and strategic agility, GSYEOs can better navigate the uncertainties of their operating environment and continue to deliver impactful, sustainable youth programs.

The rapid digitalization of marketplaces is creating new opportunities for organizations to enhance performance and foster growth. Joensuu-Salo and Malamäki (2023) emphasize that the RBV and dynamic capabilities framework are particularly useful for understanding how a firm's digital capacity can drive performance and serve as a foundation for growth. In this context, Thuda et al. (2023) propose that the relationship between digital capabilities and company performance can be effectively analyzed through the lens of dynamic capability, furthering our understanding of how digital competence translates into organizational success.

This evolving theoretical framework has led to new insights into digital capabilities (Heredia et al., 2022), digital analytical competence (Akter et al., 2020), and dynamic digital transformation capabilities (Sousa-Zomer et al., 2020). These capabilities are particularly important in today's digital economy, where firms must leverage their digital skills to create innovative products, services, and business processes that are agile and responsive to shifting market conditions. Teece et al. (1997) describe digital capability as a firm's ability to effectively utilize digital skills to develop new offerings and systems that align with evolving market demands.

This concept of digital capability is highly relevant to Government-Sponsored Youth Empowerment Organizations (GSYEOs), as many of their programs rely on digital platforms to deliver services. For instance, the Kenya Youth Employment and Opportunities Project (KYEOP) employs a fully automated competitive random selection approach for its online recruitment and selection processes (KYEOP, 2022). By harnessing digital capabilities, GSYEOs can optimize service delivery, increase efficiency, and ensure equitable access to opportunities for youth, positioning themselves to better meet the needs of an increasingly tech-savvy generation.

Digital capability refers to an organization's ability, skills, and knowledge in effectively managing and utilizing technologies (Gao et al., 2022). As technology increasingly drives modern business operations, enhancing digital capability becomes crucial for optimizing organizational processes, strategic decisions, and technological infrastructure (Teece, 2023). Khin and Ho (2020) highlight that digital capabilities enable firms to innovate by developing new products, services, and procedures. These capabilities serve as a foundation for digital innovation by demonstrating how

firms can leverage both tangible and intangible resources—such as personnel, processes, and routines—to stay competitive. The relationship between digital capabilities and firm performance has been widely studied, with research showing a positive correlation between a company's dynamic capabilities and its overall performance (Joensuu-Salo & Matalamäki, 2023). Dynamic capabilities allow businesses to adapt to rapidly changing environments, fostering operational agility and enabling them to seize new opportunities in emerging markets, attract talent, and navigate the complexities of globalization. Hanelt et al. (2020) argue that both dynamic capability and digital capability are key drivers of business performance, as they equip firms to be responsive and innovative in the face of market shifts.

In the context of Government-Sponsored Youth Empowerment Organizations (GSYEOs), digital capabilities are particularly relevant. These organizations often depend on digital platforms to deliver services to youth, improve operational efficiency, and increase reach. By developing strong digital capabilities, GSYEOs can enhance their service delivery, foster innovation in youth programs, and remain agile in addressing the changing socio-economic landscape. This enables them to better fulfil their mission of youth empowerment while also ensuring long-term organizational performance and sustainability.

Warner introduced three key dimensions of digital capabilities that are critical for organizational transformation: digital sensing, seizing, and digital transformation (Teece, 2023; Yeow et al., 2018). According to Warner and Wäger (2019), digital sensing refers to the ability of an organization to identify, create, and evaluate emerging technologies that are relevant to meeting customer demands. This capability allows firms to remain attuned to market changes and

technological advancements. Seizing involves mobilizing the necessary resources—such as personnel, finances, and technological infrastructure—to respond effectively to identified opportunities and emerging needs. Together, these capabilities enable organizations to adapt quickly and strategically to evolving market conditions.

Digital transformation goes beyond the mere adoption of new technologies; it involves aligning existing resources with innovative strategies to generate new resources and address any gaps in the firm's resource base. By incorporating advanced technologies such as artificial intelligence (AI) and data analytics, organizations can enhance customer experiences, improve internal processes, and streamline operations, leading to greater efficiency and competitiveness (Yeow et al., 2018). This holistic approach to digital transformation not only supports operational improvements but also creates new opportunities for growth by fostering innovation across different functions. For Government-Sponsored Youth Empowerment Organizations (GSYEOs), these aspects of digital capabilities are especially relevant. Digital sensing allows organizations to respond better to the evolving needs of youth, while seizing ensures that they can mobilize resources to address those needs effectively. Digital transformation enables GSYEOs to leverage technologies such as AI to enhance program delivery, improve operational efficiencies, and better serve their target populations. This approach can help GSYEOs to remain competitive and adaptive, ensuring they can meet both current and future challenges in the youth empowerment sector.

The three key components of digital capability—data collection, connection, and analytical capability—are critical for enhancing the data processing and decision-making processes of Government-Sponsored Youth Empowerment Organizations (GSYEOs). These components

enable GSYEOs to gather valuable information about the youth population, track their involvement in employment, training, or business ventures, and assess the overall impact of these activities on the economy (Ajaegbu, 2020). In the context of this research, digital capability is crucial as the world continues to evolve with the integration of cutting-edge technologies such as artificial intelligence (AI), blockchain, and automation. For GSYEOs to effectively serve the large and dynamic youth population, they need robust infrastructure capable of automating data capture and processing. This infrastructure can help streamline operations, improve efficiency, and provide real-time insights into program performance and youth outcomes.

Additionally, employees in GSYEOs must be equipped with the digital skills required to harness the potential of modern technologies, enabling them to stay ahead of the curve in today's rapidly changing environment. Digital capability not only enhances the organization's ability to process data but also facilitates the creation of new products, services, and markets. As GSYEOs seek to expand their reach and impact, digital technologies will provide the capacity and resources necessary to scale operations and deliver more effective programs aimed at empowering youth.

For Government-Sponsored Youth Empowerment Organizations (GSYEOs) to succeed, strong leadership is essential—not just in driving employee performance, but in addressing complex external challenges and developing long-term strategies to respond to emerging issues. This study adopts a digital capability framework grounded in the dynamic capability view to explore how digital capability moderates the influence of strategic leadership on organizational performance in GSYEOs.

The rapid integration of digital technologies such as artificial intelligence (AI), blockchain, machine learning, the Internet of Things (IoT), and automation has reshaped the operational landscape. In the context of GSYEOs, this transformation underscores the need for advanced infrastructure capable of automating data processes, especially when serving a large and diverse youth population. As governments adapt to these changes, they must leverage digital tools to offer more responsive and effective services. For instance, the shift to remote work and learning during the COVID-19 pandemic has contributed to a massive surge in global data, projected to reach 180 zettabytes by 2025 (Statista, 2024). Governments and organizations that fail to harness big data analytics risk missing out on critical insights into trends, patterns, and youth needs.

Moreover, as Yukhno (2022) notes, the rise of big data has amplified the importance of AI and machine learning, making these technologies indispensable for interpreting complex datasets. In GSYEOs, the integration of these tools allows leaders to make more informed decisions, tailor programs to specific youth needs, and improve organizational performance. By understanding and adopting digital capability, GSYEOs can enhance their strategic leadership, ensure the delivery of quality services, and remain agile in the face of an ever-evolving digital landscape.

There remains a significant gap in empirical data on the influence of digital competence on organizational performance, as the theory of dynamic capability is still in its developmental phase (Wang et al., 2022). Kurtmollaiev (2017) emphasizes the ongoing debate and ambiguity surrounding the definition of dynamic capability, particularly regarding the role of agency in driving organizational change. This lack of clarity often leads to conflicting interpretations of what constitutes dynamic capability and how it functions in practice. Furthermore, Hallberg and Felin (2020) contend that the development of a more comprehensive dynamic capability theory is

hampered by its heavy reliance on concepts from other fields and the absence of a clear understanding of the initial conditions necessary for the theory to take effect. These challenges make it difficult to establish a cohesive framework for measuring and applying dynamic capability, particularly concerning digital competence and its impact on organizational outcomes.

2.2.3 Control Theory

Control theory, with origins tracing back to Plato, was rigorously formalized by Norbert Wiener in 1948 (Wiener, 1948). Wiener proposed that organizations require control systems to monitor and evaluate their performance effectively. Initially applied to physical systems, control theory has since been adapted to human behaviours and organizational contexts. This theory posits that organizations must establish their goals with input from various stakeholders and implement control systems to monitor and assess strategic performance.

Control theory underscores the necessity of having robust control mechanisms in place. These systems are integral to the management process as they ensure that planned activities are executed and predetermined goals are achieved. Control mechanisms facilitate oversight and regulation, guiding and influencing the behaviour of both events and individuals while imposing constraints to curb undesirable tendencies.

In practical application, organizations utilize a specialized form of management control known as a strategic control system to oversee the development and implementation of their strategic plans. Strategic control is crucial throughout various stages of the control process, as it helps address ambiguity and uncertainty that may arise. Effective control systems incorporate mechanisms to guide transformation processes, concurrent controls to monitor ongoing activities, and feedback

systems to ensure alignment with desired objectives (Rupia & Rugami, 2022). These components work together to ensure that organizational strategies are executed efficiently and adjusted as necessary to achieve success.

Control theory serves as the foundational framework for strategic control. It allows for the evaluation of strategy implementation against the planned objectives. In this research, strategic control is employed to assess whether the processes and implementation of strategic goals within Government-Sponsored Youth Empowerment Organizations (GSYEOs) adhere to the intended plans and whether effective feedback mechanisms are in place to maintain strategic alignment. When deviations occur, corrective actions are taken to realign efforts with the strategic goals. The cybernetic nature of the strategic control process ensures a closed-loop control mechanism, enabling managers to detect deviations early and make necessary adjustments before problems escalate (Wheelen & Hunger, 2015).

To achieve effective strategic control, several key elements must be established: a clear description of the intended strategic outcomes, a detailed articulation of strategic activities to be performed, a method for tracking progress, and the identification of interventions to allow managers to adjust their approach as needed (Ondoro, 2017). These elements collectively ensure that strategic control processes are robust and capable of guiding organizations towards their objectives while adapting to evolving conditions.

The study aimed to evaluate whether managers of Government-Sponsored Youth Empowerment Organizations (GSYEOs) have implemented strategic control mechanisms, actively monitor

strategic activities, and have established effective intervention strategies. Macintosh (1994) emphasizes that successful management requires a combination of motivation, monitoring, and measurement to ensure organizational activities are effectively managed. Despite its theoretical foundations, management control systems have been subject to criticism. Hofstede (1978) highlighted that control theory often neglects the social and psychological aspects of management control, which are crucial for a comprehensive understanding of managerial dynamics. Additionally, while control theory advocates for holding managers accountable for their performance, practical challenges arise. Managers frequently undertake responsibilities beyond their formal roles, complicating efforts to enforce strict accountability and control (Whitley, 1999). This study sought to address these challenges by examining how GSYEO managers implement and utilize strategic control mechanisms, considering both theoretical insights and practical difficulties.

2.2.3.1 Balance Score Card

The framework is a strategic management tool that provides a comprehensive method of combining an organization's strategy with performance measures. It was created by Kaplan and Norton at Harvard Business School in the 1990s (Kaplan & Norton, 1992). By balancing financial and non-financial metrics, this approach offers a more complete picture of organizational performance. While the Balanced Scorecard itself is not a standalone theory, its development draws on established theories of performance measurement and strategic management (Kaplan & Norton, 1992, 1996; Otley, 1999). By translating strategic objectives into actionable performance indicators across various perspectives, the Balanced Scorecard helps organizations align their

activities with their strategic goals, facilitating improved decision-making and performance management.

The Balanced Scorecard (BSC) approach to performance measurement and management emphasizes aligning performance metrics with an organization's strategy by incorporating multiple dimensions. Unlike traditional performance measurement systems that focus predominantly on financial metrics, the BSC framework broadens the evaluation scope to include four key perspectives: internal processes, learning and growth, customer perspective, and financial performance. By assessing performance across these dimensions, the BSC provides a more comprehensive view of organizational effectiveness.

Each of these four perspectives can offer several measures, contributing to a multifaceted understanding of performance. Otley (1999) notes that while performance measures derived from the BSC may not capture every aspect of organizational performance, they are crucial for identifying critical success factors essential for sustained organizational success or survival. The capacity of the Balanced Scorecard to directly connect performance metrics with organizational strategy ensures that all facets of performance are in line with the strategic goals and objectives of the company, which is a major benefit.

The Balanced Scorecard serves as a vital organizational control mechanism, assisting in making sure that a company successfully executes its plans and meets its goals. By providing valuable insights into performance, management control systems guide leaders toward successful outcomes (Otley, 1999). Key questions organizations must address include identifying essential objectives

for future success, developing strategies and plans, determining the necessary processes and activities for effective implementation, and establishing robust methods for performance measurement and assessment.

An organization operates as a controlled system, necessitating clear goals and objectives to accurately evaluate performance (Otley, 1980). A comprehensive control loop requires real-time performance data to compare against preset targets and standards, with deviations prompting corrective actions. The Balanced Scorecard is designed to be at the heart of this control mechanism, ensuring that strategy deployment is effective and that operational practices are aligned with strategic goals. By integrating multiple performance dimensions, the Balanced Scorecard helps organizations maintain alignment between strategic intent and operational execution.

To effectively execute and oversee strategies, an organization must align its vision and mission with its strategic priorities, objectives, measurements, and activities through the Balanced Scorecard framework (Tawse & Tabesh, 2020). This approach provides a comprehensive view of organizational performance by integrating financial metrics with other essential goals and key performance indicators (KPIs) pertaining to internal procedures, organizational capacities, and consumer satisfaction.

The long-term and short-term views, internal and external influences, and financial and non-financial components are all balanced within the framework of the Balanced Scorecard. This holistic approach enables organizations to evaluate and assess performance comprehensively,

ensuring that all aspects of the strategy are aligned and contributing to the overall success (Elbanna et al., 2022; Fatima & Elbanna, 2020; Tawse & Tabesh, 2020).

According to Kaplan and Norton (2001), the Balanced Scorecard (BSC) mandates that organizations disseminate information across all levels that includes both financial and non-financial criteria. This approach ensures that every employee is informed about the full spectrum of performance metrics. The BSC aids in translating an organization's mission statement into specific, measurable objectives and targets by integrating the mission, strategy, and non-financial measures (Fatima & Elbanna, 2020).

Furthermore, BSC strategy maps are valuable tools for visualizing geographic data, monitoring critical indicators, and tracking performance trends. This capability enhances an organization's ability to align strategic objectives with operational activities. It is estimated that around 50% of medium to large businesses employ the Balanced Scorecard framework (Niven, 2011). By incorporating key performance indicators related to customers, internal processes, organizational learning and growth, and other non-financial aspects alongside financial metrics, the BSC offers a comprehensive understanding of overall organizational performance (Fatima & Elbanna, 2020).

The Balanced Scorecard (BSC) provides a robust framework for performance management that can be effectively communicated throughout an organization (Elbanna et al., 2022). For the BSC to be truly impactful, it must become deeply embedded in the organizational culture and employees' daily work experiences (Tawse & Tabesh, 2020). By cascading the scorecard throughout the organization, it helps align individual and group efforts with the overall strategic goals, thereby empowering employees to perform their roles more effectively.

Despite its strengths, the Balanced Scorecard has several limitations. It often lacks a comprehensive stakeholder approach, giving only limited attention to external parties such as government bodies, local communities, suppliers, and environmental considerations (Elbanna et al., 2022). The framework does not explicitly set performance targets or detail reward structures, although it is possible to link bonuses to scorecard measures. Additionally, the BSC's reliance on double-loop learning creates ambiguity about whether underperformance stems from a flawed strategy or poor implementation. Furthermore, while the Balanced Scorecard should adapt to changing conditions, it offers limited guidance on how to incorporate these dynamic changes effectively (Fatima & Elbanna, 2020).

2.2.4 Upper Echelon Theory (UET)

The Upper Echelons Theory (UET) examines how the traits and characteristics of top executives impact the outcomes of an organization (Hambric & Mason, 1984). According to UET, the experiences, values, cognitive biases, and backgrounds of senior leaders significantly shape the strategic decisions and overall performance of an organization. This theory posits that the strategic direction and effectiveness of senior management are closely linked to their attributes.

In the context of Government-Sponsored Youth Empowerment Organizations (GSYEOs), UET underscores the importance of the executive leadership's qualities in shaping the organization's success. Leaders' personal experiences and psychological factors can heavily impact strategic decision-making and performance outcomes. Finkelstein and Hambrick (1990) argue that psychological factors and observable traits of leaders affect their strategic choices and,

consequently, the organization's performance. Furthermore, leaders with fewer constraints typically enjoy greater discretion in their roles, potentially leading to more impactful and adaptive strategic decisions (Finkelstein & Hambrick, 1990; Elenkov et al., 2005).

Applying UET to GSYEOs highlights how the capabilities and characteristics of top executives can influence the effectiveness of youth empowerment initiatives, strategic direction, and overall organizational success. Understanding these dynamics is crucial for evaluating how leadership impacts the implementation and outcomes of youth-focused programs.

There has been discussion over how much leadership behavior affects organizational success (Elenkov et al., 2005). One perspective, articulated by Hannan and Freeman (1977), suggested that environmental and organizational factors played a more critical role in shaping performance than leadership behaviours. Conversely, another viewpoint, supported by Thomas (1988), emphasized that the attitudes and behaviours of leaders significantly impact organizational outcomes. This divergence in opinion laid the groundwork for the development of the Upper Echelons Theory (UET), which posits that the characteristics and decisions of top executives are pivotal in determining organizational performance.

In the context of Government-Sponsored Youth Empowerment Organizations (GSYEOs), this historical debate provides valuable insights into how leadership attitudes and behaviours can affect the success of youth programs and organizational outcomes. Upper Echelons Theory (UET) highlights that the personal traits, experiences, and decision-making processes of top executives significantly influence the strategic direction and effectiveness of GSYEO initiatives. Understanding this theory helps to elucidate how the characteristics of senior leaders in GSYEOs

can influence program success, influence strategic choices, and ultimately affect the organization's capacity to fulfil its objectives and successfully empower young people.

Upper Echelons Theory (UET) is particularly relevant in contexts where leaders face complex, ambiguous, and contradictory stimuli. In such situations, individuals often rely on their past experiences, biases, and personal idiosyncrasies to navigate challenges (Mischel, 1977). Hambrick and Mason (1984) emphasized that leadership at the top involves not just the Chief Executive Officer (CEO) but a broader team of executives. Hambrick (2016) further argues that top management teams (TMTs), which include the top 5-15 managers rather than a formal board of directors, play a crucial role in shaping an organization's trajectory.

Carpenter et al. (2004) expanded on this by developing a redefined model of UET, which incorporates not only demographic characteristics but also cognitive and behavioural aspects of top leaders. This broader perspective provides a more nuanced understanding of how leadership impacts organizational outcomes. In a subsequent revision, Hambrick (2007) introduced two moderators—management discretion and executive job needs—which influence how management traits and performance are related. These moderators highlight the flexibility and adaptability of leadership in affecting organizational performance.

However, Oppong (2014) critiqued UET for its heavy reliance on demographic proxies to represent senior management teams, suggesting that despite the theory's advancements, there is a need for a more comprehensive approach to understanding the influence of top leaders. In the context of Government-Sponsored Youth Empowerment Organizations (GSYEOs), applying UET can provide valuable insights into how the characteristics and behaviours of top leaders impact strategic

decision-making and program effectiveness. By considering both demographic and behavioural aspects of leadership, GSYEOs can better understand how their executive teams influence the success of youth empowerment initiatives and organizational performance.

Upper Echelons Theory (UET) is highly relevant to this study due to its comprehensive approach to strategic leadership, which includes not only CEOs but also leaders of business units. Given the challenges in obtaining data from the board of directors and the CEO, and considering that this research focuses on only five Government-Sponsored Youth Empowerment Organizations (GSYEOs), examining additional leadership criteria allows for a more robust analysis of leadership impacts.

In this context, the Top Management Team (TMT) served as the unit of analysis because it represented the coalition responsible for key decision-making within the organization. UET posits that an organization's performance reflects the observable characteristics of its leadership (Elenkov et al., 2005). The theory asserts that the attributes of TMT members—such as their age, education, functional background, and tenure—significantly influence the strategic decisions and outcomes of the organization. These characteristics define the upper echelon of the organization, which plays a crucial role in shaping strategic choices and overall performance within GSYEOs.

By applying UET to GSYEOs, the study examined how the traits and backgrounds of top leaders affect the strategic direction and success of youth empowerment initiatives. Understanding these dynamics can provide valuable insights into how leadership influences organizational effectiveness and the implementation of youth-focused programs.

2.2.5 Ireland and Hitt Strategic Leadership Model

Ireland and Hitt (1999) emphasize the vital role of employees in securing a competitive advantage in the 21st century. They argue that employees are fundamental to leveraging strategic leadership effectively, as they are central to achieving organizational goals. According to their framework, the competitive environment of the modern era is characterized by complexity and rapid change, which demands highly effective strategic leadership to navigate.

Ireland and Hitt (1999) predict several transformative trends that organizations must prepare for. They foresee that technological advancements will increasingly replace traditional labour roles, necessitating organizations to adapt through innovation and technology. The business environment is expected to become more dynamic and unpredictable, presenting new challenges and opportunities that require agile and responsive leadership. The competitive landscape is anticipated to evolve rapidly, with frequent and revolutionary changes rather than gradual shifts, emphasizing the need for leaders to remain flexible and forward-thinking. Additionally, they anticipate a greater integration of global markets, which will affect strategic planning and operations on an international scale. The emergence of a knowledge economy, where knowledge and skilled employees become critical to maintaining a competitive edge, is another key prediction (Ireland & Hitt, 2005)

In light of these changes, organizations led by individuals who possess a competitive mindset—marked by mental agility, flexibility, speed, innovation, and a global strategic outlook—will be better equipped to identify and leverage emerging opportunities. Some CEOs have embraced the notion that strategic leadership is their sole domain, positioning themselves as pivotal figures in achieving successful outcomes (Hitt et al., 2019).

For Government-Sponsored Youth Empowerment Organizations (GSYEOs), applying these insights is crucial. Leaders in GSYEOs who can effectively anticipate and adapt to these dynamic shifts will be more successful in guiding their initiatives and achieving meaningful impact in youth empowerment programs. According to Ireland and Hitt (1999), effective leadership in the twenty-first century should be seen as involving a wider spectrum of stakeholders rather than just rank and title. They argue that strategic leaders must recognize employees as vital resources and core competencies within the organization. This perspective highlights a fundamental function of strategic leaders: to foster an environment of willingness, support, and empowerment among employees. Ireland and Hitt (2005) emphasize that one of the key responsibilities of strategic leaders is to leverage the full potential of employees, ensuring that they are engaged and supported in their roles. This approach is crucial for driving organizational success and achieving strategic goals. For Government-Sponsored Youth Empowerment Organizations (GSYEOs), adopting this view means that leaders must focus on empowering their staff as essential assets. By valuing and engaging employees, GSYEOs can enhance their effectiveness in delivering youth programs and achieving their mission.

Figure 2.1

Ireland & Hitt's Strategic Leadership Model
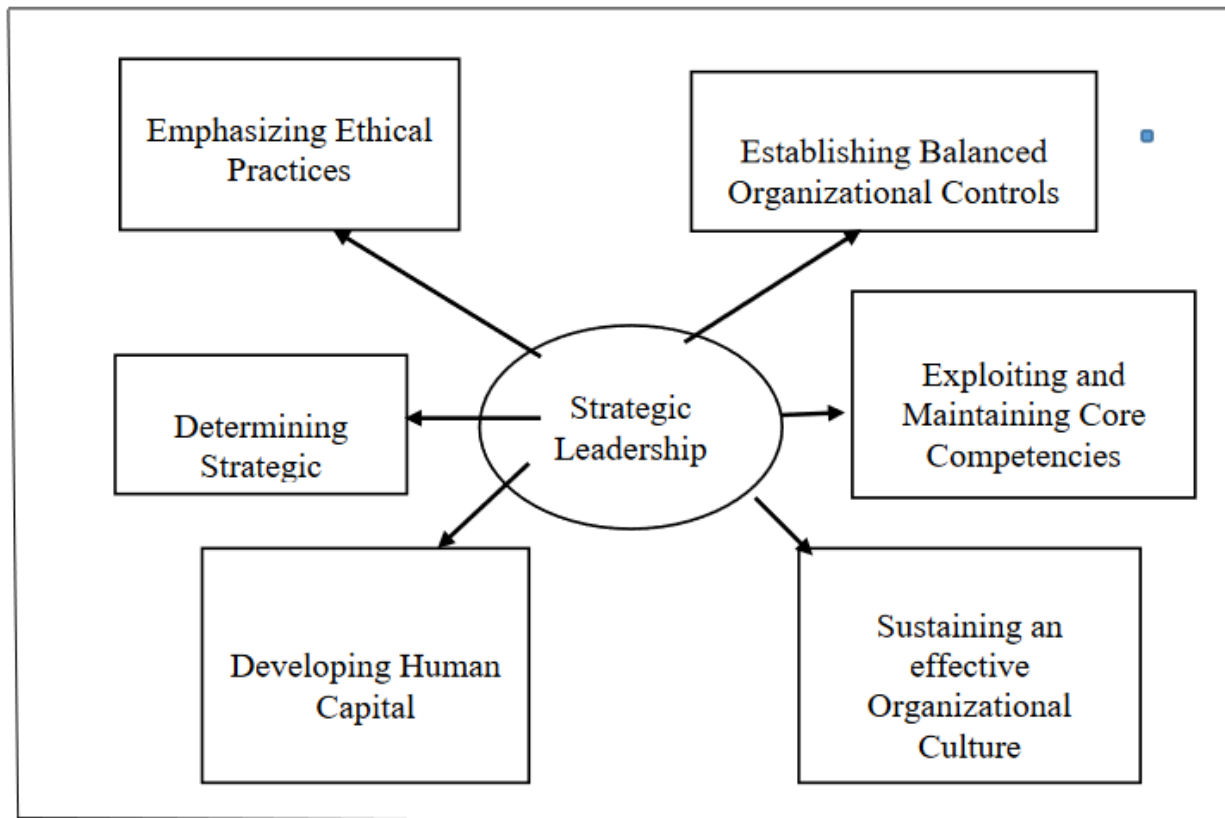
Source: Ireland & Hitt (2005)

Strategic executives see personnel as essential assets and core competencies—the special assets and skills that provide businesses an advantage over competitors. Core competencies are central to a firm's long-term strategy, as they underpin its ability to outperform competitors. These competencies are characterized by being rare, valuable, difficult to imitate, and lacking in viable substitutes.

The CEO is primarily in charge of an organization's strategic direction. Together with the Top Management Team (TMT), they establish the organization's vision, mission, goals, and objectives.

This collaborative effort establishes a clear roadmap for where the organization intends to go and how it plans to get there. Building core competencies within an organization relies heavily on human capital, which encompasses the collective knowledge, skills, and expertise of its workforce. Systematic and continuous investment in enhancing employee productivity and expertise is crucial for boosting organizational performance. For Government-Sponsored Youth Empowerment Organizations (GSYEOs), effectively recognizing and nurturing human capital as a core competency is vital for achieving strategic objectives and enhancing the impact of youth empowerment programs.

The shared beliefs, symbols, and core values that shape an organization's culture play a crucial role in the formulation and implementation of strategies. This culture influences how the organization governs behaviour and enforces standards, often serving as a significant source of competitive advantage. A robust and supportive culture can enhance performance by aligning employee attitudes and behaviours with the organization's strategic objectives.

Ethical practices, which involve evaluating potential courses of action through moral filters such as honesty, trust, and integrity, are foundational to 21st-century strategic leadership. Strategic leaders must embed ethical culture deeply within organizational norms to ensure that decisions and actions reflect these core values. For GSYEOs, fostering an ethical culture is crucial for maintaining credibility, building trust with stakeholders, and achieving long-term success in their mission to empower youth.

Top managers are responsible for overseeing two key types of controls: strategic control and financial control. This study employs a strategic leadership model to guide leaders in understanding

the critical competencies necessary for effectively implementing organizational strategies. The model underscores the importance of strategic leadership in shaping the organization's direction by establishing a clear vision, and aligning it with organizational culture, human capital, and strategic controls to achieve desired performance outcomes. Specifically, the study focuses on four out of the six core components of strategic leadership, which play a pivotal role in enhancing organizational performance. These components include strategic direction, human capital development, organizational culture, and strategic control, each contributing to the overall effectiveness of the organization.

Summary

This study reviewed five theories: RBV, strategic leadership, dynamic capability, upper echelon theory, and control theory. However, after a thorough evaluation of their relevance to the study's focus, only strategic leadership, dynamic capability, and control theories were used to anchor the research.

RBV highlights the critical role of organizational resources in achieving a sustainable competitive advantage (Barney, 1991). While relevant, it was not directly applied in this study as it was considered to be subsumed under the broader framework of dynamic capability theory.

Strategic Leadership Theory explores how leaders influence organizational performance by setting direction, aligning resources, and creating a supportive organizational culture (Boal & Hooijberg, 2001). This theory was crucial in examining how leadership within youth empowerment organizations in Kenya drives their overall performance.

Dynamic Capability Theory asserts that companies need to constantly modify, refresh, and reorganize their internal and external competencies to deal with quickly evolving surroundings

(Teece et al., 1997). Using this hypothesis, researchers investigated how businesses use digital capabilities to improve performance in response to outside changes.

Control Theory focuses on feedback systems that help regulate and maintain organizational performance within set objectives (Ouchi, 1979). This theory provided the necessary lens to assess how youth empowerment organizations in Kenya monitor and adjust their strategies to ensure sustained performance.

While **Upper Echelon Theory** was considered—due to its focus on how organizational outcomes reflect the experiences and values of top executives (Hambrick & Mason, 1984)—it was not explicitly utilized, as strategic leadership theory offered a more direct framework for understanding leadership influence in this context. Therefore, only three theories were utilized in the study.

Figure 2.2

Theoretical framework
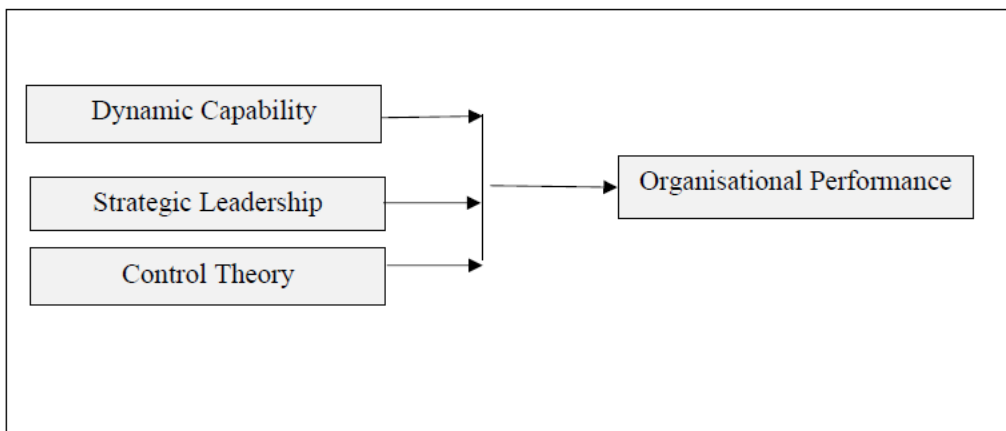
Sources: Wiener (1948) , Teece et al.(1997), Chandler (1962)

2.2 Empirical Review

Introduction

The section commences with an exploration of the historical context of organisational performance. It proceeds to underscore the existing knowledge deficiencies in the scholarly works concerning strategic leadership facets, encompassing strategic control, human resource development, culture, and strategic direction. The research grounds its variables in strategic leadership theory, dynamic capability view, and control theory. Human resource development, culture, and strategic direction are aligned with strategic leadership theory, while strategic control is associated with control theory, and performance is informed by the balanced scorecard model.

2.2.1 Historical perspective of organisational performance

The concept of organisational performance has evolved. Initially, the focus was solely on evaluating whether targets were being met, without considering the resources needed to achieve organisational objectives. In the 1960s, the emphasis shifted to goals and objectives, with an emphasis on growth and long-term success. Subsequently, in the 1980s, the importance of the process itself, beyond just results, was recognized. The 1990s saw a focus on enhancing employee effectiveness and efficiency through training in new technologies and skills. Later, in the 2000s, a comprehensive approach to performance measurement emerged, encompassing the effective deployment of resources and the integration of efficiency, effectiveness, and relevance. This evolution reflects the changing dynamics of organisational priorities, taking into account aspects such as product creation, diversity, customer and employee satisfaction, and service effectiveness, influenced by globalization, technology, and competition (Chandler, 1962; Cherrington, 1989; Cummings et al., 2015; Harrison et al., 1990; Lawrence & Lorsch, 1969; Peterson et al., 2003).

2.2.2 Strategic Leadership Practices and Organizational Performance

Three main schools of thought exist regarding the impact of strategic leadership on organizational performance. The first asserts that strategic leadership practices have a significant and positive influence on performance. The second contends that strategic leadership has no direct impact on organizational outcomes. The third perspective suggests that the effectiveness of strategic leadership in improving organizational performance is contingent upon mediating factors, such as organizational dynamics and environmental changes (Jaleha & Machuki, 2018).

Research by Six et al. (2021) highlights the critical role of effective strategic leadership in the successful formulation, execution, and control of strategies, especially in unpredictable environments. Their study, which sampled 300 respondents from a pool of 1,000 employees in production companies in Bremen and Frankfurt, Germany, underscores the importance of strategic leadership within the private sector. The findings emphasize that strong leadership is essential for navigating uncertainty and driving organizational success. However, it differs from the current study, which examines Government-Sponsored Youth Empowerment Organizations (GSYEOs) in Kenya, in a public sector context. Unlike Six et al. (2021)'s study, which did not include a moderating variable, the current research incorporates one to explore its effects on strategic leadership and performance.

Boal and Hooijberg (2021) studied the correlation between strategic leadership and employee performance by distributing 200 questionnaires, with 150 returned. They employed connection analysis and regression analysis to explore the variables' relationships. Their study, conducted in the private sector, did not use a moderating variable, contrasting with the current research's

inclusion of such a variable. Furthermore, the current study considers contextual, methodological, and conceptual differences, particularly focusing on the public sector in Kenya.

Demir (2022) used a literature-based methodology to investigate how strategic management affected Turkish commercial banks' performance. According to their findings, performance and strategic management are positively correlated. Demir's research focused on strategic management in the Middle East's private sector, in contrast to the current study, which is focused on strategic leadership in Africa's public sector, showing a contextual and conceptual differences.

Similarly, Gusmão et al. (2018) used 40 respondents to investigate the effects of organizational learning and strategic leadership on the functioning of government ministries in Timor Leste. According to their research, both factors had a big impact on how well an organization performed. However, while their research focused on Asia and included organizational learning, the current study examines strategic leadership within the African context and incorporates a moderating variable, offering a distinct focus compared to prior studies.

Chen et al. (2022) examined the impact of strategic leadership on the operational efficiency of Chinese manufacturing firms, concentrating on JingHongYi PCB (HK) Co. Limited, which has approximately 330 employees. Descriptive and inferential statistics were used in the study, which concluded that strategic leadership improved the performance of Chinese manufacturing companies. In contrast, the current study is cantered on the public sector in Africa, specifically Government-Sponsored Youth Empowerment Organizations (GSYEOs), and incorporates a moderating variable. This distinction is important as Chen et al. (2022)'s research did not consider intervening or moderating variables and was limited to China's manufacturing sector.

Similarly, Birasnav and Bienstock (2019) explored the impact of strategic leadership on the performance of Indian manufacturing companies. Their study examined CEOs responsible for overseeing strategy and human resources across fifty different organizations. They identified several key independent variables, including corporate direction, resource management, organizational culture, ethics, and balanced organizational control. The findings highlighted the critical role of strategic leadership in enhancing operational success within the business sector. Unlike the current research, which focuses on individuals directly involved in the execution of initiatives within the public sector, Birasnav and Bienstock's study centred on upper-level executives in the private sector, offering a contrasting perspective on leadership dynamics as well as contextual, conceptual differences.

The goal of Hitt and Duane's (2020) study was to examine how strategic leadership influenced the productivity of Pakistan's small and medium-sized manufacturing businesses. 400 registered manufacturing SMEs in Pakistan were the intended audience. To choose 300 SMEs, a random stratified selection method was utilised. The owners and managers of the businesses served as the analysis unit. Strategic direction, a competently managed company resource portfolio, culture, ethics, and firm controls were all independent factors. Performance of the organisation, customer satisfaction, net profit margins, significant yearly income, and minimal yearly employee turnover were the Outcome Variables. In contrast to the current study, which examines government-sponsored youth empowerment organisations in Kenya (Africa), the previous study's backdrop was the private sector and SMEs in Pakistan (Asia). There is no mediator variable or moderator used in the study as opposed to the current study, which utilises a moderating variable. Furthermore,

the independent variable's composition differs significantly across the two studies, and the units of analysis are also different providing conceptual, methodological and contextual differences.

Rahman et al. (2018) investigated how Malaysian auto dealers' performance and strategic operations were affected by strategic leadership. According to their research, there is a direct link between strategic leadership and the automobile sector's performance. They also found that other elements that improved industry performance included operational excellence and a strategic emphasis. In contrast, the current research focuses on Government-Sponsored Youth Empowerment Organizations (GSYEOs) within Kenya's public sector. Unlike Rahman et al. (2018)'s study, which was conducted in the private sector and did not incorporate a moderating variable, the present study includes a moderating variable to explore its effects within the public sector context. This difference highlights the unique aspects of the current research, distinguishing it from previous studies in both sector and methodological approaches.

Akeke et al. (2021) investigated, among 834 SMEs in Nigeria, the function of strategic interventions as a mediator in the relationship between strategic leadership behaviours and organizational performance. Their conclusions emphasized how organizational learning, cultural values, and tactical interventions affect performance. Instead of using strategic interventions like the previous research, the current research uses digital capabilities as the mediating variable. Even though a mediator variable is used in both studies, the contexts and points of emphasis are very different—the current research places particular emphasis on the function of digital capabilities in Kenya's public sector.

Similarly, Nang'ole and Muathe (2023) examined the effects of strategic leadership, resources, and incentives on the academic performance of public high schools in Bungoma County, Kenya. Their study employed a descriptive survey design with 101 respondents and was grounded in capacity, resource-based, behavioural leadership, dynamic capability, and leadership behaviour theories. The findings revealed that strategic leadership had a significant positive impact on students' academic outcomes. Although this study was also conducted within Kenya's public sector, it focused on educational institutions rather than youth empowerment programs. In contrast, the current study distinguishes itself by concentrating on government-sponsored youth empowerment organizations (GSYEOs), offering a unique perspective on strategic leadership within a different public sector context.

A descriptive study was carried out in Kenya by Chikamai and Makhamara (2021) to look at the influence of leadership skills on the expansion of tea enterprises in Kericho. Their research showed that the performance of tea companies is significantly improved by leadership characteristics. Nevertheless, no moderating or intervening variables were used in this investigation, in addition, there are different methodological approaches in both studies.

Similarly, Munga and Gakenia (2022) used both descriptive and explanatory research approaches to investigate the impact of strategic leadership techniques on the performance of Nairobi's small and emerging firms. The research, comprising 1,539 small and medium-sized enterprises (SMEs) chosen through stratified random selection, discovered that performance was positively and significantly impacted by organizational culture, people development, and strategic direction. Core competency was also found to contribute positively but to a lesser extent. Despite using a

moderating variable, the study focused on the private sector and did not address digital capabilities, highlighting conceptual and contextual differences compared to the current research, which explores digital capacity as a moderating variable.

Kiptoo and Sawe (2022) conducted a case study on the Kenya Ports Authority to investigate the influence of strategic leadership on organizational performance. Their study concluded that organizational culture, strategic direction communication, human capital development, and core competencies positively impacted organizational success. While their research also utilized data from Kenya, examined similar variables, and was confined to the public sector, it did not consider digital capabilities or strategic control, which are key focuses of the current study. The current research also integrates a moderating variable, distinguishing it from Kiptoo and Sawe (2022)'s study, which did not explore this aspect.

In a comprehensive review, Ragul (2021) highlighted the growing adoption of strategic leadership across both public and private sectors, emphasizing its crucial role in enhancing organizational performance. This evaluation underscores the universal need for strategic leadership, which is pivotal for organizations operating in diverse environments. On the other hand, four Ministry of Defence-affiliated defence research and development centres were the subject of an empirical study carried out by Nakir et al. (2020). They surveyed 125 respondents and found that both strategic leadership and self-efficacy significantly and positively impact organizational commitment, which in turn influences performance. This study identified organizational commitment as a potent mediating factor, a different focus from the current research. This study explores the role of strategic leadership within Kenya's Government-Sponsored Youth Empowerment Organizations

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(GSYEOs). Unlike Nakir et al. (2020), which investigated organizational commitment as an independent variable, the current research focuses exclusively on strategic leadership, incorporating digital capabilities as a moderating variable. By doing so, it adds a fresh perspective on how strategic leadership impacts organizational performance, while also examining the influence of digital capabilities on this relationship.

2.2.3 Strategic Direction

An organization's success is contingent on having a clear vision and mission. The mission defines the purpose of the organization, while the vision outlines its future aspirations. These direction-setting statements are crucial for guiding the organization (Odero, 2023). If they are not clearly defined and effectively communicated to all members, the organization may struggle to achieve its objectives. Leadership plays a vital role in the formulation, articulation, and communication of an organization's vision and mission. The realization of the mission depends on leaders who are committed and lead by example, aligning their actions with the organization's stated vision (Senaji et al., 2020).

Strategic direction is a pivotal aspect of strategic leadership theory, which underscores the role of leaders in steering organizations toward sustained success. This theory advocates for a robust alignment between an organization's vision, mission, and goals with its core values and the external environment. Leaders are tasked with crafting and articulating a clear vision that embodies the organization's purpose and long-term ambitions. This vision serves as a strategic framework for decision-making and resource allocation, ensuring that all organizational actions align with its fundamental objectives.

Effective strategic leadership involves more than just setting a vision; it also encompasses cultivating a supportive organizational culture that reinforces this strategic direction. Leaders must empower employees and foster an environment conducive to achieving organizational goals. Furthermore, strategic leadership theory emphasizes the importance of leaders' ability to comprehend and adapt to the external environment, including factors such as competition, market dynamics, and technological advancements. By navigating these complexities, leaders ensure that the organization's strategic direction remains relevant and adaptable, thereby positioning the organization for ongoing success and resilience in a changing landscape (Hitt et al., 2018).

The impact of strategic direction on the performance of motor vehicle assembly organizations in Nairobi County was investigated in a study done by Kungu et al. (2020). Their research showed a significant positive relationship between firm performance and strategic direction. Kungu et al. (2020) emphasized the importance of continuous renewal of mission and vision statements by senior leadership, including both the Board and Chief Executives, to sustain and enhance performance in the motor vehicle assembly sector. This proposal, which emphasizes the importance of strategic direction in directing organizational performance, is consistent with the current study's findings and emphasizes the necessity of dynamic and unambiguous leadership in accomplishing organizational objectives. Nonetheless, divergences in terms of concepts and contexts can be observed between the two studies. Specifically, the previous study had a narrow scope, solely examining the private sector without considering any moderating variables, in contrast to the current research.

A study by Lerai et al. (2023) looked at how Kenya's commercially based parastatals performed in relation to their strategic orientation. A strong positive association between organizational performance and strategic direction was found by their research. They also identified significant issues with financial mismanagement, noting that funds allocated for strategic implementation were often embezzled, diverted, or misappropriated. To address these challenges, the researchers recommended the establishment of stringent oversight measures, such as those from the Ethics and Anti-Corruption Commission (EACC). They also emphasized the need for management to be more adaptable and flexible rather than strictly adhering to rigid procedures. Additionally, increasing staff involvement in strategy formulation and enhancing leadership competencies were proposed as crucial steps for improving overall effectiveness and alignment with strategic goals. However, the study did not consider any moderating variable compared to the current research.

Joyce et al. (2022) explored the relationship between strategic planning and the performance of telecommunications companies in Rwanda, revealing a positive correlation between the two. While the study focused on the commercial sector in Rwanda, the current research is on the public sector in Kenya using different variables and methodologies. This distinction highlights theoretical, contextual, and methodological gaps between the studies. For instance, the Rwandan study was situated within a commercial context and centred on strategic planning, while the current research is based in the public sector of Kenya, focusing specifically on strategic direction.

Similarly, Shariah et al. (2022) studied the influence of strategic planning on organizational performance within Jordan's telecommunications sector. According to their analysis, strategic planning enhanced administrative responsibilities emphasized the goals, mission, and vision of the

company, and supported ongoing performance evaluations, all of which had a favourable impact on performance. This allowed organizations to better address challenges, crises, and competition. However, despite its valuable insights, the Jordanian study lacked empirical evidence, which undermined its objectivity and overall robustness. In contrast, the ongoing study in Kenya incorporates empirical data, addressing such limitations and offering a more rigorous analysis of the relationship between strategic direction and organizational performance.

Dowsett's (2020) fifteen-year longitudinal study of four Australian universities demonstrated that even minor adjustments in strategic orientation can lead to improved rankings and a stronger market position. This finding underscores the importance of strategic direction in enhancing institutional competitiveness over time, however, there are contextual, methodological differences between the study and the current one.

Bore and Macharia (2022) investigated the impact of strategic direction on the financial stability of Kenyan faith-based organizations. Using an explanatory research design grounded in the positivist research paradigm, the researchers gathered data from 198 executives, including directors, heads of departments, and unit heads. Through multiple regression analysis, they found that strategic direction significantly and positively influenced the financial health of these organizations. There are contextual and conceptual differences between the studies. While Bore and Macharia (2022) focused on the financial outcomes of strategic direction within faith-based groups in Kenya, the present study shifts the focus to overall organizational performance within GSYEOs in Kenya. This shift in context from financial stability to broader organizational performance offers insights into how strategic direction affects different aspects of performance across sectors. The methodological approaches differ as well; the current study incorporates a

moderating variable—digital capability—while the earlier study did not include such an element. Thus, although both studies emphasize the critical role of strategic direction, the current research broadens the scope by exploring its effects within the public sector and across various performance dimensions.

Odero (2023) conducted a study on the relationship between strategic direction and the performance of 42 deposit-taking SACCOs in Kenya, focusing on CEOs and 102 senior managers as respondents. The study anchored its theoretical framework on transformational leadership, viewing strategic direction as the independent variable. Using a descriptive and correlation study design, Odero(2023) discovered a statistically significant correlation between organizational performance and strategic direction. This indicates that clear and well-communicated strategic direction can enhance SACCOs' performance by aligning goals and actions with long-term objectives. In contrast, Miriti (2022) also examined the same relationship among 133 SACCOs in Kenya through a cross-sectional descriptive survey, similarly using transformational leadership theory. However, Miriti(2022) employed a binary logistic regression model and found that the effect of strategic direction on performance was not statistically significant. The divergence in findings between the two studies may be attributed to their different methodological approaches— Odero's use of correlation analysis versus Miriti's binary logistic regression model. This methodological difference likely influenced their respective conclusions about the impact of strategic direction. Despite these conflicting results, both studies shared similarities in their contextual and conceptual frameworks, focusing on the SACCO sector in Kenya and exploring the role of transformational leadership in shaping strategic direction. The current study builds upon these findings by focusing on the public sector, specifically Government-Sponsored Youth

Empowerment Organizations (GSYEOs) in Kenya. Unlike the two SACCO studies, which did not include moderating variables, the present research incorporates digital capabilities as a moderating factor, offering a more comprehensive analysis of how strategic direction influences organizational performance. Additionally, while transformational leadership served as the theoretical foundation for the SACCO studies, the current research draws upon strategic leadership theory, broadening the theoretical lens.

Ramadhan (2022) found similar results in his study, which surveyed all 50 insurance businesses in Kenya to investigate how strategic direction affected performance and leadership. Using a simple linear regression model, the study demonstrated that 67.5% of the variability in the performance of these insurance firms could be attributed to strategic direction. This significant relationship underscores the critical role that strategic direction plays in guiding organizations toward improved performance. The study recommended that insurance companies' management should establish key performance indicators (KPIs) to better track their progress against strategic objectives. These KPIs would provide a framework for assessing organizational performance, facilitating a more structured approach to achieving long-term goals. While both Ramadhan's study and the current research align in their emphasis on the importance of strategic direction for organizational performance, the contexts differ. Ramadhan's research was focused on the private sector, specifically the insurance industry in Kenya, whereas the current study investigates Government-Sponsored Youth Empowerment Organizations (GSYEOs) in Kenya's public sector. Moreover, while Ramadhan's study did not consider the role of moderating variables, the present research incorporates digital capabilities as a moderating factor. This additional dimension enhances the understanding of how strategic direction influences organizational performance in a

digital age, providing a more comprehensive analysis of the interplay between leadership, strategy, and technology. Additionally, the current study extends beyond Ramadhan's linear approach by considering the broader implications of strategic leadership theory, examining how leaders not only set direction but also align resources and capabilities to achieve organizational objectives in dynamic environments.

2.2.4 Human Resource Development (HRD)

HRD methods that are closely connected with an organization's strategic vision and long-term goals might help to effectively incorporate HRD into strategic leadership theory. The focus of strategic leadership is on steering organizations towards future success. To do this, HRD activities like talent management, performance management, change management, and leadership development must be linked to more general strategic goals. By doing so, HRD becomes a pivotal driver in shaping organizational culture, fostering innovation, and promoting strategic thinking. Christiansen and Higgs (2008) support this view, arguing that organizational performance is maximized when there is either a tight alignment or minimal misalignment between HR strategy and business strategy. In this context, leadership is tasked with ensuring that HR strategies not only support immediate operational needs but also build the capabilities necessary for sustained competitive advantage. For instance, leadership development programs should cultivate the skills and competencies required to navigate an organization's strategic challenges, while talent management should focus on nurturing individuals who can drive innovation and adaptability.

In the current study on GSYEOs in Kenya, the role of HRD is crucial for developing a workforce that can effectively implement strategic leadership goals. Aligning HRD with strategic leadership

theory in the public sector ensures that these organizations not only develop the necessary human capital but also enhance their digital capabilities—a moderating factor in this research. This alignment positions HRD as a key enabler of both individual and organizational performance, especially in dynamic environments where youth empowerment initiatives must remain adaptable to changing social, economic, and technological conditions

The alignment of HRM practices with overall business strategy and their impact on performance within Nepal's financial institutions were investigated by Parajuli et al. (2023). The study employed a cross-sectional research design, gathering data from 29 senior executives. Using a one-way Analysis of Variance (ANOVA), the researchers examined the relationship between HRM policies/roles and performance indicators. Interestingly, while the number of years of work experience was found to significantly impact performance, there were no statistically significant differences in the effectiveness of HRM policies or roles across different groups. This suggests that although experience influences individual performance, HRM policies and their alignment with organizational strategy may not differ substantially in their impact on performance across different organizational contexts. In addition, there are conceptual, methodological and contextual differences between the study and the current study for example the study used cross-sectional research design while the current research uses mixed method research design.

Similarly, Salman et al. (2022) investigated the impact of various HRM approaches on organizational performance in Indian banks. Utilizing structural equation modelling (SEM) to test hypotheses and confirmatory factor analysis to assess the psychometric properties of the constructs, their survey of 325 employees from four banks revealed that training and development,

performance reviews, and staff involvement significantly and positively influenced bank performance. These results highlight the importance of engaging staff in performance reviews and training to enhance organizational outcomes. Unlike the current study, which employs a different methodological approach, Salman et al. (2023) used SEM to analyze variable relationships, contrasting with the cross-sectional method utilized by Parajuli et al. (2023).

In a different context, Abu-Mahfouz et al. (2023) investigated the mediating role of work engagement and knowledge management in the relationship between sustainable HRM practices and organizational effectiveness. Surveying 500 university lecturers, the study utilized structural equation modelling (SEM) to reveal that sustainable HRM practices positively affect organizational performance through enhanced knowledge management and work engagement. This study underscores the relevance of sustainable HRM in promoting long-term organizational success by fostering an environment that supports knowledge sharing and employee commitment. In contrast, the current research, conducted in Kenya, employs a different methodological approach and focuses on public sector organizations, specifically Government-Sponsored Youth Empowerment Organizations (GSYEOs). While both the studies by Salman et al. (2023) and Mahfouz et al. (2023) are cantered on the private sector, this research examines the impact of strategic leadership and digital capabilities as a moderating factor within Kenya's public sector, further broadening the theoretical and contextual scope of HRM's role in organizational performance.

In order to find out how LARG (lean, agile, resilient, and green) HRM components affect organizational performance and innovation in the service industry, Alipour et al. (2022) carried

out a study in Iran. Convenience sampling was used in the study to collect data from 102 service organizations, all of which had more than 50 employees. The data analysis method used was partial least squares structural equation modelling, or PLS-SEM. The findings showed that LARG HRM practices had a favourable and significant impact on organizational performance, highlighting the growing significance of adaptable and long-lasting HRM strategies in the fast-paced corporate contexts of today. This is consistent with modern strategic leadership theory, which highlights that to propel organizational performance, leaders must integrate agile and sustainable approaches and adjust to external constraints.

While the current research focuses on the strategic leadership of Government-Sponsored Youth Empowerment Organizations (GSYEOs) in Kenya, there is a conceptual connection with the study by Alipour et al. (2022). Both explore how strategic approaches—in the form of leadership or HRM practices—affect organizational performance. However, the contextual differences are significant. Alipour et al.'s research is situated in Iran's service sector, emphasizing private companies, while the present study is rooted in Kenya's public sector, examining youth-focused government initiatives. Furthermore, Alipour et al. (2022) did not include a moderating variable, whereas the current research incorporates digital capabilities as a moderating factor, offering a broader perspective on how technology influences the link between strategic leadership and performance in a public-sector context.

The methodological approaches also differ. Alipour et al. used PLS-SEM to explore the relationships between LARG HRM components and organizational outcomes, while the current study employs different analytical methods to examine the interplay of strategic leadership and

digital capabilities on organizational performance. Despite these differences, both studies underline the critical role of strategic practices, whether through HRM or leadership, in driving innovation and enhancing organizational success.

Shrouf et al. (2020) carried out research in the banking industry of Jordan, investigating the function of productivity as a mediator in the correlation between strategic performance and human resources. The study included all 26 commercial banks in Jordan and gathered information from secondary sources as well as 371 respondents. The results showed that human resources had a favourable impact on both productivity and strategic performance, with productivity acting as a mediating factor in the relationship. According to this mediation, improving HR procedures immediately increased production, which supported the banks' overall strategic performance.

In contrast, the current research focuses on Government-Sponsored Youth Empowerment Organizations (GSYEOs) in Kenya's public sector, where digital capabilities are employed as a moderating variable. This marks a significant theoretical and contextual difference between the two studies. While Shrouf et al.(2020) explored the role of productivity in a private-sector setting in Asia, the current study explores how digital capabilities—rather than productivity—moderate the influence of strategic leadership on performance within a public-sector context.

Additionally, the methodological differences are notable. Shrouf et al. (2020) employed human resources as an independent variable and productivity as a mediator, whereas the current research examines strategic leadership as the independent variable, with digital capabilities moderating its effect on organizational performance. Despite these distinctions, both studies highlight the importance of leveraging human resources and technological advancements to drive strategic

success, whether through direct productivity improvements or the enhancement of digital capabilities in leadership practices.

In Nigeria's mobile telecommunications sector, Nwachukwu et al. (2020) investigated the relationship between strategic efficacy and employee commitment to strategy execution, utilizing organizational policy as a mediating variable. Using a survey approach, the study collected information from 105 workers at four foreign companies in the private sector of Nigeria. The findings demonstrated a direct and positive association between employee commitment to strategy execution and strategic performance, with organizational policy significantly enhancing this relationship as a mediator. Essentially, the effectiveness of strategy execution was shown to depend not only on employee commitment but also on the presence of supportive organizational policies.

The current study, on the other hand, focuses on Government-Sponsored Youth Empowerment Organizations (GSYEOs) in Kenya's public sector, where the relationship between organizational performance and strategic leadership is moderated by digital capabilities. This highlights a significant difference between the two research' approaches and contexts. The present study focuses on Kenya's public sector and incorporates digital capabilities as a moderating element. Nwachukwu et al.'s study analyzed the private sector and multinational corporations in Nigeria, stressing the importance of organizational policy as a mediator.

Additionally, the contextual and sectoral focus differs significantly. Nwachukwu et al. concentrated on multinational private enterprises, whereas the current research examines public-sector organizations with a focus on youth empowerment. The introduction of digital capability as

a moderating variable reflects the evolving role of technology in strategic leadership and performance in the Kenyan public sector, as opposed to organizational policy's role in moderating employee-driven strategy execution within Nigeria's telecommunications industry.

The performance of Kenyan SACCOs and human resource development (HRD) were examined by Miriti et al. (2021). Based on both the transformational leadership theory and the strategic leadership model, the study employed a cross-sectional survey of 133 managers. The results showed that HRD had a substantial and favourable impact on organizational performance, highlighting the significance of ongoing HR development spending for SACCOs. The study underscored that leadership actions, namely those pertaining to human resource development, have the potential to enhance organizational performance. The researchers came to the conclusion that in order to improve performance outcomes, SACCO leadership should intensify their focus on HRD activities. In contrast, the ongoing study is based in the public sector, specifically Government-Sponsored Youth Empowerment Organizations (GSYEOs) in Kenya, and incorporates digital capabilities as a moderating variable. Moreover, the current study takes a broader approach by exploring the impact of strategic leadership as a whole, rather than focusing solely on HRD, and investigates how digital capability can enhance the effectiveness of leadership on organizational outcomes. This contextual difference highlights how various sectors and organizational focuses shape the mechanisms through which leadership influences performance. In SACCOs, human resource development is emphasized as a central driver, while in GSYEOs, strategic leadership in combination with digital capabilities is seen as a key factor for success.

A study on the effect of human capital on organizational performance in the Saudi hotel industry was carried out by Aman-ullah et al. (2022). The researchers employed convenience sampling techniques and collected data from 356 managers through the use of survey questionnaires. PLS-SEM, or partial least squares structural equation modelling, was used to evaluate the data. The results showed that organizational success and human capital competence were positively correlated statistically. The study underscored that in the hospitality sector, which is inherently service-oriented, the competence of human capital—defined by advanced education, extensive experience, and strong dedication—is crucial for achieving high-quality service delivery and overall organizational success. This aligns with the notion that effective human capital management is vital for maintaining competitive advantage and operational excellence in service industries. The current research is focused on the public sector in Kenya, as opposed to the study, which was focused on the private sector within the Saudi Arabian hospitality business. Rather than concentrating only on human capital, the current study investigates the function of digital capabilities as a moderating variable within Government-Sponsored Youth Empowerment Organizations (GSYEOs). Although the impact of human resources on organizational performance is covered in both studies, the focus of the current research is on how digital capabilities might be integrated to improve strategic leadership and performance results. This change in context draws attention to the various ways that various factors and industries might affect an organization's ability to succeed.

To find out how human capital and organizational performance are related, Widianto et al. (2021) studied 313 managers and their subordinates in the Indonesian public sector. The study discovered a strong positive relationship between organizational performance and management's human

capital. This result supports other research by emphasizing the role that dynamic managerial capabilities—like cognitive ability, social capital, and human capital—have in improving performance. The study also highlighted the function of middle managers in promoting good communication at all levels and coordinating the goals and objectives of the company in order to facilitate organizational change. This is consistent with the existing body of research, which focuses on using strategic direction and human capital to boost performance.

2.2.5 Organisational Culture

A study conducted by Kenedi et al. (2022) investigated the impact of organizational culture on worker productivity at the Tanjung Balai Karimum port authority in Pakistan. Their research showed a favourable relationship between employee performance and company culture, indicating that a supportive and congruent culture can increase output. In a similar vein, Imran et al. (2021) examined how digital capacity mediated the relationship between the main constituents of an organization and its performance. Their study, which surveyed 250 managers from financial organizations in Pakistan, employed structural equation modelling to demonstrate that both organizational culture and digital capacity positively influence organizational performance. The findings suggest that a strong organizational culture, coupled with effective digital capabilities, can substantially enhance performance outcomes.

These studies highlight the critical role of cultivating a robust organizational culture and harnessing digital tools to improve operational results. While Kenedi et al. (2022) concentrated on cultural factors within a port authority, and Imran et al. (2021) focused on digital capacity in financial organizations, both emphasize the broader relevance of organizational culture and digital capabilities for enhancing performance.

Tannady and Budi (2023) conducted a comprehensive study to evaluate the individual effects of leadership, organizational culture, and workplace performance in private universities. The study, involving 225 permanent professors, used multiple linear regression analysis via SPSS version 26. The results demonstrated a significant positive impact of organizational culture on overall performance, underscoring its essential role in driving institutional success. This research contributes to the literature by identifying key contextual, theoretical, and conceptual distinctions in how leadership and organizational culture influence performance across different settings. Unlike earlier studies, which may have focused on other sectors or employed varying methodologies, Tannady and Budi offer valuable insights into the unique dynamics of academic institutions.

In the Turkish hotel business, Gencer et al. (2023) investigated how employees' opinions of organizational culture affected their organizational silence and job performance. The study, which polled 389 employees from four five-star hotels, discovered a strong relationship between organizational cultural traits and job performance. The study emphasized how an employee's silent conduct and general job performance may be influenced by their impressions of the business culture. The research context is subject to regional and sectoral differences because the current study is focused on the public sector in Kenya, Africa, while Gencer et al.'s study was situated in the private sector in Turkey. This contrast emphasizes how crucial it is to take the environment into account when examining how organizational culture affects worker behavior and output.

Juhaeni et al. (2023) investigated how organizational culture and leadership affect the performance of speciality physicians, incorporating job motivation as an auxiliary variable. Their cross-sectional survey of 65 specialized doctors revealed that performance was positively and significantly influenced when organizational culture, work motivation, and leadership style were examined together. This study highlights the integrated impact of these factors on performance within a specific professional context. In contrast, the current research focuses on strategic leadership rather than general leadership and does not include job motivation as a variable. By concentrating on strategic leadership in the public sector in Kenya, this study aimed to address how strategic direction and digital capabilities specifically affect organizational performance, thereby extending the examination of leadership's role beyond the scope of general leadership styles and job motivation factors.

The impact of work discipline on employee performance within the framework of organizational culture was investigated by Haryadi (2022). The study collected data from 133 employees at the Works and Spatial Planning Department in Pandeglang Regency using a causal approach and a quantitative descriptive technique. The results validated the prediction that work discipline could regulate the relationship between organizational culture and performance, showing that both factors have a considerable impact on employee performance. The current study, in contrast, focuses on the public sector in Kenya and investigates how digital capabilities and strategic leadership, as opposed to work discipline, affect organizational performance. In contrast to Haryadi's research, this study addresses distinct organizational dynamics in an effort to better understand how strategic direction and digital capabilities regulate the relationship between strategic leadership and performance.

Chenane et al. (2024) studied the effect of fostering creativity in team settings on the efficiency of mission hospitals in Kenya. Their findings revealed that hospitals with a creative and collaborative work environment, where staff are empowered to express creativity, demonstrate higher efficiency and outperform competitors. The study, which involved 285 employees from middle and lower-class backgrounds, found a strong positive correlation between hospital performance and creative organizational culture, highlighting the significance of creativity in driving organizational success. The study recommended that managers focus on cultivating a supportive and collaborative work environment to enhance staff commitment and a sense of belonging. It also suggested implementing regular training and team-building activities, as well as promoting initiatives that encourage critical thinking and problem-solving skills. In contrast, the current study in Kenya examines how strategic leadership and digital capabilities impact organizational performance in the public sector, focusing on different dimensions of organizational effectiveness compared to Chenane et al.'s emphasis on creativity and team dynamics in mission hospitals.

Obaji et al. (2020) used multiple regression analysis to evaluate the data from their investigation into the effects of Diamond Bank's organizational culture and strategic management on employee performance, which involved 139 bank workers. The results showed a statistically significant positive correlation between performance and organizational culture. On the other hand, the current study focuses on how digital skills and strategic leadership affect organizational performance in Kenya's public sector. This study offers new insights into public sector dynamics by examining how leadership and digital capabilities impact performance results in a different

sector and geographic environment than the commercial banking context in which Obaji et al. studied organizational culture.

2.2.6 Strategic Control

The inclusion of strategic control is imperative for businesses to effectively devise and implement plans, thereby enhancing both operational and strategic management (Miriti, 2021). The fundamental principle of this concept is the constant monitoring and evaluation of both internal and external environments, ensuring the synchronization of strategies with organizational objectives and the implementation of any indispensable adaptations. Strategic control encompasses several key aspects. Strategic surveillance involves broad, informal scanning of the environment to detect general trends and potential issues, allowing organizations to stay aware of changing conditions without focusing on specific problems. Special alert control, on the other hand, addresses the need for immediate responses to sudden or significant environmental changes. Such unexpected events may necessitate rapid strategic adjustments to ensure that the organization remains on track to achieve its goals. Additionally, environmental scanning is a crucial part of strategic control, which entails evaluating both the internal operations of the organization and external factors that could impact its performance. Strategic leaders engage in this ongoing assessment to ensure that strategies are implemented effectively and to make necessary modifications in response to environmental changes (Constantin et al., 2019).

In order to investigate the idea of "strategic control" within marketing management and evaluate its effect on marketing performance, Hadrian et al. (2021) carried out a study in the Czech Republic. The research surveyed 708 respondents from various Czech companies. The findings revealed that

financial indicators are predominantly used as the primary control mechanism for monitoring marketing activities. This study focused on private sector firms in the Czech Republic, which highlights a conceptual and contextual gap when compared to the current research. The ongoing study is set in the public sector in Kenya, presenting a different context and potentially differing mechanisms and influences of strategic control on organizational performance.

El-Toukhy (2021) examined the influence of strategic control and implementation on the effectiveness of strategic plans in Egypt, using a descriptive-analytical approach. The study underscored the need for regular strategic reviews and the integration of all strategic management departments to ensure effective strategic control. However, the absence of primary data collection and empirical evidence limits the scientific rigour of the findings. Furthermore, the study's focus on Egypt introduces contextual and conceptual differences compared to the current research, which is situated in Kenya's public sector. These disparities highlight gaps in both methodology and geographical context between the two studies.

Hoai et al. (2022) used transformational leadership as a moderating variable and innovation intensity as a mediator to examine the link between organizational performance and internal control systems (ICS) in Vietnamese public sector organizations (PSOs). The analysis of the study was framed by the resource-based view, innovation systems theory, and new public management theory. The results showed that increasing innovation intensity through successful ICS leads to a notable improvement in organizational performance. Some conceptual, methodological, and contextual distinctions are apparent when compared to the current research, which focuses on strategic leadership and its effect on public sector performance in Kenya. These variations

highlight the distinctive features of the methodological strategy, theoretical framework, and geographic setting of each study.

A study by Tetteh et al. (2020) looked into how technology affects the relationship between listed firms' performance and internal control systems (ICS). The study used a structural equation model to examine top management data from several industries. The findings showed that corporate performance and information technology had a strong positive association, with information technology strengthening this link. However, the study's contextual, methodological, and conceptual limitations become apparent when compared to the current research. While Tetteh et al. concentrated on listed enterprises in Ghana and explored technology as a moderating factor, the current study is set in a different sector and geographical context, offering a contrasting perspective on how internal controls and technological factors influence organizational performance.

Lubanga (2019) explored the impact of strategic control on the non-financial performance of Nairobi Hospital, with a specific focus on how standard setting, performance evaluation, and strategic restructuring affect service quality. Utilizing a descriptive correlation research approach, the study surveyed 70 leaders from strategic management departments and teams within the hospital. The results indicated that robust implementation of these strategic control mechanisms significantly enhanced service quality. This study underscores the critical role that standard setting, performance evaluation, and strategic restructuring play in improving non-financial performance outcomes, particularly within the healthcare sector. The findings are relevant for understanding how strategic control elements can be leveraged to achieve superior service quality in a healthcare

setting, providing valuable insights for similar institutions aiming to enhance their operational effectiveness.

Alshaiti (2023) examined the effect of integrated information systems control on the performance of 215 businesses in Saudi Arabia. The study revealed a strong positive correlation between internal control systems and organizational performance consistent with findings from current research. Alshaiti emphasized the importance of managers implementing robust information systems and aligning these systems with key organizational elements, such as corporate strategy and structure, to enhance performance and meet strategic goals. While the study's focus on Saudi businesses provides a relevant point of comparison for the current research, which investigates public sector organizations in Kenya, the differences in geographical and sectoral contexts highlight the importance of adapting internal control practices to specific organizational environments when evaluating their impact on performance.

2.2.7 Digital Capability

Saputra et al. (2022) examined the influence of ambidextrous leadership and digital capacity on business agility in public organizations. This cross-sectional study, involving 103 top managers, directors, and CEOs, found that ambidextrous leadership, when combined with strong digital capacity, significantly boosts business agility, enabling organizations to more effectively address challenges. The study emphasized that ambidextrous leadership, which balances exploration and exploitation, plays a critical role in mediating the relationship between digital capacity and organizational performance. In contrast, the current research focuses on strategic leadership rather

than ambidextrous leadership, marking a shift in leadership focus, although both studies are set in the public sector.

Joensuu-Salo and Matalamäki (2023) extended the understanding of digital capabilities through the lens of RBV theory, demonstrating a strong positive link between digital competence and organizational growth. Their study, which analyzed data from 242 SME owner-managers using structural equation modeling, found that digital capabilities not only enhance firms' competitive survival but also create new opportunities. Unlike earlier studies that focused on how strategic leaders' attitudes toward digital capabilities impact SME competitiveness, this research shifts the focus to strategic leadership's active involvement in organizational performance, with digital capability serving as a mediating variable. A key distinction lies in the sectoral focus: while Joensuu-Salo and Matalamäki examined SMEs in the private sector, the current research is positioned within the public sector, revealing a contextual gap and expanding the scope of digital capability's influence across different organizational environments.

Yu et al. (2022) explored the effects of operational performance and digital transformation capacity by incorporating dimensions of dynamic capability such as sensing, seizing, and transforming. Their findings revealed that strategic orientation positively influences digital transformation capacity, which in turn enhances operational performance. They also found a positive correlation between operational success and digital transformation capability. However, Yu et al. considered digital capability as an independent variable and did not explore the role of strategic leadership in driving organizational performance. In contrast, the current study positions digital capability as a moderating factor, examining its interaction with strategic leadership to influence performance.

This addresses a conceptual gap by adding a new layer of understanding to the relationship between digital transformation and organizational outcomes.

Muhyudi et al. (2022) investigated how top leadership's digital alignment enhances digital innovation capability, digital capacity, and business model innovation to optimize firm performance. Using a combination of RBV theory, upper-echelon theory, dynamic capability theory, and the open innovation framework, the study applied structural equation modelling to data from 195 mid-to-top-level managers in Indonesia's manufacturing sector. The results showed that digital alignment by the top management team (TMT) significantly improves firm performance by boosting digital capability, innovation, and business model innovation. While Muhyudi et al.'s research highlights the strategic role of TMT in manufacturing, the current study focuses on the public sector in Kenya, exploring how digital capability and strategic leadership influence performance. This difference underscores the contextual gap between the two studies, emphasizing the varying impact of leadership and digital capability across different sectors.

In a related study, Mihardjo and Sasmoko (2020) examined the influence of market orientation capabilities, alliance capabilities, and the effects of digital leadership on dynamic capabilities within Indonesian telecom companies. Their survey of 88 top executives revealed that market orientation mediates the direct and indirect effects of digital leadership on dynamic capabilities, as identified through Smart-PLS data analysis. This research provides insights into the role of digital leadership and market orientation in shaping dynamic capabilities, complementing the current investigation's focus on strategic leadership and digital capability in a different sector and geographic context.

Wang et al. (2022) explored the impact of digital capacity on the performance of manufacturing enterprises using survey data from 209 companies. Their empirical study demonstrated that enhanced digital capabilities significantly boost business performance. This research, conducted within the private sector, highlights how digital capacity can drive competitive advantage and operational success. In contrast, the current study focuses on the public sector, providing a different contextual perspective. While Wang et al.'s study emphasizes digital capabilities in the private sector, the present research explores how strategic leadership and digital capability interact to influence performance in public sector organizations.

2.2.8 Gaps

Empirical research on organizational performance and strategic leadership in Kenyan government-sponsored youth empowerment organizations reveals significant gaps. Notably, no study has specifically investigated the correlation between performance in these organizations and strategic leadership practices or how digital capability moderates this relationship (Joensuu-Salo & Matalamäki, 2023; Saputra et al., 2022). The existing literature primarily focuses on private sector contexts or foreign settings, creating both conceptual and contextual gaps (Wang et al., 2022; Yu et al., 2022).

Recent studies often discuss digital capability in general terms, without delving into specific elements such as digital tools, systems, or processes, or how these factors interact with strategic leadership and organizational performance (Chenane et al., 2024). Moreover, while the Balanced Scorecard (BSC) is a popular framework for evaluating performance, its use within public sector

organizations, particularly in Kenya, remains under-researched (Lubanga, 2019). This research gap is further exacerbated by the scarcity of empirical studies examining the moderating role of digital capabilities in these contexts (Haryadi, 2022; Muhyudi et al., 2022).

The literature also highlights a need for clarity in integrating theoretical frameworks. Previous studies have utilized theories such as the RBV, dynamic capabilities, and strategic leadership theory, but there is a need to explicitly explain how these frameworks collectively inform the research design and hypotheses (Alshaiti, 2023; El-toukhy, 2021). Moreover, the impact of contextual differences—such as the shift from private to public sector settings and variations between different geographic locations—requires further exploration to understand how these differences affect the applicability of findings (Hadrian et al., 2021; Tetteh et al., 2020).

A notable methodological gap exists in the research on strategic leadership, with many studies constrained by limited methodological approaches, statistical techniques, and the use of demographic characteristics rather than moderating and mediating variables (Jaleha & Machuki, 2018; Samimi et al., 2022). This has led to ambiguity in the conceptualization and operationalization of strategic leadership, particularly in public sector contexts (Kibara & Kiiru, 2021). To address these gaps, this study will utilize digital capability as a moderating variable and follow the resource-based view (dynamic capability view), emphasizing the importance of not only possessing knowledgeable and competent staff but also having the resources and technical expertise to convert these into effective products and services (Joensuu-Salo & Matalamäki, 2023). This approach is crucial in the era of the Fourth Industrial Revolution, where digital capability is essential for organizational success (Saputra et al., 2022).

Furthermore, the study will explore the integration of various theoretical frameworks, specifically how strategic leadership, digital capability and the BSC can be combined to offer valuable insights into performance management in the Kenyan public sector. It will also consider methodological innovations and practical implications for policymakers and practitioners, ensuring a comprehensive approach to addressing the existing research gaps (Lubanga, 2019; Muhyudi et al., 2022).

2.3 Conceptual Framework

This study's independent variables are strategic leadership practices and the independent variables are organisational performance through the Balance Score Card model. Digital capability is the moderator variable.

Figure 2.2

Conceptual framework


```
┌─────────────────────────────────┐
│  Strategic Direction            │──────┐
└─────────────────────────────────┘      │
                                          │
┌─────────────────────────────────┐      │        ┌──────────────────────────────┐
│  Huma Resource Development       │──────┼───────▶│  Organisational Performance  │
└─────────────────────────────────┘      │        └──────────────────────────────┘
                                          │              Dependent Variable
┌─────────────────────────────────┐      │
│  Organizational Culture          │──────┤
└─────────────────────────────────┘      │
┌─────────────────────────────────┐      │
│  Strategic Control               │──────┘
└─────────────────────────────────┘

     Independent Variables
                                    ┌────────────────────┐
                                    │  Digital Capability │
                                    └────────────────────┘
                                       Moderating Variable
```
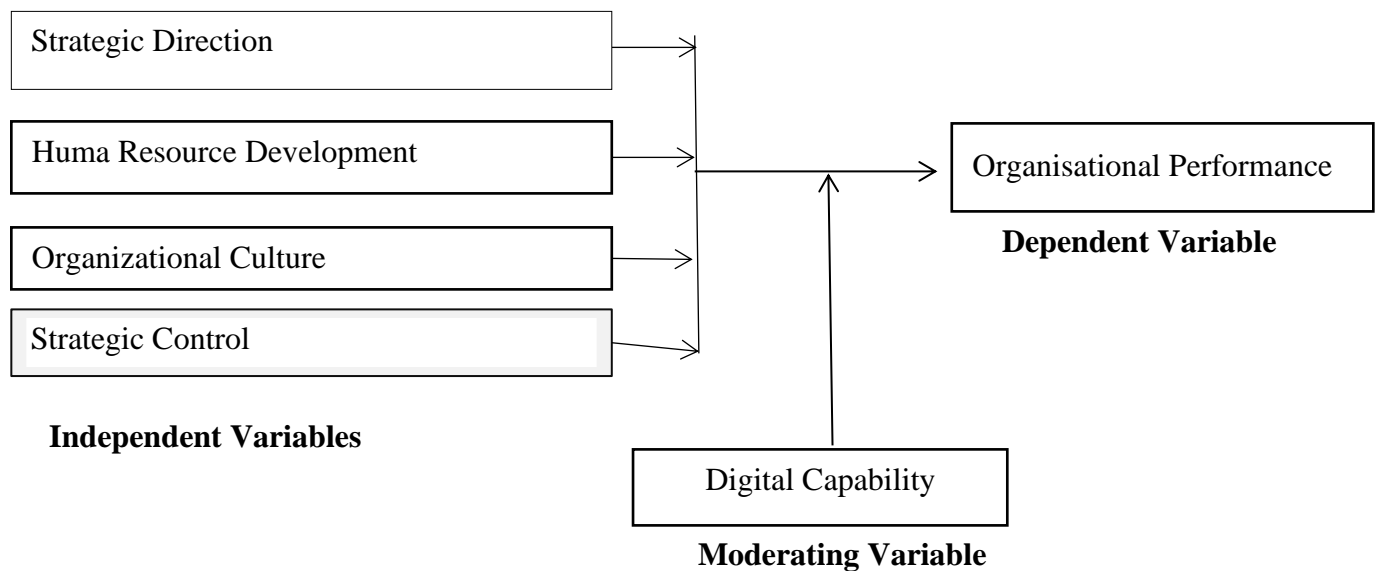
The explanatory constructs are strategic direction, human resource development, strategic control and culture, digital capability is a moderator construct while performance is the outcome construct.

Strategic direction involves identifying vision, mission and strategic goals. Once the strategic direction has been established, the organisation leader can then make strategic choices influenced or guided by the mission, vision, and core values.

Human Resource Development is empowering employees and subordinates, helping them tap into the organisation's vision, and assisting them to look beyond their immediate self- satisfaction to a greater mission.

Strategic Control is used in creation and implementation of strategies. It addresses ambiguity and uncertainties at various stages of strategic creation and implementation. It entails comparing performance to the goal and making necessary adjustments.

Culture has been likened to a soul that binds organisations together, and makes members act as a single entity moving in the same direction. Culture aids in regulating and controlling employees' behaviour and a positive culture create an environment of growth and progress.

Digital Capability encompasses more than just IT skills and encompasses how organisations, such as GSYEOS, utilize digital assets to derive value from digital innovation. By applying data and information technologies, an organisation can augment the value delivered to its constituents through products, services, and internal practices and processes.

Organisational performance can be characterised as a collection of both non-monetary and monetary concepts that enables GSYEOs to evaluate whether their strategic goals have been accomplished. The performance of GSYEOs has been measured using the balanced score card framework by utilising BSC's three perspectives including; Internal process, Human focus and Customer relations. BSC brings into perspective additional measures beyond financial measures.

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2.3 Operational Framework

Figure 2.3

The operational framework

Strategic Direction
- Knowledge of Mission &Vision
- Organizational goals & objectives
- Communication of strategic intent
- Inspiring employees towards goals

Human Resource Development
- Skills development of employees
- Motivation of employees
- Training budget allocation
- Learning & development priorities

Organizational Culture
- Encourage Autonomy
- Interdepartmental coordination
- Human Resource Orientation
- Improved orientation
- External orientation

Strategic Control
- Control of strategy preparation
- Control of strategy implementation
- Control of the development of crisis phenomenon
- Project review

Employee Capital Focus
- Employee capability
- Employee Innovation skills
- Empowerment and Alignment

Internal Focus/ Process
- Internal process improvement
- Operation improvement
- Support services

Customer Focus
- Customer retention
- Customer acquisition
- Customer satisfaction

Digital Capability
- Seizing of digital opportunities
- Sensing digital opportunities
- Transformation of the organization

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This part covers the specifics of the research design, such as the population of choice, the unit of analysis, the data collection instruments, the target audience, the methodology, the validation testing, and the tool reliability evaluation. Each element is covered in detail to provide readers with a solid grasp of the research process.

3.2 Research Philosophy

Research is fundamentally guided by philosophical viewpoints, which shape the way data is collected, analyzed, and presented. Relevant philosophical stances for research include interpretivism, pragmatism, positivism, realism, and postmodernism (Saunders et al., 2016). Positivism, for instance, holds that both physical and social realities exist independently of human perception and can be objectively measured. This paradigm relies on scientific methods to generate data, often utilizing survey methodologies to test hypotheses and produce generalizable findings (Schmitt et al., 2020). In contrast, interpretivism argues that knowledge and truth are subjective, and shaped by historical and cultural contexts. It posits that understanding is derived from personal experiences and interpretations, suggesting that researchers' values and beliefs can significantly influence data collection and analysis. Interpretivists view reality as socially constructed, asserting that there is no single, objective "truth" (Ryan, 2018).

The pragmatic approach, on the other hand, emphasizes the research problem and question, integrating both subjective and objective perspectives. Pragmatism supports the use of various

methodologies and acknowledges that knowledge should be evaluated based on its practical utility. This approach advocates for combining positivist and interpretivist methods to address research questions effectively. Pragmatism aligns closely with mixed-methods research, serving as a bridge between different philosophical approaches. It focuses on solving practical problems and utilizing knowledge to facilitate informed decision-making, rather than adhering to abstract notions of truth (Alele & Malau-Aduli, 2023; Greene & Caracelli, 2003; Neuman, 2014).

This study adopts a pragmatic research philosophy, chosen for its practical framework in addressing the research problem. Pragmatism focuses on the relevance and utility of knowledge in real-world situations, enabling the integration of both qualitative and quantitative methods to provide well-rounded and actionable insights (Agerfalk, 2010; Creswell & Poth, 2017). By utilizing this approach, the research seeks to produce valuable, practical insights that can drive effective decision-making and promote meaningful change.

3.3 The Research Design

In research, "design" refers to the comprehensive framework that guides the study's execution. It encompasses the methodology for data collection, assessment, and interpretation, and includes a detailed plan outlining the researcher's activities, from hypothesis formulation to data evaluation (Kothari, 2004). According to Toyon (2023), the research design is a strategic plan that details the methods for collecting and analyzing data and outlines how the study is conducted. Research designs can be mixed, qualitative, or quantitative, each offering distinct approaches for investigating research questions.

The quantitative approach enables researchers to measure variables, test hypotheses, and analyze data in terms of frequencies, averages, and correlations. On the other hand, qualitative methods offer in-depth insights into complex phenomena and allow for rich, contextual data collection. Mixed-method research combines both approaches, enabling the researcher to leverage the strengths of each while addressing their respective limitations (Creswell & Plano, 2011).

Both quantitative and qualitative designs were used in this investigation. While the qualitative technique offered a way to complement and triangulate the quantitative results, the quantitative approach made it easier to assess and analyze the proposed influence of strategic leadership on organizational performance. This mixed-method approach enhances the validity and comprehensiveness of the results by integrating diverse data sources and perspectives.

3.4 Unit of analysis

The study focused on the perspectives of top management teams (TMT) and middle-level employees in the IT departments of five Government-Sponsored Youth Empowerment Organizations (GSYEOs) in Kenya. These groups were selected as the primary respondents due to their direct engagement with critical organizational constructs such as organizational culture, strategic direction, strategic control, and human resources development. Senior employees were interviewed to provide in-depth insights into these constructs, while IT employees contributed through open-ended questionnaires, adding valuable perspectives on digital technologies.

The performance of these organizations was assessed using the Balanced Scorecard framework. As noted by Diamantidis and Chatzoglou (2019), employee performance is crucial for overall business success, aligning with Ireland and Hitt's (2005) emphasis on employees as a key factor in

creating competitive advantage. However, Harrison (2011) highlights that organizational performance is also significantly influenced by leadership roles. Therefore, the unit of analysis for this study encompasses both middle and senior-level employees, including Assistant Operational Directors and higher-level staff, as well as IT employees due to their role in the deployment of digital technologies across the organizations (Public Service Commission, 2023).

3.5 Target Population

This refers to the entire set of objects that the researcher aims to examine, from which they draw inferences and generalize their findings (Creswell & Plano, 2011). The target population consisted of senior and mid-level employees in the five government-sponsored youth empowerment organizations (GSYEOs) as well as mid-level employees in the IT departments. These organizations and programs are initiated and funded by the Kenyan government. The list of GSYEOs was compiled from the Kenya Institute for Public Policy Research and Analysis (Mokwaro & Nyamu, 2018), and further refined through interviews with the research and human resource departments at the National Youth Council and the State Department of Youth Affairs and Creative Economy as of February 2024 (see Appendix IV). This was a necessary step, considering the multiple changes in structure, organization, and leadership that GSYEOs have experienced under different governments. Hitt et al. (2019) argue that the responsibility for effective leadership begins with the CEO and extends to all individuals overseeing human capital or other key areas of the organization. As a result, this study focused on the Top Management Team responsible for leadership within Government-Sponsored Youth Empowerment Organization.

3.6 Sampling Procedure and Sample Size

The subsequent section offers a detailed elucidation of the methodology employed for selecting the study sample and the precise procedures undertaken to attain it.

3.6.1 Sampling Frame

A sampling frame, according to Cooper and Schindler (2014), is a comprehensive and precise list of people or items within a population from which a sample is taken. In this study, the sampling frame included 525 senior and middle-level employees across five Government-Sponsored Youth Empowerment Organizations (GSYEOs). These individuals hold senior or mid-level positions that require extensive expertise and experience, often involving supervisory, administrative, professional, and technical roles. Their responsibilities typically include planning, implementing, and assessing various government functions (Public Service Commission, 2023).

While Cooper and Schindler (2014) suggest that a census is ideal for small populations, this approach was not feasible for this study. Some GSYEOs, including the National Youth Service, the Youth Enterprise Fund, and the State Department for Sports, declined to participate. Consequently, the study selected a sample from the remaining participating GSYEOs, as detailed in Table 3.1. Although certain organizations were excluded, a well-designed sampling approach ensures that the selected sample remains representative of the overall population, accurately reflecting its key characteristics (Moser & Kalton, 2017).

Table 3.1

Sampling frame

Organisations	Population

KYEOP/NYOTA	30
HELB	46
AJIRA	47
STATE DEPT OF YOUTH AFFAIRS	368
NATIONAL YOUTH COUNCIL	11
UWEZO FUND	23
TOTAL	**525**

HR Departments of respective organisations as of February 2024 (2024)

3.6.2 Sampling Procedure

A random sample of five Government-Sponsored Youth Empowerment Organizations (GSYEOs) was selected for this study. To ensure an accurate representation of each organization, proportional stratified sampling was employed to select middle and senior-level management employees from each organization. This approach enhances the precision of the sample and reduces sampling error by proportionately representing each organization, which is particularly beneficial when dealing with a diverse population (Kothari, 2004; Creswell, 2014).

Additionally, five IT employees were purposively selected due to their expertise in technology and digital capabilities. Their direct involvement in assessing and deploying technological solutions provides valuable insights into the organization's digital infrastructure and capabilities (Peppard & Ward, 2016). Given that their positions frequently call for a deep comprehension of the organization's operational dynamics and strategic goals, the senior and middle-level staff members were picked based on their extensive knowledge and expertise with strategic issues (Floyd &

Wooldridge, 1997). This sampling strategy ensures a comprehensive analysis of both strategic and technological perspectives within the GSYEOs.

3.6.3 Sample Size

According to Cooper and Schindler (2014), a sample size representing approximately 10% of the population is often deemed sufficiently representative. Mugenda and Mugenda (2003) suggest a sample size ranging from 10% to 30% of the target population, provided the population is not excessively large or homogeneous and the research does not require highly precise estimates. In this study, a sample size comprising 21% of senior and middle-level employees within the Government-Sponsored Youth Empowerment Organizations (GSYEOs) was selected, resulting in 110 participants. This 21% sampling ratio was determined through consultations with key leaders from the five GSYEOs, who indicated that due to the demanding nature of their roles, only 10-20% of the target population would be available to participate. To ensure adequate representation, the researcher opted for the higher end of this estimate (20%) and included an additional 1% as a precautionary measure (Creswell & Creswell, 2018). This strategy is in line with the suggestions made by Cooper and Schindler (2014) and Mugenda and Mugenda (2003), who both contend that a 10% sample is typically representative. The distribution of the sample across the organizational layers was proportionate, as detailed below.

Table 3.2

Distribution of employees in each of the GSYEOs

Organisation	Number of employees	Sampling Ratio	Size

KYEOP/NYOTA	30	0.21	6
HELB	46	0.21	10
AJIRA	47	0.21	10
STATE DEPT OF YOUTH AFFAIRS	368	0.21	77
UWEZO FUND	23	0.21	5
NATIONAL YOUTH COUNCIL	11	0.21	2
TOTAL			**110**
IT STAFF			**5**
TOTAL	**525**		**115**

HR Departments of respective organisations as of February 2024 (2024)

Interviews were conducted with 13 randomly selected senior employees from the target population who provided additional insight based on their extensive experience and knowledge within the organizations.

3.7 Data Collection Instrument

Data collection plays a vital role in research, focusing on gathering information to answer targeted research questions (Hair et al., 2010). In this study, a mixed-methods approach was employed to deliver a thorough analysis of strategic leadership and digital capabilities in Government-Sponsored Youth Empowerment Organizations (GSYEOs).

Quantitative data, which offers measurable evidence, helps identify patterns and relationships between variables (Creswell & Creswell, 2018). It allows researchers to quantify the extent of these relationships and analyze statistical trends. Qualitative data, on the other hand, offers insights into how and why these patterns occur, capturing the experiences and perceptions of individuals

(Patton, 2015). This dual approach enhances the richness of the data, allowing for triangulation that strengthens the validity of the findings by providing multiple perspectives (Creswell, 2014).

Mixed-methods research is particularly valuable in complex fields like strategic leadership and youth empowerment, where quantitative measures can assess the impact of digital capabilities on performance, while qualitative insights can elucidate the personal experiences and contextual factors influencing these outcomes. In this study, data was collected using various methods. Surveys conducted via telephone, email and the Internet were considered for their efficiency and cost-effectiveness in broadening geographic coverage (Cooper & Schindler, 2014). However, printed questionnaires were ultimately selected for their effectiveness in facilitating in-person interactions and obtaining direct consent from participants. Online questionnaires were also employed to accommodate remote respondents, ensuring broader reach and flexibility in data collection.

The questionnaires featured simple, logically structured questions with predefined response options and clear instructions. A five-point Likert scale was employed, ranging from 'strongly disagree' (1) to 'strongly agree' (5). This scale allows for both subjective and objective evaluation of responses, promoting anonymity and encouraging a high response rate (Creswell & Creswell, 2018). The questionnaire was grouped into parts (A—I). Part A had demographic information and Parts B to E collected information on the leadership practices in GSYEOs. Part I carried data on digital capability in GSYEOs. Performance based on the Balanced Score Card was collected in parts F (Internal Process), G (Learning Growth), and H (Customer Relationship) (as shown in Appendix II). The items were anchored in relevant theories.

Table 3.3

Questionnaire and Theoretical Frameworks

Question naire Section/ Part	Description	Theory	Dimension/attribute/variable	Sources
A	Demographic information	UET		
B	Strategic direction	Strategic Leadership Theory (SLT)	Vision, Mission, Values	Adapted from (MacQuarrie, 2021; Miriti, 2021; Olaka, 2016)
C	Human Resource Development	SLT	Continuous empowerment, welfare, appraisal, promotion	Finkelstein et al. (2009)
D	Culture	SLT	Internal Communication, Team orientation, encouraged creativity, sense of belonging, acceptance	Van den Berg and Wilderom et al. (2012), Olaka (2016)
E	Strategic Control	Control Theory	Corrective actions, Feedback, and Project review	(Rupia & Rugami, 2022; Wiener, 1948),
F	Performance	Control theory with BSC	Internal Process, Employee Learning & Growth, Customer Satisfaction.	(Kaplan & Norton, 1992; Wiener, 1948)
F	Digital Capability	DCV	Dynamic Capability View, Sensing, seizing and transformation of digital assets	Gao et al. (2022), (Teece, 1997; Yeow et al., 2018)

Qualitative data was gathered through Key Informant Interviews (KIIs) with senior leaders, including Programme Leaders, Directors, Assistant Directors, CEOs, and Secretaries of the State Department of Youth Affairs. These individuals were selected for their proximity to key decision-making processes, making them well-suited to provide valuable insights into strategic leadership (Appendix III).

3.8 Research procedure

After securing formal permissions for data collection from each Government-Sponsored Youth Empowerment Organization (GSYEO), the researcher obtained general information on senior and middle-level management from each organization's research department. Questionnaires were then distributed using three methods: face-to-face, online, and drop-and-pick. The face-to-face distribution involved the researcher personally visiting the management teams' offices. During these visits, the researcher took the opportunity to explain the research objectives before distributing the questionnaires. In cases where leadership convened the top management team (TMT) in a boardroom, the researcher also clarified the study's purpose prior to distributing and later collecting the questionnaires. Additionally, for efficiency, some questionnaires were distributed and collected by the research department on behalf of the researcher. To enhance engagement and commitment, the researcher coordinated with the organizations' research units to ensure the findings would be publicly shared, adhering to the standard policy of each organization.

3.8.1 Pre-test Study

The questionnaire underwent pre-testing with individuals or subjects who share similar characteristics to the participants in the actual research. Pilot testing is crucial to avoid errors during the data collection process. The pilot testing aimed to ensure that the questions were neither too complex nor too simple, that respondents could comprehend them, and that they would not leave any blank areas on the research instruments. The pilot testing ensured the instrument's accuracy, clarity, relevance to the respondents, time required, and potential obstacles. The aim of

the pilot study was to prevent confusion resulting from a poorly designed data collection tool (Dźwigoł & Dźwigoł-Barosz, 2020).

The pilot research was carried out at the Kenya Institute of Curriculum Development (KICD), a government organisation established on January 14, 2013, mandated with reviewing, approving, and vetting curricula and related materials for both basic and post-secondary education. Additionally, the Kenya Institute of Curriculum Development offers curriculum-based consulting services for basic and higher education and training (Kenya Institute of Curriculum Development, 2022). KICD was selected for the pre-test because it is a government entity similar to the organizations being studied and it responded positively to the study's request among many requests sent out. With its governance structure similar to that of GSYEOs, this agency provides a pertinent environment for evaluating the research instruments. The inclusion of a pre-test in this alternative but comparable environment enhances the generalizability of the results, as Saunders and Thornhill (2016) have pointed out. Furthermore, conducting tests using different instruments in diverse environments can ascertain whether the questions are consistently understood and if they successfully evaluate the intended constructs (DeVellis, 2016). Using an independent setting for the pre-test also helps ensure that any adjustments to the instruments are based on unbiased feedback, rather than specific influences from the primary research organization.

3.8.2 Validity of the Research Instrument

According to Makbul (2021), validity pertains to the capacity of an instrument to precisely measure the things it is meant to evaluate. Put otherwise, the validity of an instrument is determined by how successfully it measures its target construct. According to Neuman (2000), carrying out a pilot

study can enhance the research tool's validity and reliability. To ensure validity in this study, the instrument was reviewed by a panel of experts, including two supervisors from KeMU Business School, two senior lecturers from the same institution, and a high-ranking official from a government-sponsored youth empowerment organization. They provided feedback on the questionnaire's content, structure, clarity, relevance, and appropriateness. Additionally, established measurement scales and peer-reviewed journals were consulted to further strengthen the instrument.

The degree to which a measuring tool appropriately addresses the research questions directing the study is referred to as content validity. An instrument is considered sufficient if it effectively captures a representative sample of the relevant subject area. One of the objectives of the study was to ensure that the data collection tool comprehensively covered the dimensions outlined in the literature review on strategic leadership roles. This evaluation is largely subjective. While researchers often enlist a panel of experts to assess the instrument, categorizing each item as "essential," "useful but not essential," or "not necessary," in this case, the researcher independently assessed the adequacy of the instrument's coverage (Cooper & Schindler, 2014).

Criterion-related validity refers to how well measurements can predict or estimate relevant aspects of the criterion. The suitability of a criterion is evaluated based on its availability, reliability, lack of bias, and relevance. This typically involves comparing criterion scores from various tests to assess the consistency between measures; higher correlations indicate better validity (Cooper & Schindler, 2014).

Construct validity examines both the measurement tool and the theory behind it, aiming to evaluate how well the instrument captures the underlying concept. The operational definition of a construct should align with a theory that has empirical support. Convergent validity, which assesses how scores on one scale correlate with scores on other scales measuring the same construct, can be tested by comparing results from the instrument with data from an established measure of the construct (Cooper & Schindler, 2014). The researcher did not use the convergent validity approach because they were unaware of any established measures for the constructs in this study.

The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was used to assess the adequacy of correlations among individual items within each section of the questionnaire before conducting factor analysis.

3.8.2.1 Validity of the Instrument using KMO and Bartlett's Test

The study data's suitability for factor analysis was assessed using Bartlett's Test and KMO. According to Shrestha (2020), a KMO value of less than 0.6 indicates that the sample is insufficient for frequency analysis, whereas a value between 0.8 and 1 indicates that the sample is sufficient.

Table 3.4

Construct Validity Tests

KMO and Bartlett's Test		Strategic Direction	HRM	Strategic Control	Culture	Performance	Digital Capability
KMO		0.806	0.781	0.81	0.853	0.709	0.809
Bartlett's Test of Sphericity	Approx. Chi-Square	379.743	534.08	385.407	527.57	133.92	413.620

	df	45	55	36	45	3	55
	Sig.	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001

Research Data (2024)

The Kaiser-Meyer-Olkin (KMO) measure and Bartlett's Test of Sphericity were performed to evaluate the appropriateness of the data for factor analysis across six variables: Strategic Direction, Human Resource Management (HRM), Strategic Control, Culture, Performance, and Digital Capability. The KMO values for all variables were above 0.7, indicating the data was adequate for factor analysis (Kaiser, 1974). Specifically, the KMO values were as follows: Strategic Direction (0.806), HRM (0.781), Strategic Control (0.810), Culture (0.853), Performance (0.709), and Digital Capability (0.809). According to Kaiser (1974), KMO values between 0.7 and 0.8 are considered "good," while values above 0.8 are "great.". Additionally, Bartlett's Test of Sphericity was significant ($p < .001$) for all variables, indicating that the correlation matrices were not identity matrices and that factor analysis was appropriate (Bartlett, 1954). The approximate chi-square values, degrees of freedom (df), and significance (Sig.) values for each variable were as follows: Strategic Direction, $\chi^2(45) = 379.743$, $p < .001$; HRM, $\chi^2(55) = 534.08$, $p < .001$; Strategic Control, $\chi^2(36) = 385.407$, $p < .001$; Culture, $\chi^2(45) = 527.57$, $p < .001$; Performance, $\chi^2(3) = 133.92$, $p < .001$; and Digital Capability, $\chi^2(55) = 413.620$, $p < .001$. These results indicate that the data is suitable for conducting factor analysis on the variables studied.

3.8.3 Reliability

This pertains to the instrument's ability to produce consistent results even after undergoing multiple tests (Kothari, 2004). The reliability of research instruments is established when they can

be utilised by either the original researcher or another researcher to yield consistent results in the same target population (Creswell, 2014). According to Trinchera et al. (2018), Reliability was assessed using Cronbach's Alpha, with values above 0.70 indicating dependability and those below 0.70 indicating unreliability (Kothari, 2012). Cronbach alpha's values are between 0.0 and 1.0; the more the scale tilts towards 1.0, the better the internal consistency (Kipkebut, 2010). A coefficient of 0.6 – 0.7 is recommended while 0.8 is deemed excellent (Malmqvist et al., 2019). Upon reviewing the questions during the pretest study, it was found that some Cronbach results were low. As a result, the affected constructs were rephrased, clarity was improved, and similar studies were further examined. Table 3.5 (below) displays the dependability findings.

Table 3.5

Cronbach's alpha Results

Variables	Cronbach's alpha	Items	Response
Part B: Strategic Direction	0.772	4	22
Part C: Human Resource Development	0.547	4	22
Part D: Strategic Control	0.845	5	21
Part E: Culture	0.734	4	20
Part F: Communication	0.834	3	22
Part G: Performance Indicators (Internal Process)	0.679	4	22
Part H: Performance Indicators (Learning Growth Perspective)	0.787	6	22
Part I: Performance Indicators (Customer Relationship)	0.568	4	22
Part J: Digital Capability	0.897	5	21
Overall	**0.922**	**39**	**194**

Research Data (2023)

Table 3.5 shows that strategic direction had a reliability coefficient α= 0.772, Human Capital (α =0.547), Strategic Control (α =0.845), and Culture (α = 0.734). Performance indicators; Internal Processes (α=0.679), Learning Growth Perspective (α=0.787), and Customer Relationship (α=0.568). Lastly, the dependability coefficient of Digital Capability was α = 0.897. After testing each scale, the majority of them were revealed to be dependable, as indicated by a Cronbach alpha value of at least 0.7, which is what researchers advise (Ngaruiya et al., 2023). However, the Customer relationship had a reliability coefficient of α = 0.568 and Human resource development of α = 0.547. Cooper and Schindler (2014) argue that an alpha value of 0.50 and above is a recommended threshold. Some study variables had an alpha value below 0.7 but all were above 0.5, the researcher wanted to ensure the threshold was far above 0.5 and, if possible, attain a threshold of 0.7 (Kothari, 2012), therefore, the variables with a threshold below 0.7 namely; Customer Relationship, Human resource development, and Internal Process constructs were modified, re-worded, additional items added, and ambiguous items made clearer. The researcher reviewed past research on strategic leadership and performance (MacQuarrie, 2021; Miriti, 2021; Olaka, 2016), which were anchored on similar theoretical frameworks to understand how items were phrased. The overall reliability of the tool was 0.922, which shows that the tool was reliable. The constructs which exhibited low Cronbach's alpha values indicated potential issues with internal consistency (Cronbach, 1951). Despite these initial results, the researcher decided to retain these constructs for several reasons.

First, it was observed that the low alpha scores could be attributed to unclear or ambiguous phrasing in the constructs. Therefore, the constructs were rephrased to enhance clarity and improve

response accuracy (Field, 2013). This approach aimed to address potential sources of measurement error and refine the constructs without eliminating them. Second, a review of similar studies was conducted to ensure that the revised constructs were aligned with established research in the field (Bryman & Bell, 2015). This alignment confirmed that the constructs were conceptually sound and relevant to the study's objectives, supporting their retention. Third, retaining the constructs was essential for preserving content validity. The constructs in question were integral to capturing the essence of the research variables. Removing them could have compromised the study's ability to address the research questions comprehensively (Hair et al., 2010). Additionally, insights gained from the pilot testing phase were used to refine the constructs. The feedback from participants provided valuable information on how the constructs were understood and responded to, leading to improvements in data quality while maintaining the constructs' relevance (Creswell, 2014). Lastly, in practical research settings, some degree of variability in Cronbach's alpha scores is anticipated. The goal is to balance reliability with the theoretical and practical significance of the constructs. The revisions aimed to enhance reliability while ensuring that the constructs remained meaningful and relevant to the study's goals (DeVellis, 2016). In summary, the decision to retain the constructs was based on theoretical alignment, content validity, and practical considerations, with revisions made to improve reliability and ensure the constructs' relevance to the research objectives.

3.8.4 Data Collection Procedures

While qualitative data was acquired from key informants through the use of interview guides, quantitative data was collected through standardized questionnaires. Additional insights were provided by IT staff through an open-ended questionnaire. The data collection process followed

the guidelines set by Kenya Methodist University, which involved securing necessary approvals, certifications, permits, and licenses. These included obtaining a Research Ethics Certificate, a research license from the National Commission for Science, Technology, and Innovation (NACOSTI), and authorization from Nairobi County to conduct the study within Nairobi.

Data Reduction

The data was streamlined using factor analysis to simplify it into a more manageable form. As explained by Kyriazos et al. (2023), factor analysis is a statistical technique that models correlated observed variables through a smaller set of unobserved factors. This method identifies latent variables that explain patterns in the data, making it easier to interpret and manage. Factor analysis is generally classified into two types: Exploratory Factor Analysis (EFA), which uncovers the underlying structure of observed variables and aids in developing measurement scales, and Confirmatory Factor Analysis (CFA), which evaluates how well a predetermined factor structure fits both individual variables and the overall model.

Watkins (2018) further explains that EFA helps to identify the latent factors influencing the structure of measured variables. These underlying factors, though not directly observable, manifest through variations in the measured data. The correlations between the observed measures arise because they are influenced by the same latent constructs. The main objectives of EFA are: (a) evaluating sample adequacy, (b) generating a pattern matrix to validate the constructs under investigation, and (c) identifying the items within each matrix that best represent these constructs. A critical distinction between Exploratory Data Analysis (EDA) and Confirmatory Data Analysis (CDA) lies in their purposes: EDA focuses on uncovering patterns within the data, while CDA

tests hypotheses based on predefined models. EFA is used when there is uncertainty about which factors should be included in the model.

In EFA, sampling adequacy is assessed using the KMO test, alongside Bartlett's Test of Sphericity. The Total Variance Explained (TVE) provides the number of extracted components and the percentage of total variance each component accounts for, with an eigenvalue greater than 1 indicating a significant factor. To determine the specific items and their factor loadings on each component, a pattern matrix is produced using Promax rotation with Kaiser Normalization.

3.9 Data Analysis and Presentation

Data collection is a systematic process used to gather observations or measurements, providing researchers with firsthand knowledge and unique insights into the study subject (Bhandari, 2020). Data analysis, on the other hand, involves transforming raw data into meaningful information by comparing and contrasting data, identifying patterns, and applying appropriate statistical techniques to elucidate causal relationships (Cooper & Schindler, 2014). Once data collection was complete, the gathered data was analyzed and interpreted using data analysis tools to extract valuable insights.

The selection of variables to consider and the choice of correlations to explore are crucial elements of data analysis (Mutai, 2000). Qualitative data was gathered through interviews with 13 senior leaders at GSYEOs, and this data was decoded and organized using Atlas Software, as described in Chapter 4. Before conducting the data analysis, the researcher cleaned up the raw data, effectively addressing issues associated with unprocessed data. A coding scheme was devised and

summarised, and the analysis was concluded once the researcher had rectified any flaws that could have affected the data analysis.

Quantitative data was gathered through the Kobol online tool, as well as in print and in-person methods. All collected data was entered into Kobol and subsequently imported into SPSS software (version 29) for analysis. Prior to the final analysis, missing values were addressed, and errors were corrected. The data was stored electronically for both short-term and long-term use. Both descriptive and inferential statistics were applied, including frequency distribution tables and percentage breakdowns. To provide a thorough analysis, advanced statistical techniques were employed, such as hierarchical multiple regression analysis with moderation, to evaluate the influence of moderator variables on the predictor and outcome variables.

3.10 Statistical Model

Linear regression analysis has been considered in this study because the outcome variable depended on two or more predictor variables, the study had four explanatory variables, one outcome variable, and one moderating variable (Tabachnick & Fidell, 1996). Diagnostics was conducted to determine whether linear regression assumptions had been met, upon meeting the threshold, linear regression was adopted. Linear regression is often preferred due to its simplicity, interpretability, and computational efficiency. It models relationships between variables as a straight line, making it easy to understand and apply.

3.10.1 Model selection

Before hypotheses were tested, regression assumptions were conducted to ensure the data did not violate the regression assumptions. In case any tests were unsuccessful, it indicates that the statistical assumptions of linear regression have been violated, rendering the linear regression model unsuitable. The tests included normality, homoscedasticity, auto-correlation, and multicollinearity. In this case, the linear regression assumptions were met and therefore, linear regression analysis was deemed suitable for the study.

3.10.2 Test of Normality

The Kolmogorov-Smirnov test is appropriate for the normality test and for larger samples ($n \geq 50$), while the Shapiro-Wilk test is suitable for normality tests but smaller samples ($n < 50$). In this investigation, both tests were employed, but because the sample size was larger than fifty, the Kolmogorov-Smirnov test was considered to be a more accurate predictor. If the p-value is not statistically significant, it indicates that the data is normally distributed (Mishra et al., 2019). It was done on both dependent and independent variables to determine if the distribution of data was normal or skewed.

3.10.3 Multicollinearity

When there are linear relationships between variables, even minor changes can make the estimates of coefficients in a linear regression model unpredictable. The results were interpreted using tolerance and VIF. If independent variables have a high Variance Inflation Factor (VIF) of greater than 5, it indicates that they have a high degree of collinearity with other variables in the model (Dahabreh et al., 2020). Independent variables were subjected to multicollinearity tests to assess whether they were highly correlated with each other. The dependent variable is not typically

involved in multicollinearity tests, as these tests focus on the relationships among independent variables

3.10.4 Linearity Test

This test assesses whether the relationship between the predictor and outcome variables follows a straight line, with the intercept representing the Y-intercept. For linearity to exist, the variables should show statistical significance at a level of $p < .05$. However, if there is a deviation from linearity, the significance level should be $p > .05$. When a linear relationship is confirmed, parametric regression techniques are appropriate. In this study, the relationship between strategic leadership and organizational performance was examined using ANOVA.

3.10.5 Autocorrelation

A regression model's residuals can be examined for autocorrelation using the Durbin-Watson statistic. Positive autocorrelation is indicated by values near 0, negative autocorrelation is shown by values near 4, and no autocorrelation is suggested by values around 2. Conversely, values near 2, within the middle range, suggest lesser autocorrelation, with a value of precisely 2 indicating no autocorrelation. An appropriate range is considered to be above 2.0 (Claver-Cortés et al., 2012).

3.10.6 Homoscedasticity

The researcher employed the Levene test and standardised residual plots, contrasting them with unstandardised predicted values, to assess homoscedasticity. In a homogeneous dataset, the lines of best fit ideally remain stable as data points fluctuate across the line in positive or negative directions. Regarding the Levene test, the null hypothesis indicates normal distribution of data,

which is upheld when the p-value lacks statistical significance. To determine if strategic leadership had similar variances with the organizational performance on the regression values, homoscedasticity was performed.

3.10.7 Linear regression model

Following confirmation that the assumptions of linear regression were met, the study proceeded to employ a simple linear regression analysis to evaluate the statistical significance of the predictor variables on the outcome variable.

3.10.8 Simple Linear regression

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon \dots \dots \dots \dots \dots \dots (i)$$

$$Y = \beta_0 + \beta_2 X_2 + \varepsilon \dots \dots \dots \dots \dots \dots (ii)$$

$$Y = \beta_0 + \beta_3 X_3 + \varepsilon \dots \dots \dots \dots \dots \dots (iii)$$

$$Y = \beta_0 + \beta_4 X_4 + \varepsilon \dots \dots \dots \dots \dots \dots (iv)$$

Where;

Y= Organisational performance, X1 = Strategic direction, X2 = Human resource development, X3= Culture, X4 = Strategic Control, ε = Error term.

3.10.9 Multiple Regression

The link between the Outcome Variable (organisational performance) and several independent factors (strategic direction, strategic control, culture, and human resource development) was investigated using multiple regression.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

$$\beta_0 = \text{Intercept}, \varepsilon = error\ term$$

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$$\beta_{1\ldots q} = \textbf{Slope coefficient}$$

$$X_{1\ldots q} = Value\ of\ predictor\ variable$$

Y= Organisational performance, X_1 = Strategic direction, X_2 = Human resource development,

X_3= Culture, X_4 = Strategic Control.

3.10.10 Moderating Effect

The moderating effect was assessed using multiple hierarchical regression. We looked at the model's R-squared value to evaluate the significant moderating impact of digital capabilities. The p-value of the modified R-squared supported the importance of the interaction term and the moderator's ability to modify the predictor variable's effect on the outcome variable. At different phases, variables were gradually added to each model in multiple hierarchical regression.

Model 1 $(Y = \beta_0 + \beta_1 X_1 + \varepsilon)$

Model 2 $(Y \text{ '} \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon)$

Model 3 $(Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon)$

Model 4 $(Y = \beta_, + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon)$

Model 5 $(Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon)$

Model 6 $(Y = \beta_0 + \beta_1 X_1 Z + \beta_2 X_2 Z + \beta_3 X_3 Z + \beta_4 X_4 Z + \beta_5 X_5 Z + \varepsilon)$

Where;

Z= Moderating variable (digital capability)

Y= Organisational performance, X_1 = Strategic direction, X_2 = Human resource development,

X_3= Culture, X_4 = Strategic Control,

3.10.11 Hypothesis Testing

The study used simple regression, multiple regression, and hierarchical multiple regression models to evaluate the influence of each predictor variable on the outcome variables as well as the moderating variable's effect on the link between the result and independent variables. P-values were evaluated at a 95% confidence level, and if the P-value was less than 0.05, the null hypothesis was rejected.

3.10.12 Qualitative Data

The analysis of the transcribed informant interviews was performed in a Word document and cross-referenced with the quantitative data. The researcher manually extracted the revised data, compiling it into notes and summaries based on each goal and subtopic. A cross-comparison was then conducted between the identified themes, sub-themes, and the quantitative findings. To verify and refine key insights, the emerging themes were also consistently cross-checked against the quantitative data.

3.11 Ethics

To uphold the rights of both respondents and the broader public affected by the research, researchers are ethically obligated to conduct themselves with integrity. This entails adhering to a code of conduct throughout the research process and avoiding activities that could compromise individuals' reputations or cause harm to participants. It is crucial to make sure that participants in social research do not experience any kind of harm, including psychological, physical, stress-related, loss of self-esteem, or legal dangers (Neuman, 2014).

Prior to commencing the study, the researcher proactively addressed ethical considerations, including informed consent, confidentiality, anonymity, and the potential risks of participant harm. The research was conducted with strict adherence to ethical guidelines, ensuring no risk or harm to the participants. Before starting the fieldwork, the researcher secured a Letter of Authority from Kenya Methodist University as well as an Ethical clearance letter, which is included in Appendix VII. This letter facilitated the acquisition of a Research Authorization and a Research Permit from NACOSTI, as detailed in Appendix VIII and Appendix IX. These documents were available for any respondent who requested to see them and accompanied each and every letter that were sent to the organization requesting for permission to collect data. Participation was entirely voluntary, and respondents had the freedom to withdraw their consent or discontinue their involvement at any time without facing any consequences. A number of GSYEOs withdrew their consent and did not participate in the survey.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the outcomes of data collection. The objectives set forth guided the data analysis process, leading to the recognition and interpretation of patterns and associated discoveries. It encompasses findings derived from both descriptive and inferential analyses. Sections within this chapter include response rate, validity and reliability assessment, frequency analysis, demographic data examination, evaluation of regression assumptions, hypothesis testing, and discussions.

4.2 Response Rate

The sample population for this study was senior and middle-level management who were 110 in total in five Government-sponsored youth Empowerment Organizations. An additional 5 IT staff were purposively selected and added to the study, making the number of respondents 115. From the sample population, 13 senior employees took part in the interviews, while 102 filled the questionnaire. A total of 66 questionnaires were returned, resulting in a 65% response rate. All 13 selected for interviews participated, resulting in a 100% interview response rate. According to Kihara et al. (2016), 60 percent is good while 70% is particularly good. A fairly good response rate was achieved because the tool was administered in print and digital versions. The researcher personally wrote to the Chief Executive Officers, Heads of Programmes, and Heads of Projects and visited the organisations in-person to introduce themself and the research and to interview the senior leadership.

4.2.1 Analysis of the Response per GSYEO

Table 4.1

Dissemination of the Respondents by Organization

Organization Name	Sample	Response Received	Valid Responses
KYEOP/NYOTA	6	6	5
HELB	10	10	9
AJIRA	10	0	0
STATE DEPT OF YOUTH AFFAIRS	77	51	48
NATIONAL YOUTH COUNCIL	5	2	2
UWEZO FUND	2	2	2
TOTAL	**110**	**71**	**66**

Research Data (2024)

There were eight government-sponsored youth empowerment organizations in Kenya at the time the study was conducted. Out of these, 3 (37.5%) declined to participate in the study leaving a balance of 5 (62.5%). All the organizations were public entities sponsored by the Kenyan Government. The study focused on organizations that had been in operation for more than three years to ensure that the sample included entities with established operational processes and relative stability. Prior research has shown that organizations in the early stages of their lifecycle are often characterized by volatility and constant changes in management, strategy, and structure (Hannan & Freeman, 1984). By focusing on organizations with longer operational histories, the study aimed to mitigate these early-stage factors, ensuring that the data reflected more stable and consistent patterns. This approach is supported by similar studies, which have found that organizational

longevity is often correlated with more reliable data on performance and strategy (Dobrev & Gotsopoulos, 2010).

4.2.2 Demographic Characteristics

An overview of the demographic characteristics of the sampled population, including gender, age, educational background, and experience implementing strategies, is provided in this section. These variables help contextualize the upcoming analysis and offer meaningful insights into the varied perspectives represented in the study.

Senior and Middle-level management in the organisations were the main respondents targeted because of their level of understanding and ability to grasp what is happening at the top echelon of the organisation. Most of them attend strategic meetings at the departmental and organisational levels. They also interact with the senior leaders of the organisation regularly and can rate their performances. Hambrick and Mason (1984) championed Upper echelon theory with the view that organisational achievement is a mirror of characteristics of the top management; personality, experiences, background and values of top executives can influence the judgement of key strategic decisions and hence organisational outcome (Samimi et al., 2022; Shao, 2022; Singh et al., 2023). Therefore, the following data was collected from the respondents; age, length of employment, education level and position within the organisation. A few respondents at the operational level in the Information Technology and Innovation departments were used because they are directly involved in deploying systems and innovations and are better placed to answer questions about digital capability. Each middle manager and senior manager has a supervisor whom they report to, all the way to the heads of organisations; and the Principal Secretaries. The highest leadership levels that the researcher accessed were the CEOs and Secretaries to state departments.

4.2.2.1 Gender Distribution

An analysis of the respondents' gender distribution facilitates comprehension of the distribution's skewness or balance, which may influence perspectives on youth empowerment and strategy implementation. The gender distribution across the organizations is distributed as shown in the table below. The distribution ranges from 0 to 100% for both genders.

Table 4.2

Respondent's Gender

Organization	Gender	Frequency	Percent
Helb	Male	6	67%
	Female	3	33%
	Total	**9**	**100%**
State Department of Youth Affairs	Male	25	52%
	Female	23	48%
	Total	**48**	**100%**
National Youth Council	Male	0	0
	Female	2	100%
	Total	**2**	**100%**
Uwezo Funds	Male	1	50%
	Female	1	50%
	Total	**2**	**100%**
Kenya Youth Employment & Opportunities Project (KYEOP)	Male	5	100%
	Female	0	0%
	Total	**5**	**100%**

Research Data (2024)

4.2.2.2 Respondents Age Range

The study placed particular emphasis on the age demographics of the respondents, recognizing the significance of age in shaping leadership perspectives and decision-making processes. This approach aligns with the upper-echelon theory, as proposed by Hambrick and Mason (1984),

which suggests that organizational outcomes are partly determined by the attributes of top management, such as age, experience, and other demographic factors. According to this theory, the cognitive bases, values, and perceptions of leaders—shaped by their individual demographics—directly influence strategic choices and, consequently, organizational performance (Hambrick & Mason, 1984). The results show that 82% of respondents were above the age of 35, whereas 18% of respondents were 35 years old or younger. This signifies that the respondents had a considerable amount of employment history.

Table 4.3

Dissemination of the Respondents by age

Age	Occurrences	(%)
41 - 45 Years old	14	21.21
46 - 50 Years old	13	19.7
36 - 40 Years old	9	13.64
51 - 55 Years old	9	13.64
56 - 60 Years old	9	13.64
31 - 35 Years old	6	9.09
26 - 30 Years old	3	4.55
20 - 25 Years old	3	4.55
Total	**66**	**100.0**

Research Data (2024)

The age distribution among respondents was as follows: 21.21% were between 41–45 years, 19.7% were 46–50 years, 13.64% fell within the 36–40, 51–55, and 56–60 age groups respectively, 9.09%

were aged 31–35, and 4.55% each represented those aged 26–30 and 20–25. These figures provide valuable insights into the demographic profile influencing decision-making within the organizations studied. This shows that the largest population is within the 41-45 age group, while about 82% are above 40 years of age. This shows that most employees in GSYEOs are above 35 years of age.

Table 4.4

Academic Level

Education Level	Frequency (F)	Percentage (%)
Master's Level	41	62.12
Degree Level	19	28.79
Diploma	4	6.06
Ph.D. Level	2	3.03
Total	**66**	**100.00**

Research Data 2024

According to Hambrick and Mason (1984), the underlying knowledge of top management is one factor that influences how they respond to the external environment. The level of education is a pointer to an underlying knowledge, as shown in Table 4.4. Most respondents had Master's qualifications (62%), followed by a degree level (29%), Diploma level (6%) and lastly PhD level (3%). Approximately 94% of the respondents had a bachelor's qualification and above. Higher education levels might lead to more effective strategic leadership because individuals with advanced education may possess better critical thinking, and problem-solving skills, and exposure to modern leadership theories.

4.4.3 Position and Leadership

Over 90% of the respondents held middle or senior-level positions. Senior and middle-level leadership can evaluate the strategic leadership of the CEO and the board (Carmeli et al., 2019).

Table 4.5

Position and Leadership level in the organisation

Level	Frequency (F)	Percentage (%)
Middle-Level Management	27	40.9
Senior Level Management	29	43.9
Assistant Directors	4	6.1
Directors	4	6.1
CEO	1	1.5
Secretary	1	1.5
Total	**66**	**100**

Research Data 2024

A total of 66 respondents were categorized by their levels in the organization. The majority of respondents were from the **Senior-Level Management** (n = 29), representing **43.9%** of the sample. This was followed by **Middle-Level Management** (n = 27), comprising **40.9%**.. Both **Assistant Directors** and **Directors** had equal representation, each with **6.1%** (n = 4) of the total respondents. The lowest representation was from **CEOs** and **Secretaries**, with each contributing **1.5%** (n = 1). This distribution highlights a predominant representation from middle and senior management, indicating that the sample may be skewed towards individuals with decision-making authority in the organizations, which could influence the strategic leadership analysis.

4.4.4 Length of Employment

The research aimed to ascertain the duration, expressed in years, of the participant's employment with the government-sponsored youth empowerment organisation that was being examined, as this can provide insight into their degree of experience.

Table 4.6

Length of Employment

Position	Period	Percentage (%)
16- 20 years	26	39.39
0-5 Years	16	24.24
6-10 Years	11	16.67
11-15 years	9	13.64
36-40 years	1	1.52
21-25 years	1	1.52
Total	**66**	**100.00**

Research Data, 2024

Table 4.6 shows that 76% of the respondents had been employed in GSYEOs for over 5 years, while 59% of the respondents had been employed for over 10 years in GSYEOs, which emphasises substantial knowledge and experience. The characteristic of top management which has been linked to performance is experience (Singh et al., 2023). The majority of respondents (39.39%) reported having between 16 to 20 years of experience. This was followed by 24.24% of respondents with 0 to 5 years of experience. The third largest group, accounting for 16.67%, had 6 to 10 years of experience. Notably, only 1.52% of the respondents had either 21-25 or 36-40 years of experience. The wide distribution of experience suggests a varied workforce, but the largest proportion is concentrated within the 16-20-year range. This indicates that the majority of respondents have significant experience in their respective roles, which may impact their perspectives on the factors being studied.

4.2.3 The Importance of Strategic Leadership on Organizational Performance

The table below ranks strategic leadership practices according to their significance in influencing organizational performance.

Table 4.7

Strategic Leadership Practices Ranking

	N	Median	Normalized Mean	Mean	Std. Deviation	Skewness
Strategic Direction	66	4.1500	1.696	4.1606	.53891	-.699
Strategic Control	66	3.7778	-0.480	3.7778	.67008	-.172
Organizational Culture	66	3.9000	-0.344	3.8015	.64510	-.117
Human Resource Development	66	3.5727	-0.874	3.7088	.73503	-.074

Research Data, 2024

Different studies (Hagen et al., 1998; Fourie, 2010; Lear; 2012; Olaka; 2016) have ranked similar variables differently as shown in Table 4.8, previous studies ranked six variables from Hitts and Ireland's strategic leadership model, while the current study only adopted four variables. Through optimization, the rankings have been refined to exclude those that are not being considered. Unlike earlier research, this study highlights the distinctiveness of both strategic control and human resource development, while emphasizing the substantial similarities between strategic control and organizational culture.

Table 4.8

Strategic Leadership Practices Ranking

	Ranking	Hagen et al. (1998)	Fourie (2010)	Lear (20120	Olaka (2016)
Strategic Direction	1	1	1	1	1
Strategic Control	2	4	4	4	4
Culture	3	4	3	3	3
Human Resource Development	4	2	2	2	2

Research Data, 2024

Bartlett's Test of Sphericity was used as a key method to determine the overall significance of the correlation matrix. The aim of this test is to evaluate whether there are statistically significant correlations among the elements within the matrix. To assess the data's appropriateness for factor analysis, both the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity were conducted. These evaluations were carried out on six variables: strategic direction, human resource management (HRM), strategic control, culture, performance, and digital capability.

Table 4.9

Bartlett's Test of Sphericity

Tests		Strategic Direction	HRM	Strategic Control	Culture	Performance	Digital Capability
KMO		0.806	0.781	0.81	0.853	0.709	0.809
Bartlett's Test of Sphericity	Approx. Chi-Square	379.743	534.08	385.407	527.57	133.92	413.620
	df	45	55	36	45	3	55
	Sig.	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001

Research Data, 2024

The KMO test results showed good sampling adequacy across all variables, with KMO values ranging from .709 to .853. Performance had the lowest value (KMO = .709), while culture had the highest (KMO = .853). These values indicate that the data is suitable for factor analysis, as KMO values above 0.70 are generally considered acceptable (Field, 2013).

In addition, Bartlett's Test of Sphericity was highly significant for all variables (p < .001), confirming that the correlation matrices were not identity matrices and that the variables were sufficiently interrelated to warrant factor analysis (Bartlett, 1954). The chi-square values ranged from 133.92 for performance to 534.08 for HRM, further validating the data's suitability for this method. Overall, the results from both the KMO and Bartlett's tests confirm that the dataset is appropriate for factor analysis.

4.2.4 Exploratory Factor Analysis

4.2.4.1 The Scree Plot

Principal Component Analysis (PCA) was employed in the study to analyze the interrelationships and reveal the underlying structure of the variables. The values of all variables were appropriately aligned with their corresponding positions along each eigenvector. Subsequently, eigenvalues were employed to assess the correlation between the components and the original variables. By plotting the eigenvalues against the factor numbers, a scree plot was generated, illustrating a rapid ascent, a subsequent curve, and finally reaching a plateau in the form of a straight line. Consistent with the findings of Yong and Pearce (2013), only factors exhibiting eigenvalues surpassing 1 were selected for further examination.

Figure 4.1

Bartlett's Test of Sphericity

Scree Plot
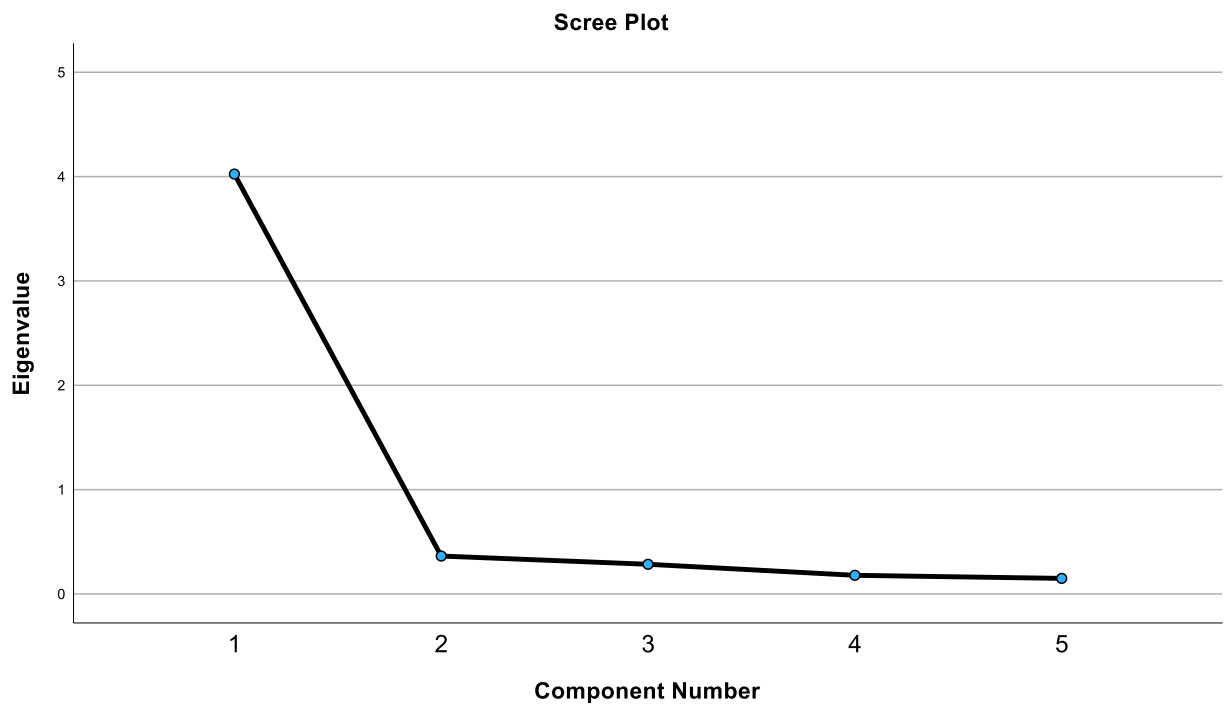
4.3.4.2 The Principal Component Analysis Factor Loading

The Varimax rotation method with Kaiser normalization was applied to the Principal Component Analysis, resulting in convergence after ten (8) iterations. Through the utilization of this technique, the study derived a linear combination of variables that accounted for a significant extent of variation. This ensures that subsequent components accounted for as much of the balance variation as possible, eight components were extracted. The threshold for items to be included was the

highest score in the cluster. The threshold score was fixed at 0.4. All variables met the threshold as shown in the table below.

Table 4.10

Component Factor Loadings

Var	1	2	3	4	5	6	7	8
1	**0.646**	0.014	0.399	0.204	-0.247	-0.21	0.204	0.15
2	**0.695**	0.221	0.317	0.188	-0.231	-0.071	0.086	0.081
3	**0.73**	0.124	0.453	0.257	0.086	0.004	-0.051	0.064
4	**0.779**	0.133	0.241	0.096	0.237	-0.023	-0.04	0.028
5	**0.55**	0.206	0.297	0.156	0.354	0.4	0.058	0.147
6	0.207	0.391	0.149	**0.474**	-0.39	0.093	-0.067	-0.071
7	**0.663**	0.343	0.202	0.109	-0.068	0.353	0.127	0.159
8	-0.12	0.357	0.035	-0.157	**0.479**	0.006	0.48	0.184
9	**0.69**	0.01	0.128	0.206	0.216	0.254	0.038	-0.189
10	**0.698**	-0.139	0.107	-0.118	0.217	0.258	0.176	-0.302
11	**0.578**	0.007	-0.129	-0.55	-0.206	0.122	0.309	-0.236
12	**0.633**	-0.445	0.131	-0.278	-0.167	0.043	0.181	-0.121
13	**0.718**	-0.495	-0.116	-0.18	0.101	0.034	0.031	0.161
14	**0.713**	-0.52	-0.122	-0.174	0.091	-0.028	0.024	0.214
15	**0.664**	-0.02	0.251	-0.425	-0.097	-0.336	0.113	-0.1
16	**0.669**	0.129	0.299	-0.377	0.064	-0.061	-0.162	0.197
17	**0.608**	-0.167	0.428	-0.219	0.203	-0.242	-0.24	0.2
18	**0.579**	-0.519	-0.049	0.185	-0.05	-0.064	-0.292	0.101
19	**0.689**	-0.054	0.083	-0.116	-0.269	0.087	-0.201	0.048
20	**0.723**	-0.091	0.025	0.379	-0.085	-0.329	0.091	-0.258
21	**0.745**	-0.231	0.214	0.163	0.017	-0.36	0.043	-0.121
22	**0.577**	-0.366	0.24	0.023	-0.028	0.168	0.182	-0.018
23	**0.615**	-0.388	0.296	0.199	-0.193	0.152	0.11	-0.059
24	**0.755**	0.327	-0.038	-0.11	-0.19	0.011	-0.168	-0.005
25	**0.734**	0.112	-0.057	-0.204	-0.289	0.148	0.119	0.106
26	**0.729**	-0.05	-0.326	0.178	-0.331	-0.063	0.076	0.042
27	**0.7**	-0.383	-0.34	0.122	-0.028	0.297	-0.089	0.072
28	**0.776**	-0.098	-0.084	-0.121	0.074	0.321	-0.227	-0.096
29	**0.725**	-0.049	-0.256	0.247	0.213	0.146	-0.158	-0.219

30	**0.789**	0.117	-0.067	-0.126	0.244	-0.019	-0.266	-0.159
31	**0.716**	0.269	-0.266	-0.168	-0.206	-0.05	0.072	-0.164
32	**0.736**	0.417	-0.093	-0.116	-0.017	-0.045	-0.092	-0.311
33	**0.759**	0.357	0.053	-0.159	0.194	-0.157	-0.11	-0.128
34	**0.674**	0.325	-0.115	-0.264	-0.087	0.031	-0.154	0.18
35	**0.738**	0.316	-0.165	-0.071	-0.127	0.03	-0.128	0.158
36	**0.709**	0.04	-0.414	0.144	-0.129	0.013	0.197	0.264
37	**0.725**	0.16	-0.417	0.149	-0.006	-0.082	0.118	0.24
38	**0.735**	0.043	-0.326	0.053	0.296	-0.249	0.005	0.116
39	**0.772**	0.018	-0.318	0.165	0.232	-0.227	0.137	-0.06
40	**0.723**	-0.007	-0.175	0.286	0.305	-0.125	0.105	-0.043

4.3.4.3 Principal Component Analysis for Organizational Performance

The researcher used the Principal Component Analysis (PCA) method of extraction to determine the key components that would be included in the measure for the composite dependent variable organizational performance from the possible twenty-three components. A linear combination of components with as much variation as possible was established using the PCA method of extraction. Varimax rotation method with Kaiser Normalization was used. The analysis commenced with all the 23 items that made up organizational performance. The threshold for retention was a component factor loading of >0.500.

Table 4.11

Inclusion criteria for the Dependent Variable

Parameters	Component				Balanced Scorecard Perspective
	1	**2**	**3**	**4**	
I am aware of processes in my department.	**.716**	.166	-.297	-.209	Internal Process
My organization is enhancing service delivery.	**.780**	.038	-.079	.147	Internal Process

The materials or tools are adequately provided for me.	**.790**	-.261	-.023	-.120	Internal Process
My organization is continuously improving services and products.	**.885**	-.044	.021	.000	Internal Process
My organization listens to and implements feedback.	**.748**	-.082	-.093	-.427	Internal Process
There is constant innovation in the organization.	**.841**	-.202	.063	-.190	Internal Process
The organization has programs for the needs among the youth.	**.873**	.034	.051	.084	Internal Process
New ideas and innovations are constantly being introduced.	**.874**	.127	.006	-.026	Internal Process
Innovative products have been launched in the recent past.	**.867**	-.099	-.005	-.027	Internal Process
I think my job performance is evaluated fairly for me to do my work.	**.626**	-.302	.038	.164	L&G
My job makes good use of my skill sets and abilities.	**.768**	-.252	.185	.101	L&G
My career goals can be achieved at this organization.	**.658**	-.310	.125	.481	L&G
I receive the training I need to do a quality job.	**.782**	-.209	-.289	-.060	L&G
At work, I am free to pursue the goals of my position.	**.702**	-.476	.147	.027	L&G
Employees are encouraged to be creative and innovative.	**.643**	-.341	.198	-.234	L&G
Sufficient budget is allocated for training and development.	**.686**	-.273	-.433	.084	L&G
We have a system for delivering services quickly and on time.	**.832**	.291	-.180	-.195	Customer
Our youth complaint system is functional.	**.767**	.451	-.246	-.100	Customer
We can respond to client and youth complaints on time.	**.812**	.321	-.025	-.149	Customer
We continuously come up with ways to improve services for our clients and youth.	**.679**	.435	-.005	.458	Customer
We survey the youths to determine improvements needed.	**.744**	.310	-.173	.354	Customer
I understand what is expected of me to achieve strategic objectives.	**.438**	.378	.580	-.286	Customer
Services rendered to clients are constantly being improved.	**.731**	.249	.365	.154	Customer
We deal quickly and efficiently with clients' complaints.	**.718**	.060	.360	.004	Customer

All the 23 parameters were retained and were used as input into the computation of the composite dependent variable. The dependent variables retained were then aggregated into a composite variable forming the construct variable.

Table 4.11 reveals that the eight parameters aligned to the Internal business process perspective are aligned to Factor 1. The seven items aligned to learning and growth are aligned to factor 1, and the eight items aligned to customer perspective are aligned to factor 1. This means that all the items designed to measure performance using the Balanced Scorecard (BSC) perspectives are all loaded onto a single component. Research in public sector settings has shown that items designed to measure multiple Balanced Scorecard (BSC) perspectives (e.g., financial, customer, internal processes) can sometimes load onto a single factor. This occurs due to the overlapping nature of performance metrics in public organizations, where different perspectives might be highly interrelated, reflecting the broad concept of organizational performance. For example, public service outcomes may not easily separate financial measures from customer or internal process measures, leading to challenges in maintaining distinct BSC dimensions (Northcott & Taulapapa, 2012).

4.3 Descriptive Characteristics

The section shows the results of the frequency analysis, including Strategic direction , Human resource development, Culture, Strategic Control and Organisational Performance. Presentation of descriptive characteristics was done, followed by inferential statistics. Numerical values were used to code the Likert scale replies for ease of analysis and understanding. Furthermore, the Likert scale questions were interpreted on five levels. The Five-point Likert scale was then computed into

a three-point scale using the compute function in SPSS 29 as follows; Disagree, Neutral and Agree to simplify analysis and interpretation. Sullivan (2013) argues that if the data are normally distributed (or nearly normal), parametric tests can be used with Likert scale ordinal data. Using both real and simulated data, Norman (2010) offers strong empirical support for the claim that Likert data may be used for parametric testing and will produce a sufficient amount of unbiased data. Therefore, in this study, items were grouped according to variables and the total mean score was derived. The utilization of both Cronbach alpha and factor analysis was employed to present evidence of the satisfactory intercorrelation among items and the measurement of grouped items underlying the variable (Sullivan, 2013).

4.3.1 Strategic Direction Descriptive Analysis

Anchored on Strategic Leadership Theory, Strategy direction was measured by three variables, namely; vision, mission, core values, and organisational objectives and presented in Table 4.12 below.

Table 4.12

Strategic Direction Descriptive Analysis

Items	D	N	A	MEAN	STD	N
My leaders know exactly where they want our group or team to be in five years.	2 (3.0%)	4 (6.1%)	60 (90.9%)	4.32	0.727	66
My leader knows where he wants us to be in 5 years	1 (1.5%)	7 10.6%)	58 (87.9%)	4.26	0.708	66
My leaders communicate to me the vision and mission of our department, and	2 (3.0%)	7 10.6%)	57 (86.4%)	4.24	0.766	66

organisation and where we are going						
My leaders understand the values of our organisation and instil the same in us regularly	3 (4.5%)	7 (10.6%)	56 (84.9%)	4.17	0.796	66
Our mission is inspiring and relevant to us	2 (3.0%)	6 (9.1%)	58 (87.8%)	4.39	0.782	66
Our organisation has a written mission statement, vision, and strategic plan	1 (1.5%)	3 (4.5%)	62 (93.9%)	4.52	0.728	66
Our organisation's goals and objectives are specific, measurable, and manageable	1 (1.5%)	4 (6.1%)	61 (92.4%)	4.50	0.685	66
Our top management is risk averse	30 (45.5%)	20 (30.3%)	16 (24.2%)	2.73	1.210	66
Our organisational goals are current in line with changes in the environment	1 (1.5%)	9 (13.6%)	56 (84.8%)	4.17	0.766	66
Our leaders have done enough to inspire and motivate us to achieve organisational goals	5 (7.5%)	20 (30.3%)	41 (62.2%)	3.77	1.035	66
Mean	**48 7%**	**87 13%**	**525 80%**	**4.162**	**0.539**	

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The results revealed that 90.9% of respondents believed the leadership had a clear vision of where they want their teams to be in five years, with only 3% disagreeing, indicating strong leadership

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clarity regarding the organization's mission, vision, and objectives. Additionally, 87.9% agreed that GSYEO's leadership had a well-defined plan for the organization's short- to medium-term direction, with just 1.5% disagreeing. Furthermore, 84.9% of respondents felt that the organization's values were well understood and effectively communicated throughout the hierarchy, while 4.5% disagreed. Similarly, 86.4% agreed that the vision had been clearly communicated at the departmental level, with only 3% dissenting. The mission was deemed motivating and relevant by 87.8% of respondents, with 3% disagreeing. A notable 93.9% affirmed that GSYEOs had documented mission statements, vision, and goals, while only 1.5% disagreed. Most respondents (92.4%) agreed that the organization's goals and objectives were specific, measurable, and manageable, with only 1.5% dissenting. On the statement that top management was too committed to the status quo and avoided risk, 45.5% disagreed, 30.3% were neutral, and 24.2% agreed. Additionally, 84.8% believed the organization's goals were current and aligned with external changes, with just 1.5% disagreeing. Regarding leadership's efforts to inspire and motivate, 62.2% felt that enough had been done to drive them toward achieving organizational goals, while 30.3% remained neutral and 7.5% disagreed.

Overall, these findings point to strong organizational alignment with strategic direction and a largely positive perception of leadership's effectiveness in guiding and motivating employees toward organizational goals.

4.3.1.1 Setting vision, mission, and goals

Vision represents an ideal state. After a thorough strategic analysis of the environment, an organisation should set its vision. The external analysis comprises political, economic, social, cultural, technological, and legal environment. Leaders need to be conversant and take ownership

of their vision (Miriti, 2021; Olaka, 2016). The study concentrated on evaluating the leadership's comprehension of their objectives and the precise condition they want the team to be in in the short- to medium-term. More than 80% of the participants said that the purpose, vision, and objectives of the organization were clearly stated and that the leadership clearly understood both the short- and long-term goals of the organization. According to a study by Ngaruiya et al. (2023), performance is positively impacted when chief executives can connect the entire organization with a clear strategic direction through a mission and vision statement. When the strategic direction is well defined, properly communicated, and aligned across the entire organization, this influence is very significant (Ngaruiya et al., 2023). The results show that GSYEOs are making strides towards organisational performance through clear goals, mission and vision.

4.3.1.2 Internal Communication

The study sought to evaluate whether the leadership had effectively communicated the organization's principles, mission, and vision to all its members. Over 80% of respondents agreed that their leaders had clearly conveyed the goals and objectives of their divisions and the broader organization, demonstrating a strong understanding of the organization's direction. Furthermore, more than 80% of respondents reported that they had been instilled with the organization's core values.

The findings indicate that the leadership of GSYEO has successfully communicated the vision to various units and departments. Additionally, the research aligns with a study by Maharsi et al. (2021), which explored the influence of strategic leadership on employee performance. Maharsi et al. (2021) emphasized that two key aspects employees seek from their leaders are proper

motivation and consistent communication. Similarly, in this study, over 80% of respondents affirmed that the vision is clearly communicated and that the leadership is effectively guiding the organization.

4.3.1.3 Motivation

The concept of strategic direction in this study is grounded in the Strategic Leadership theory, which asserts that effective strategic leadership involves motivating followers to focus their efforts on achieving organizational goals through a clear mission, vision, and objectives (Samimi et al., 2022). The ability of a leader to convey the organization's vision and motivate others to accept and follow it is known as strategic leadership.

In the case of GSYEO, 87.8% of respondents found the organization's mission to be both motivating and relevant to them, while 93.7% acknowledged that the mission statements and strategic plans were clearly documented, reflecting the extensive efforts made by GSYEO to accomplish its objectives. Additionally, 62.2% of respondents believed the leadership had sufficiently motivated them to work toward these goals. These results are consistent with studies conducted by Goeltom et al. (2020), which emphasized the danger of organizational failure that arises when leaders undervalue the role that motivation plays in accomplishing goals and vision. Employees as a whole attested to the organization's inspiring mission, vision, and goals as well as the leadership's ability to motivate them to work hard.

4.3.1.4 Flexibility and Risk-taking

The ever-changing environment requires adaptable leadership willing to take calculated risks to meet customer needs. The item was measured by asking the respondents whether their top management was risk-averse or whether they were comfortable taking risks. Most respondents disagreed (45.5%) with the statement that their leaders are comfortable with status and avoid taking risks, while 30.3% could neither agree nor disagree. 24.2% agreed that indeed the leadership at GSYEOs is risk averse. The results show that the matter of being risk averse seems to be contested in GSYEOs, with less than 50% either agreeing or disagreeing. The result is similar to findings from Olaka (2016) who found that leaders in the banking sector were risk-averse. However, the results disagree with a finding by Fatmawati and Fauzan (2021), who found that a significant characteristic of a strategic leader is the ability to embrace change and take risks.

4.3.1.5 Balancing the Internal and External Environment

As the world evolves, vision, mission, and goals may become outdated due to disruptive technologies, climate change, and unforeseen environmental shifts. These factors highlight the necessity for continual revision of even the most robust strategies. In this context, 84.8% of participants affirmed that their organizational goals remain relevant and aligned with environmental changes.

4.3.2 Human Resource Development

The strategic leadership theory served as the foundation for the human resource development variable. By creating long-term objectives through purpose and vision, as well as by acquiring, developing, and nurturing assets and talents for long-term competitive advantages, strategic leadership assists followers in focusing on accomplishing firm-level goals. Human resource

development may increase organisational effectiveness, according to a number of empirical findings (Kareem & Hussein, 2019; Kraja & Spahija, 2023; Wisdom & Joy, 2023).

Table 4.13

Human Resource Development Summary Table

Items	SD	N	A	MEAN	STD	N
My skill sets are well aligned with my current role	5 (7.6%)	11 (16.7%)	50 (75.7%)	4.09	0.988	66
Our skills are constantly being upgraded in line with the changing environment	5 (7.6%)	22 (33.3%)	39 (59.1%)	3.73	0.985	66
Our leaders prioritize our training and development	9 (13.6%)	24 (36.4%)	33 (50.0%)	3.52	1.06	66
Adequate training is conducted and is relevant to the current and future needs of our roles	8 (12.1%)	27 (40.9%)	31 (47%)	3.55	1.084	66
My leader encourages me to reach my full potential	5 (7.6%)	8 (12.1%)	53 (80.3%)	4.12	0.953	66
My leader makes sure that my interest is taken into account.	2 3.0%	17 (25.8%)	47 (71.2%)	4.00	0.841	66
My supervisor sees that my interest is given due consideration	2 (3.0%)	14 (21.2%)	50 (75.8%)	4.02	0.850	66
Sufficient budget is allocated to our training and development	25 (37.9%)	20 (30.3%)	21 (31.8%)	2.92	1.181	66

				Mean		N
My skills are well utilised in my current role	2 3.0%	18 (27.3%)	46 (69.7%)	3.94	0.820	66
Our leaders have given us a glimpse of how the future work will look like in the next 5-10 years	14 (21.2%)	20 (30.3%)	32 (48.5%)	3.37	1.21	66
We are prepared for future work	8 (12.1%)	25 (37.9%)	33 (50.0%)	3.55	1.01	66
Mean	**85 12%**	**206 28%**	**435 60%**	**3.71**	**0.736**	

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Respondents were asked whether their skill sets were well aligned with their current roles, majority; 75.7% of the respondents agreed while 7.6% disagreed. In addition, the respondents were asked whether their skills were being upgraded constantly in line with the changing environment, 59.1% agreed, 33.3% were neutral and 7.6% disagreed. The frequency analysis showed that 50% agreed that leaders prioritised training and development, while 36.4% could neither agree nor disagree. Some participants, 47.7% agreed that adequate training is conducted and is relevant to the current and future needs of their roles, while many respondents, 40.9% were neutral. Most of the participants, 75.8% agreed that their supervisor constantly updated them on the requirements of their roles in line with the changing environment, while only 2% were in disagreement. Most of the participants 75.8% agreed that their supervisor ensures their interest is given due consideration, while 21.2% could neither agree nor deny. The frequency analysis shows that most of the participants; 37.9% disagreed with the statement that a sufficient budget was allocated for their training and development, 31.8% agreed with the statement while 30.3% could neither agree nor disagree. The item on whether the organisations are ready for the future showed opinions were

divided with 50% confirming that they were ready for the future work, while 37.9% neither confirming nor denying.

4.3.2.1 Training and Skills Development

Within an organization, human capability is enhanced through training and skill development. The human capability has a favourable impact on organizational performance, according to Dhar et al. (2019). The respondents in this study agreed that skills are aligned to their roles; with 75.7% in agreement and only 7.6% in disagreement, but there was no clear indication whether GSYEOs receive adequate training; with 47% in agreement that training was adequate, and only 50% agreeing that training is prioritised. On whether skills are constantly being improved as the world evolves; 59.1% of the respondents agreed that their skills are constantly being upgraded in line with the changing environment. The results suggest that human resources have been effectively deployed according to their roles, which is in line with Onyango (2015), who discovered that an organisation's capacity to allocate its human resources effectively determines its long-term success. Proper selection and recruitment are important as they align employees' talents, expertise, and potential with their intended roles (Khan & Abdullah, 2019).

4.3.2.2 Leadership Support

The study attempted to examine whether the leaders provided the employees with enough assistance. In training and development, and 50% of the respondents acknowledged that their leaders prioritised their training and development. The issue of priority was contested because, according to several interview respondents, the leadership could not prioritise training even if they wanted to because the training budget was the first to be cut by the treasury. Most interviewees acknowledged that their leaders do not prioritise their training and development. The most of the

participants, 80.3%, acknowledged that the leaders encourage them to be the best that they can be; this is in agreement with responses from the 10 interviewees, who all acknowledged that, indeed, their supervisors or line managers encourage them to become the best that they can be.

4.3.2.3 Preparation for the Future

Jobs are changing, with the changing environment, brought about by disruptive technologies and dynamic environments. Leadership should change with the changing environment. There is insufficient evidence to show that employees in GSYEOs are being prepared for future roles in line with the changing environment, this is because only 48.5% acknowledged that their leaders have given them a glimpse of how the future work will look like in the next 5-10 years, while 50% acknowledged that they are prepared for the future work, with the remaining either disagreeing or remaining neutral. This is in line with several respondents who stated in their qualitative responses that they could not work remotely, this contradicts a finding by Dagogo et al. (2020) who found out that for organisations to sustain their performance, they must address the current needs of the workplace, and the market and plan for changes brought about by the dynamic environment including advances in technology, structure and culture. Besides the COVID-19 pandemic, researchers have to confront digital technologies and technology disruptions such as ChatGPT, robotics and automation (Kraus et al., 2023). Automation, robots, and artificial intelligence have had a significant impact on organisational culture, governance frameworks, corporate strategies, and labour relations (Frey & Osborne, 2017; Rubery et al., 2018; Verhoef et al., 2021). No evidence suggests that GSYEOs are being adequately prepared for future work.

4.3.3 Culture

The questionnaire was adapted from Vanden Berg and Wilderom (2004), and Wilderom et al. (2000), who proposed five cultural dimensions for measuring culture: interdepartmental cooperation, autonomy, improvement orientation, external orientation, and human resource orientation.

Table 4.14

Culture Summary Table

Items	D	N	A	MEAN	STD	N
My supervisor increases our morale and work output by motivating us to achieve our vision collectively	4 (6.1%)	26 (39.4%)	36 (54.5%)	3.65	0.886	66
My supervisor promotes the organisation's greater vision and mission	2 (3.0%)	16 (24.2%)	48 (72.7%)	3.91	0.759	66
My supervisor encourages an overall sense of belonging and I feel I belong here	2 (3.0%)	15 (22.7%)	49 (74.2%)	3.88	0.832	66
Collaboration and communication are encouraged, and I can share my ideas with colleagues and supervisors	0%	22.7%)	51 (77.2%)	4.02	0.690	66
Creativity and innovative ideas are encouraged	0%	15 (22.7%)	51 (77.2%)	4.00	0.679	66
The organisation tries its best to incorporate our ideas into Programmes/projects	4 (6.1%)	16 (24.2%)	46 (69.7%)	3.82	0.802	66
My supervisor encourages our morale and work output by motivating us to achieve our vision collectively	5 (7.5%)	16 (24.2%)	45 (68.2%)	3.73	0.887	66
Procedures are customised to the organisation's culture in	4 (6.1%)	20 (30.3%)	42 (63.6%)	3.70	0.764	66

order to align with its strategy						
Our organisational culture promotes self-development and organisational growth	4 (6.0%)	26 (39.4%)	36 (54.6%)	3.59	0.877	66
Our organisational culture is constantly being aligned with the changing environment	3 (4.5%)	25 (37.9%)	38 (57.6%)	3.73	0.887	66
Mean	**28** **4%**	**190** **29%**	**442** **67%**	**3.80**	**0.648**	

Research data (2024)

The frequency analysis shows that most respondents (39.39%) could neither agree nor disagree that their supervisor increases their morale and work output by motivating them to achieve their vision collectively, while 36.36% agreed. The majority (72.7%) of the respondents acknowledged that their supervisors promoted the organization's greater vision and mission, while 24.2% could neither agree nor disagree. Most of the participants (72.7%) agree that their supervisors have cultivated a sense of belonging and that they felt at home in GSYEOs, while 2% disagreed. GSYEOs have developed a culture of collaboration, and employees' ideas are encouraged. 77.2% of the respondents agreed with this statement, while 22.7% were neutral. Most of the participants (77.2%) acknowledged that creativity and innovation are encouraged in GSYEOs, while 22.8% were neutral. Most respondents (69.7%) agree that GSYEOs have made a good attempt at incorporating their ideas into programs and projects, while 24.2% are neutral. Respondents agree (68.2%) that collective work towards vision attainment is encouraged and the process is supported by the leadership. 63.6% of the respondents acknowledged that practices and culture are integrated, which complements the organization's strategy. Frequency analysis shows that 54.6% agree that GSYEOs have an organizational culture that promotes self-development and organizational

growth, while 39.4% can neither agree nor disagree with the statement. Most respondents (56.4%) acknowledged that there is an alignment between organizational culture and the changing environment, while 37.9% were neutral.

4.3.3.1 Human Resource Orientation

The relationship between culture and leadership was examined by Bass and Avolio (1994), who argued that culture is an extension of leadership, and organisational culture develops to a large extent from leadership. Culture binds people together (Van den Berg & Wilderom, 2004). This was determined by supervisors' ability to encourage employees' morale and work output by motivating them to achieve their vision collectively. 54.5% acknowledged that this was the case. This supports a study by Dunger (2023) which found that a good organisational culture results from good leadership. This statement was further strengthened by responses from the interviewees, who acknowledged that they indeed motivate their fellow employees to achieve their vision collectively.

4.3.3.2 Autonomy

Autonomy is an employee's latitude at work, it is the degree to which an employee has the freedom to deviate from the rule, this was measured by testing whether GSYEOs allowed creative ideas, and a significant majority (77.2%) of respondents acknowledged that the leadership encourages innovative and creative ideas, with no disagreement recorded, while the remaining respondents remained neutral. This finding aligns with research by Van den Berg and Wilderom (2004), which suggests that autonomy fosters a strong organisational culture. However, merely allowing ideas is insufficient; their implementation is crucial. Addressing this, the survey inquired about the extent

to which ideas are put into action, or at least considered for implementation. A positive response was elicited, with 69.7% of respondents agreeing that attempts are made by leadership to implement ideas, while only 6.1% disagreed. This indicates the leadership's efforts to cultivate an environment where employees are empowered to deviate from conventional norms. Hence, these results corroborate the findings of Wilderom et al. (2000).

4.3.3.3 Interdepartmental coordination

Adapted from Wilderom et al. (2000), Interdepartmental coordination is a collaborative environment where employees are encouraged to submit their ideas before a decision is made and collaboration across departments is also encouraged to ensure no communication barrier is developed, 77.2% acknowledged that collaboration and communication is encouraged, and they can share their ideas with colleagues and supervisors. This is in line with a study by Van den Berg and Wilderom (2004) who found that a collaborative environment creates a strong culture. In addition to internal departmental co-ordinations, some GSYEOs have external inter-agency collaboration.

4.3.3.4 External orientation

All organisation units operate in an external environment (Wilderom et al., 2001), respondents were asked whether procedures in GSYEOs are adjusted to the culture to support the organisational strategy, 63.6% agreed, while 6.1% disagreed (M=3.7, Standard Deviation =0.76), this supports a finding by Olaka (2016), who also found a Mean of 3.82 with a standard deviation of 0.878 on how practices are tailored to culture in the banking sector.

4.3.3.5 Improvement orientation

Improvement orientation was tested by supervisors' ability to increase employees' morale and work output, and motivate them to achieve vision collectively, increases their morale and work output by motivating them to achieve their vision collectively. Only 54.5% agreed to this, while 39.4% disagreed, and 6.1% were neutral. This demonstrates a culture of improvement. The statement is further reinforced by the item that the GSYEO supervisors promote the organisations' greater visions and missions, which received a positive response of 72.7% and only 3% disagreed.

4.3.4 Strategic Control

The process of acquiring and wisely allocating resources to achieve organisational objectives is known as strategic control (Anthony, 1965). Strategic control includes the following domains: Control over strategy preparation, maintaining a strategically focused observation (constantly monitoring the outside world) and managing the prerequisites for strategic planning (verifying presumptions about the capabilities of one's resources and the influence of other variables). Control of strategy implementation: In this context, changes to strategic plans are monitored and managed. Control of the crisis phenomenon's development: This entails giving early notice to create remedies and eliminate strategic veering (Stehnei et al., 2017).

Table 4.15

Strategic Control Analysis

Items	D	N	A	MEAN	STD	N
The organisation gathers customer information to help in product development.	6 (9.2%)	9 (13.6%)	51 (77.2%)	3.91	0.854	66
The data collected is utilised for feedback and improvement	5 (7.6%)	20 (30.3%)	41 (62.1%)	3.74	0.865	66

My leaders take corrective action is taken by my supervisor whenever necessary.	2 (3.0%)	15 (22.7%)	49 (74.2%)	3.94	0.762	66
Meetings to review projects and programmes are often held by my leaders.	5 (7.6%)	15 (22.7%)	46 (69.7%)	3.88	0.886	66
Regular feedback from the meetings is incorporated into projects /Programmes /tasks	7 (10.6%)	15 (22.7%)	44 (66.7%)	3.76	0.946	66
We have a news alert that captures what is happening around us	9 (13.6%)	17 (25.8%)	40 (60.6%)	3.59	1.022	66
News alert is used where necessary for planning and decision-making	6 (9.1%)	17 (25.8%)	43 (65.2%)	3.74	0.917	66
My supervisor does enough to ensure the strategic plans are on course	4 (6.0%)	20 (30.3%)	42 (63.6%)	3.70	0.822	66
My leaders provide staff members with regular updates on the state of the business climate.	3 (4.5%)	23 (34.8%)	40 (60.6%)	3.91	0.854	66
Mean	**47** **8%**	**151** **25%**	**396** **67%**	**3.78**	**0.670**	

Research Data (2024)

Most of the participants; 77.2% agreed that GSYEOs collect youth data regularly, while only 9.1% disagreed. The frequency analysis shows that 62.1% of the data collected is utilised for feedback and improvement, while 7.1% disagree. Majority; 74.2% agree that corrective action is taken whenever the need arises, while 3% disagree. Of the total number sampled, 69.7% believed that their supervisors conducted regular project/Programme review meetings, while 7.6% disagreed. Most participants; 66.7% agree that regular feedback from the meetings is incorporated into projects /Programmes /tasks, while 10.6% disagree. A substantial portion of respondents, constituting 60.6%, indicated agreement with having a news alert that keeps them informed about current events, whereas 13.6% expressed disagreement. Furthermore, the majority of participants,

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totalling 65.2%, affirmed utilising the collected news alerts as needed for planning and decision-making, with only 9.1% indicating disagreement. Regarding supervision, a significant majority of participants, comprising 63.6%, agreed that supervisors adequately oversee the implementation of strategic plans, with only 4% expressing disapproval. Concerning the prevailing external environment, 60.6% of respondents concurred that their leaders effectively kept them informed about the current business environment.

4.3.4.1 Control of Strategy Preparation

This entails managing the prerequisites for strategic plans (testing of hypotheses regarding external influences and internal resource capacity) as well as maintaining a strategically oriented observation (constantly scanning the external environment). Scanning of the external environment was tested through alert systems; 60.6% concurred that they have an alert system that captures what is happening around them. GSYEOs also collect external data for product development, as shown by most of the participants; 77.2% agreed (M=3.91, STD=0.85), this agrees with findings by Miriti (2021) on a similar item for leaders of SACCOs in Kenya, which had closely similar results (M=3.76, STD=0.88). In addition, the leadership scanned the external environment and updated the employees on the prevailing conditions; 60.6% agreed.

4.3.4.2 Strategy Implementation Control

Movement from strategic plans should be monitored and controlled. 74.2% concurred that their supervisors take corrective action whenever the need arises (74.2%). 63.6% concurred that their supervisors do enough to ensure the strategic plans are on course, while only 4% disagreed. The item on whether leaders conducted regular projects and Programme review meetings received a

69.7% positive response (Mean =3.88, STD= 0.886), agreeing with a finding by Miriti (2021) on a similar item targeting SACCOs in Kenya (Mean = 4.09, STD= 0.90).

4.3.4.3 Oversight of the crisis phenomenon's progression

This involves providing early warning to provide remedies to exclude strategic veering. The item on the news alert being used where necessary for planning and decision-making received a positive response of 65.2%. The item on whether the data collected is utilised for feedback and improvement received a positive response of 62.1%, which was similar to findings by Miriti (2021) who found that leaders in SACCOs in Kenya regularly collected data for product improvement.

4.3.5 Organizational Performance

Performance was measured using the three perspectives of the Balanced Scorecard Framework; Internal process, Customer relationship and Human focus. A financial perspective was not added because GSYEOs are public organisations and therefore not profit-making, according to Kaplan and Norton (1996), in public organisations, principal drivers of performance differ from commercial organisations because customers and stakeholders' interests take prominence over financial results.

Table 4.16

Performance (Internal Process)

Items	D	N	A	MEAN	STD	N
There is an active improvement of the processes taking place.	5 (7.5%)	9 (13.7%)	52 (78.8%)	3.94	0.926	66

My organisation is continuously looking at ways of improving service delivery	5 (7.5%)	11 (16.7%)	50 (75.8%)	3.88	0.920	66
I have plenty of the supplies, tools, and equipment I need to complete my work.	14 (21.3%)	22 (33.3%)	30 (45.5%)	3.36	1.132	66
My organisation is constantly trying to create new ideas for improved service delivery	4 (6.0%)	19 (28.8%)	43 (65.2%)	3.83	0.970	66
My organisation listens to our clients consistently and implements their feedback	3 (4.5%)	23 (34.8%)	40 (57.6%)	3.76	0.878	66
There is a constant improvement of processes in the organisation	3 (4.5%)	25 (37.9%)	38 (57.6%)	3.74	0.847	66
The organisation has a process for identifying emerging needs among the youths	5 (7.6%)	18 (27.3%)	43 (65.2%)	3.82	0.943	66
Current ideas and innovative ways of doing things are constantly being introduced	7 (10.6%)	13 (19.7%)	46 (69.7%)	3.85	0.980	66
Innovative products and services have been introduced in the recent past	7 (10.6%)	14 (21.2%)	45 (68.2%)	3.77	0.941	66

Research Data (2024)

Internal processes were evaluated through the implementation of the balanced scorecard framework. A significant majority (78.8%) of respondents agreed that internal process improvement initiatives were underway within their departments, indicating a continuous enhancement of business processes within Government Sponsored Youth Empowerment Organisations (GSYEOs). Conversely, a mere 7.5% expressed disagreement with this assertion.

Furthermore, frequency analysis revealed that the majority of participants (75.8%) believed that their organisations are consistently enhancing their service delivery mechanisms, with only 7.5% dissenting from this perspective. Regarding the necessary materials and tools for work, only 45.5% of the participants agreed with their adequate provision, while the remaining individuals either maintained a neutral stance or disagreed. Most participants, 65.2% concurred that their organisations are constantly proposing new ways of improving their service deliveries. Of most participants, 57.6% believe that their organisation listens to their clients consistently and implements their feedback, while 34.8% neither agreed nor disagreed. 65.2% of participants concurred that their organisations had a process for identifying emerging needs of the youths, while 7.6% disagreed. Frequency analysis shows that there is a constant improvement of process in GSYEOs (57.6% agreed, while 37.9 disagreed), Current ideas and innovative ways of doing things are constantly being introduced (69.7% agreed, while only 10.6% disagreed), and Innovative products and services have been introduced in the recent past (68.2% agreed, 10.6% disagreed).

4.3.5.1 Internal Focus

The organisational performance was evaluated using the Balanced Scorecard framework. The internal dimension of this framework gauges the extent to which process improvement, operations, and after-sales services or client support contribute to overall value (O'Regan & Lehmann, 2008). Survey results indicate that 78.8% of respondents confirmed the occurrence of process improvement initiatives within their departments, reflecting a proactive emphasis on innovation within the organisation.

4.3.5.1.1 Innovation

Under innovation, most participants, 65.2% concurred that their organisation is constantly attempting to invent methods for better service delivery. The organisation has a process for identifying emerging needs among the youth, 78.8% of the respondents concurred that process improvement was occurring in their departments, which agrees with the finding by Kaplan and Norton (1992) that managers must concentrate on the crucial internal processes that allow them to meet the needs of clients. However, one respondent (GS1) acknowledged facing significant challenges in securing funding for innovation within their department. While GS13 said Their programme had been driven by technology from the start, and as they embarked on the new phase of the programme, they were going to have an Enterprise Resource Planning tool (ERP), to automate their business processes and track their projects' beneficiaries.

4.3.5.1.2 Operations

Most of the participants, 75% concurred that their organisations were continuously looking at ways of improving service deliveries. This is in agreement with Kaplan and Norton (1996) who argued that ongoing development is a circle. 45.5% concurred that the materials, tools or equipment that are needed by employees to do their work are adequately provided for them. The result shows that GSYEOs have not provided adequate tools and materials for their staff.

4.3.5.1.3 Post-Sale Services

The item on post-sale signifies how GSYEOs take care of the youth. The item "*My organisation listens to our clients consistently and implements their feedback",* had a positive response of 57.6%, which shows that GSYEOs have attempted to look after their constituents positively. This statement is further reinforced by 65.2% of the respondents who concurred that GSYEOs have a process for identifying emerging needs among their constituents (youths).

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4.3.5.2 Performance (Human Capital Focus)

Performance was measured using the Balanced Scorecard (BSC), which emphasises the importance of investing in the future and includes three main categories it comprises three primary areas: human capital focus, internal processes and customer relationships.

Table 4.17

Performance (Human Capital Focus)

Items	D	N	A	MEAN	STD	N
I believe that I am paid properly for the work I do and that my performance is fairly assessed at work.	11 (16.7%)	18 (27.3%)	37 (56.1%)	3.56	1.010	66
I can effectively use my skills and abilities at work.	5 (7.6%)	10 (15.2%)	51 (77.3%)	3.95	0.849	66
This organisation can help me achieve my career goals.	10 (15.1%)	16 (24.2%)	39 (59.1%)	3.66	1.079	66
I get the instruction I require to accomplish a good job.	13 (19.7%)	18 (27.3%)	35 (53.0%)	3.55	1.126	66
I do not have any barriers at work that keep me from achieving the objectives of my role.	8 (12.1%)	21 (31.8%)	37 (56.1%)	3.58	0.929	66
Employees are urged to be imaginative and creative	3 (4.5%)	14 (21.2%)	39 (59.1%)	4.00	0.894	66
Budget allocation for our training and development is sufficient	21 (27.2%)	19 (28.8%)	26 (39.4%)			66

Research Data (2024)

From the responses, most respondents (56.1%) felt that they were well compensated for their job roles. Only 16.7% of the respondents felt that their jobs were not well evaluated and that they were

not paid well. 77.3% felt that their skills were well utilised in their current job roles. In terms of career advancement, most respondents, 59.1% believed that their career goals could be met at their current organisation. The frequency analysis showed that 53% of the respondents received the necessary training to perform their job duties effectively, while only 19.7% disagreed. A significant majority of respondents (56.1%) believed that organisational obstacles that could hinder their performance in the workplace were swiftly removed. Only 12.1% of the respondents disagreed with this statement. In employee creativity and innovation, most respondents, 59.1% believe that their organisations encouraged it. However, only 39.4% of the respondents agreed that sufficient budget allocation was made for their training and development, while 27.2% disagreed, and 28.8% of respondents remained neutral on this issue.

4.3.5.2.1 Employee Capability

Psychoanalysts Jaques and Cason (1994) claim that an individual's capacity is determined by the difficulty of the task they can do. A study by Robert (2006) found that effective training programmes help employees acquire full command of the competencies and skills required to perform specific work and avoid errors and mistakes at work. 53% of respondents agreed that they receive the training they need to perform a quality job. A study by Champathes (2006) indicated that happy employees can boost the productivity and profitability of the company. 77.3% of the employees agreed that GSYEOs make efficient use of their skills and competencies, which are likely to raise their productivity. This, however, contradicted a study by Paais and Pattiruhu (2020), who discovered that while 59.1% of employees agreed that they are encouraged to be creative, job satisfaction does not directly impact employee performance.

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4.3.5.2.2 Innovation Capability

59.1% of the employees concurred that they are urged to be imaginative and inventive, which is likely to lead to performance, this agrees with a study by Masa'deh et al. (2016) who sampled 289 employees in manufacturing organisations in Turkey and found that leadership leads to a high degree of innovative capabilities in employees and enhances the quality of performance.

4.3.5.2.3 Motivation, Empowerment, and Alignment

Motivation, empowerment and alignment were measured using the following items; 56.1 % concurred that obstacles that prevented them from accomplishing work were removed, while 56.1% concurred that their jobs were evaluated fairly and they were paid fairly to do their work. Most respondents (39.4%) disagreed that a sufficient budget was allocated for their training and development while 59% concurred that their career goals could be met at their organisations (59%) this is likely to lead to job performance and agrees with a study by Paais and Pattiruhu (2020) who found that work motivation statistically and significantly influenced employees performances, however the lack of sufficient training budget is likely to dampen performance initiatives.

4.3.5.3 Performance (Customer Relationship)

When it comes to the public sector, customer relationship encompasses the various constituents that are served by public organisations, focusing specifically on youths who are beneficiaries of GSYEOs. The information presented in the table below illustrates the various ways in which GSYEOs have dedicated their efforts to serving their constituents, specifically the youths.

Table 4.18

Performance (Customer Relationship)

Items	D	N	A	MEAN	STD	N
We have a system for responding to clients' issues e.g. support ticket	5 (10.6%)	19 (28.8%)	40 (60.6%)	3.62	1.034	66
Our youth's complaints system is functional	7 (10.6%)	20 (30.3%)	39 (59.1%)	3.52	0.949	66
We can respond to clients' problems and complaints on time	8 (12.1%)	17 (25.8%)	41 (62.1%)	3.59	0.877	66
We continuously come up with new methods for attracting clients	6 (9.1%)	16 (24.2%)	44 (66.7%)	3.73	0.887	66
We survey our youths to understand their needs and areas of improvement we need to make	9 (13.6%)	18 (27.3%)	39 (59.1%)	3.58	0.978	66
I am aware of the responsibilities I have in order to help my department meet its strategic goals.		10 (15.2%)	56 (84.8%)	4.14	0.654	66
Services rendered to the youths are constantly being improved	3 (4.5%)	19 (28.8%)	44 (66.7%)	3.76	0.745	66
We deal quickly, efficiently, and decisively with client's complaints	5 (7.6%)	19 (28.8%)	42 (63.6%)	3.68	0.844	66

Research Data (2024)

The survey results revealed that most respondents, 60.6%, agreed that GSYEOs (Government-Sponsored Youth Empowerment Organisations) had systems in place to respond to customer complaints, with only 5% in disagreement. Additionally, 59.1% of respondents agreed that GSYEOs have fully functional complaint systems. Further analysis showed that GSYEOs respond to clients' complaints on time (62.1% agreed), continuously come up with new methods for attracting clients (66.7% agreed), and regularly solicit feedback from clients to improve their services (59.1% agreed). Most of the respondents, 84.8%, agreed that they knew what was

expected of them to deliver excellent services to the clients. Additionally, 66.7% of the respondents believed that services being delivered to the youths were constantly being improved. Furthermore, 63.6% of the respondents believed that GSYEOs delt quickly, efficiently, and decisively with client complaints, while only 7.6% disagreed.

4.3.5.3.1 Customer Retention

59.1% of the respondents agreed that they surveyed their youths to understand their needs and areas of improvement that they needed to make. This outcome supports McColl-Kennedy and Schneider et al. (2013) who found that satisfied clients positively contribute to business performance, therefore, if most GSYEOs do not survey their clients, then they are missing out on invaluable feedback that can lead to client satisfaction.

4.3.5.3.2 Customer Acquisition

This item was measured by asking respondents whether GSYEOs continuously recommended new methods for attracting clients, 66.7% of the respondents agreed, which shows that GSYEOs are keen on attracting new youth for their services.

4.3.5.3.3 Customer Satisfaction

Results show that GSYEOs deal quickly, efficiently, and decisively with client's complaints. This is shown by 63.6% of responses from the respondents, most respondents admitted that they have a functional complaint system. These results show that GSYEOs are geared towards customer satisfaction.

4.3.6 Digital Capability

The digital capability was anchored in the dynamic capability view and especially Warner's 3

characteristics of digital capability which are; sensing, seizing and transformation (Warner &

Wäger, 2019).

Table 4.19

Digital capability summary table

Items	D	N	A	MEAN	STD	N
We are using at least one of these new technologies in our organisation	21 (31.8%	13 (19.7%)	32 (48.5%)	3.24	1.278	66
Our organisation is always training us on how to use IT tool and new technologies	17 (25.8)	15 (22.7%)	34 (51.5%)	3.20	1.218	66
I feel we have a culture of innovation which is supported by the whole organisation	12 (18.2%)0	19 (28.8%)	35 (53%)	3.44	1.125	66
We use technology to provide services to our clients	6 (9.1%)	15 (22.7%)	45 (68.2%)	3.73	0.969	66
We have a dedicated ICT personnel or department in our organisation	6 (9.1)	12 (18.2%)	48 (72.7%)	3.92	1.057	66
We have a functional and robust innovation department	10 (15.2%)	15 (22.7%)	41 (62.1%)	3.64	1.032	66
Third party offerings are integrated in our digital solutions.	9 (13.6%)	15 (22.7%)	42 (63.6%)	3.64	1.032	66
We have internet access with high speed	7 (10.6%)	28 (42.4%)	31 (47%)	3.56	1.069	66
We still depend on manual business process	12 (18.2%)	30 (45.5%)	24 (36.4%)	3.26	1.086	66
Our business processes have been automated	9 (13.6%)	23 (34.8%)	34 (51.5%)	3.50	1.027	66
My knowledge of IT is very low, I do not	43 (65.2%)	7 (10.6%)	16 (24.2%)	2.45	1.255	66

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understand any of these things	

Research data (2024)

The survey showed that 48.5% of respondents agreed and 31.8% disagreed with the adoption of new technologies. Meanwhile, the majority of respondents (51.1%) agreed that they received regular training on how to use IT tools and new technologies. Furthermore, 53% of the respondents believed that their organisation had a culture of innovation, while 18.2% disagreed. A significant number of respondents (68.2%) agreed that their organisation used technology to provide services to clients, while 72.7% had dedicated ICT personnel or departments in their organisation. A majority of respondents (62.1%) also agreed that their organisation had innovation centres. The survey also revealed that 63.6% of respondents had adopted digital offerings, such as third-party payment solutions. However, only 47% agreed that they had a strong internet connection, while 10.6% were neutral. When it comes to business processes, 36.4% of respondents still relied on manual processes, while 51.5% had automated their processes. In terms of knowledge of IT, 65.2% of respondents did not agree with the notion that their knowledge of ICT was very low, while 24.2% agreed that their knowledge of IT was so low that they did not understand the subject.

4.3.6.1 Sensing

From Dynamic Capability View, sensing involves identifying opportunities and threats that are emerging (Teece, 2023; Warner & Wäger, 2019). In this context, sensing refers to the concept of situational awareness, which prompts the consideration of whether organisations have become cognisant of the evolving environment in which they operate. In order to measure this attribute, the respondents were asked if they knew the latest innovations that are currently prevailing in the world. It was found that only 48.5% of the respondents agreed that GSYEOs were not only aware

of these innovations but also implementing new technologies. This was further reinforced during the interviews, as most senior leaders did not understand these new terminologies. Some of them GS(3), GS(4) and GS(7) confused the Internet of Things (IoT) with the Internet. This shows low capacity in new emerging technologies with the top leadership in GSYEOs.

4.3.6.2 Seizing

After seeing possible prospects, organizations need to move quickly to seize these chances by launching cutting-edge services and goods (Teece, 2023). According to the survey, a majority of 51.5% of respondents agreed that their business processes had been automated, while a significant portion of 36.4% stated that their business processes were still carried out manually. Interviews, interactions with the IT staff, and observation showed that most business processes at GSYEOs were more manual than automated. Some GSYEOs have automated their business processes, especially in how they recruit youths into the project, however, an interview with some of those GSYEOs showed that even though some processes were automated, they lacked an integrated system like an Enterprise Resource Planning system or monitoring and evaluation system.

4.3.6.3 Transformation

Transformation signifies change in systems, structures and cultures in keeping up with new technology (Teece, 2023). According to Fitzgerald et al. (2014), digital transformation is the use of new technology to enhance customer satisfaction, streamline operations, or create new business mode. 36.4% agreed that they still depend on manual business processes, while 63.6% agreed that third party offerings have been integrated into their digital solutions. However, from the interviews, several respondents agreed that most of their business processes had not been automated, apart

from the payment system which had been integrated with mobile money solution. The interview gathered that most of the GSYEOs sampled do not have integrated systems, nor have they adopted any emerging new technologies, including simple ones such as data analytics. GSYEOs have yet to implement automated data processing, even though they handle substantial amounts of data.

4.3.6.4 Summary of Organisational Performance

Table 4.20 shows a summary of organisational performance from the Balance Score Card framework, which comprises an internal focus perspective, a customer relationship perspective, and a learning and growth perspective. The combination of all the items was used to measure organisational performance.

Table 4.20

Summary Descriptive Results

Variables	Disagree	Neutral	Agree	Mean	SD
Strategic direction	48	87	525	4.162	0.539
	7%	13%	80%		
Human resource development	85	206	435	3.71	0.736
	12%	28%	60%		
Culture	28	190	442	3.80	0.648
	4%	29%	67%		
Strategic Control	47	151	396	3.78	0.670
	8%	25%	67%		
Mean	**7.7%**	**23.8%**	**68.5%**		
Digital Capability	152	192	382	3.42	0.787
	21%	26%	53%		
Organisational Performance	**167**	**410**	**1007**	**3.69**	**0.69**
	11%	**26%**	**63%**		
Internal Focus	53	154	387	3.763	0.82
	9%	26%	65%		

Learning and Growth	71	116	275	3.624	0.802
	15%	25%	60%		
Customer Relationship	43	140	345	3.70	0.700
	8%	27%	65%		

Research Data (2024)

68.5% of the respondents agreed that strategic leadership is being practised in Government Sponsored youth empowerment organisations, with less than 8% disagreeing and 23.8% choosing a neutral position. The results agree with the interview where most senior leaders were largely in agreement that there are strategic leadership practices in GSYEOs. Performance constructs also receive a positive response above 60% with 26% choosing to be neutral while only 11% disagreeing, which means the respondents are largely satisfied with GSYEOs' internal performances. In comparison with digital capability, even though the construct received slightly over 50%, it was the lowest-performing construct, barely crossing the threshold, this outcome is supported by qualitative data from the questionnaire and the interview guide where certain themes continued to emerge such as; poor internet connectivity, lack of infrastructure for remote work, lack of IT tools, lack of funding for innovation, lack of innovation centres, lack of automation, manual business processes, lack of basic IT capabilities such as data analysis despite handling volumes of data. Therefore, it can be argued that the GSYEOs lack digital capability.

4.4 Key Informant Interviews

Key informants for the study were selected from government-sponsored youth empowerment organizations based on their job scale (Scale R and above). This group included the Secretary to the State Department, Directors, Assistant Directors, Heads of Programs, and the CEO. Participants were drawn from organizations such as the State Department of Youth Affairs,

National Youth Council, Kenya Youth Employment Opportunities Project (KYEOP), and Uwezo Fund. A total of 13 participants were interviewed using a standardized interview guide to ensure consistency of responses. Additionally, five IT department staff members provided input via an open-ended questionnaire, and their unique insights are summarized in this section.

The data from the interviews was triangulated with quantitative findings to form a comprehensive conclusion.

Respondent 1 ; The Director of Research at a Government-sponsored youth empowerment organization acknowledged that the management possessed a comprehensive comprehension of the organization's direction. The communication, direction, mission statement, visions, and objectives were effectively articulated. In the area of Human Resource Development, Respondent 1 expressed concern that the budget allocated for training and development was consistently cut. They were neutral about whether leadership prioritized learning and growth. However, the respondent agreed that strategic controls were in place, collaboration and communication were encouraged, process improvements were occurring within their department, a customer response system was implemented, and technological capabilities had been achieved in their organization. On the other hand, the respondent disagreed that sufficient tools were provided. They recommended improving the work environment and increasing funding for research.

Respondent 2: Director at one of GSYEOs, in social development agreed that their leadership understood the direction the organization was heading and had documented their mission, vision, and objectives. The respondent agreed that they had alert system, reviewed projects, took corrective actions. The respondent agreed that the culture of collaboration, communication and

sense of belonging was encouraged. The respondent agreed that GSYEOs were constantly attempting to innovate. The respondent was neutral in matters technology and denied that the management had trained them on matters technology. Recommends annual training, youth empowerment centres and adequate budget

Respondent 3: Director of entrepreneurship and skills development at GSYEO agreed that the leadership at GSYEOs knew the direction in which the organization was heading as well as the mission and the vision. The respondent was neutral as to whether the leadership prioritized training and development. The respondents were neutral as to whether there were alert systems in their organization or whether the management increased employees' morale. The respondent agreed that process improvement was taking place. The respondent said that they lacked the tools to do their work well. The respondent said no technological solutions were being developed in their organization.

Respondent 4: Director at GSYEO agreed that they had mission, vision, objectives well communicated to them and that they knew why they had the role they had. The respondent argued that their leaders had not done much to encourage them to become the best that they could be. The respondent said they did not have an alert system to monitor the changes in the environment. The respondent argued that their organization did not encourage a sense of belonging and that they were not well compensated for their work. The participant stated that they did not have system to adequately respond to clients' needs. The participant said there were no technological inventions or digital assets in their organization

Respondent 5: Assistant Director at policy and research at GSYEOs, was non-committal as to whether the leadership knew where the organization was going. The participant said their leaders did not prioritize their training and development and that they did not have a system in place to take care of the welfare of the clients. The participant said there was no sense of belonging in GSYEOs, and that they were not provided with tools and equipment that they need for their work. The respondent said there were no digital technologies within the organization.

Respondent 6: Assistant Director at GSYEOs, agreed that their leadership knew where the organization was heading to but did not take corrective actions whenever projects were reviewed. The participant said there were no process improvement taking place in their organization. The participant said their organization does not provide training required to do adequate work. The participant said they did not have a client system to support the youth. The participant argued that IT technologies were non-existence.

Respondent 7: Assistant Director at GSYEO, said their organization did not have a clear sense of where they wanted their organization to be in 5 years. The respondent agreed that human capital development was adequate and that the management prioritised training and development. Agrees that they take corrective actions and conduct regular project review meeting. Agrees that the organization encourages a sense of belonging. Disagrees that technology is being utilised in the organization. The respondent suggested that the organization should carry out a survey to understand the needs of the youth.

Respondent 8: Programme head of one of the empowerment programmes in an informal settlement. Agrees that the organization has a clear understanding where it is headed with mission, vision and objectives. Disagrees that leaders consider the welfare and well-being of employees. Agrees that they conduct regular project review meetings. Agrees that the culture of the organization is positive and collaborative. Agrees that tools and materials needed for their work is sufficiently provided for. Recommends funding for training and development.

Respondent 9: Head of youth empowerment centres. Agrees that the organization has clear mission, vision, and values. Agrees that the management tries its best to empower the staff. Agrees that culture within the organization is conducive to productivity and is collaborative in nature. Disagrees that technology has been implemented within the organization. Recommends that the management should provide tools and equipment required for work.

Respondent 10: CEO/ Head of Kenya of one of the empowerment programmes financed by the word bank, says their organization has a mission, vision and values. Is actively involved in capacity development for its employees. Has a collaborative culture, has grievance response system transparent to the donors. Technology is well advanced as the organization is automated. However, the organization does not have an enterprise resource system to track its achievements. The respondent recommends that this should be put in place, as delays on disbursements of the loan should be. Additional training in areas such as monitoring and evaluation and project management should be enhanced.

Respondent 11: Head of one of the state departments. Agrees that the organization understands its mandate and has key Key Performance Indicators. Agrees that the leadership are not risk averse. Agrees that culture is collaborative and supportive. Argues that the organization does not have IT infrastructure including internet connectivity. Recommends that budget allocation for training should be disbursed.

Respondent 12: Assistant Director of human resource development. Agrees that organization is has a vision and a mission. Employees are empowered to do their work well. Culture is conducive for the organization's vision to flourish. Objectives are incorporated into the culture. The participant recommends that budget allocation for training should be provided. Providing an enabling work environment, increase allocation of funds to enhance physical meeting, increase physical interactions with the youth, develop youth centric communication channel, embrace digitization.

Respondent 13: Head of programme in one of the youth empowerment fund, agrees that the organization knows where it is headed. However, budget allocation is a problem. Agrees that their skills are constantly upgraded. Regular meetings are conducted, however no regular feedback is provided. No process improvement is taking place. Services provided to the youths have not been improved. New ideas and innovative ways of doing things are not introduced regularly. Sufficient budget is not allocated and employees are not trained to be innovative. Recommends provision of adequate working equipment, introducing an award system, continuous public awareness forums, documenting of best practices, digitization of process and products. Diversification of loan products and monitoring and evaluation.

4.4.2 Summary of Analysis of Respondents

The interviewees possessed substantial knowledge, and extensive work experience, and held leadership positions in government-sponsored youth empowerment organizations (GSYEOs). Consequently, the information they provided is likely to be independent, diverse, and trustworthy, offering valuable insights from individuals with in-depth knowledge and expertise in the sector. The most frequently cited concern among the interviewees was the absence or insufficiency of strategic control. A secondary issue that emerged was organizational culture. However, it was observed that the implementation of strategic direction was generally well-established and consistently practised across the organization. There was consensus that training was lacking due to lack of funds.

The respondents had several suggestions on how staff could improve productivity. They recommended fostering teamwork and valuing diverse perspectives. Other suggestions included identifying areas for automation, embracing continuous improvement, and digitising processes to diversify products and enhance efficiency. Additionally, respondents emphasised the importance of monitoring and evaluating processes, offering freelance opportunities, and cultivating a supportive work environment. Multiple submissions were made through a web platform with various tags and indexes.

The respondents highlighted several areas where leadership in various Government-Sponsored Youth Employment Organizations (GSYEOs) has excelled. In some GSYEOs, leaders have motivated and empowered their teams to enhance their IT skills, resulting in greater efficiency.

Measures taken include regular meetings, training, provision of efficient internet, fostering a positive work environment, peer training, process automation, provision of IT resources, involving all team members in projects, and educating people of all ages. In one GSYEO, officers are empowered for unit management with open communication to lenders for support. Emphasis on employee well-being, mentorship programs, Management Information Systems (MIS) utilisation, strategic development initiatives, and teamwork has also been noted for improving performance. Additionally, there is a focus on engaging in project initiation, capacity building, equipment provision, and adherence to regulations. One GSYEO is actively restructuring processes and services to enhance efficiency and ensure seamless operations.

Additional suggestions on how GSYEOs could be improved came from the IT staff and included; enhancing meeting productivity, GSYEOs should consider implementing additional IT training initiatives, integrating online courses like Moringa School to explore emerging technologies such as big data, and scheduling regular technology-focused training sessions. Moreover, fostering innovation, involving team members in decision-making processes, and embracing automation could significantly improve operational efficiency. It is also crucial to prioritise regular progress updates, offer skill development opportunities in areas like project management, and cultivate a supportive work environment. Recognising achievements through awards, organising team-building exercises, and providing incentives that can effectively boost staff motivation. Furthermore, prioritising effective communication, fostering collaboration, and investing in advanced technology and other essential resources are vital components for achieving success.

Recommendations for enhancing client relations and service delivery encompass offering immediate responses to inquiries, establishing digital platforms for remote service accessibility, enhancing collaboration and leadership, automating processes, leveraging big data analytics, soliciting client feedback, providing staff training, engaging youth in decision-making, implementing monitoring and evaluation initiatives, and embracing technology-driven communication and service delivery approaches.

The respondents gave suggestions to make the organisation more productive and efficient: fully automating processes, improving internet speed and connectivity, defining clear goals and tasks for each employee, monitor and motivate staff, embrace technology and innovation, encourage team collaboration, focusing on continuous improvement, and monitor and evaluate processes for adjustments. Additionally, GSYEOs were requested to consider enhancing internal controls, providing training for staff, and diversifying products. Strengthening accounts, reducing bureaucratic processes, and engaging stakeholders for better outcomes.

The themes emerging were the need for innovation and the need for training. The general feeling was that there was no sufficient fund for training and development.

A predominant concern emerging from the data is the limited understanding of technology among managers. Notably, several senior leaders exhibited confusion regarding technological terminologies, while others were entirely unfamiliar with recent innovations. This lack of technological proficiency poses significant challenges for organizations tasked with managing and empowering large numbers of youth across the country.

The community's perspective coming out is the ability of leaders to make organizations more efficient and productive: fully automating processes, improving internet speed and connectivity,

defining clear goals and tasks for each employee, monitor and motivate staff, embrace technology and innovation, encourage team collaboration, focus on continuous improvement, and monitor and evaluate processes for adjustments.

4.4.3 Limitation of Key Informant Interviews

The researcher triangulated the key informant interview responses with the quantitative data gathered from the structured questionnaire. Although the responses represented the personal views of the participants, some may have been influenced by bias, while others were likely shaped by the respondents' individual experiences.

4.5 Diagnostic Test

The study had four predictor variables, a moderator variable, and one outcome variable. Linear regression was the statistical method chosen. To utilise linear regression, it was important to determine whether regression assumptions had been met before the regression model could be fitted. This section details the tests that were performed to ascertain whether the model assumptions had been violated or not including the normality tests (section 4.5.1), homoscedasticity tests (section 4.5.2), multi-collinearity tests (section 4.5.3), and auto-correlation tests (4.5.4).

4.5.1 Normality test

To determine whether the data distribution for each variable varied statistically from a normal distribution, a normality test was performed. Chi-square, F-test, and T-tests cannot be performed on non-normally distributed data (Khatun, 2021). Andrews et al. (1973) argue that because of

countless deviations from normality, there is a need for multiple approaches to testing for normality. Goodness for fit is used to test whether a sample follows a normal frequency, several tests of normality can be done to ascertain goodness for fit such as Kolmogorov-Smirnov (KS) and Shapiro-Wilk (SW), P-P Plot, Skewness and Kurtosis (Hatem et al., 2022).

4.5.1.1 Kolmogorov-Smirnov (KS) and Shapiro-Wilk (SW)

KS and SW are among the most popular methods. The null hypothesis of the KS and SW statistical tests states that the frequency distribution of the data has a normal distribution when the p-value is greater than 0.05. If the p-value is less than 0.05, the data is considered to be significantly deviating from a normal distribution, according to the results of the KS and SW tests. The data is considered normally distributed and the null hypothesis is subsequently accepted if the p-value is greater than 0.05 (Razali & Wah, 2011).

Table 4.21

KS and SW statistics.

Variables	KS		SW	
	Stat	**Sig.**	**Stat**	**Sig.**
Strategic direction	0.085	.200[*]	0.950	0.010
Strategic control	0.088	.200[*]	0.973	0.166
Culture	0.082	.200[*]	0.970	0.115
Human focus	0.091	.200[*]	0.971	0.122
Performance	0.086	.200[*]	0.978	0.294
Digital capability	0.093	.200[*]	0.973	0.165

Research data (2024)

The tests were carried out as shown in Table 4.18, and the Kolmogorov-Smirnov (KS) test indicated that for all variables, the P-value is greater than 0.05, except for strategic direction, where the Shapiro-Wilk test indicated that the P-value is smaller than 0.05 (Table 4.18). Nevertheless,

other factors, such as sample size, can affect statistical outcomes, with larger sample sizes often resulting in lower P-values (Khatun, 2021). Therefore, graphical approaches were employed in addition to the KS and Shapiro-Wilk analyses to ascertain if the data is normally distributed.

4.5.1.2 Kurtosis and Skewness

Alongside the implementation of graphs and KS and Shapiro-Wilk tests, the evaluation of Kurtosis and Skewness was conducted as part of the normality testing process.

Table 4.22

Kurtosis and skewness statistics results

Variables	Kurtosis	Skewness
Strategic direction	1.51	-0.699
Strategic control	0.508	-0.172
Culture	0.011	-0.117
Human focus	-.0740	-.0740
Performance	-0.331	-0.378
Digital capability	-0.198	0.710

Research data (2024)

From the results, the values of skewness are below 0.7, while kurtosis is below 1.51. The threshold for data normality varies among researchers, with some suggesting ±1 and others suggesting ±3 (Şirin et al., 2018). The obtained results showed that normality tests were met by all the constructs.

4.5.2 Graphical Methods

Besides statistical methods, graphical approaches were employed to determine whether the bars exhibited a symmetric bell shape for normal distribution (Das et al., 2016).

4.5.2.1 Strategic direction

Figure 4.2

Strategic direction histogram

Histogram
Dependent Variable: PERFORMANCE_MEAN

Mean = -3.45E-15
Std. Dev. = 0.992
N = 66
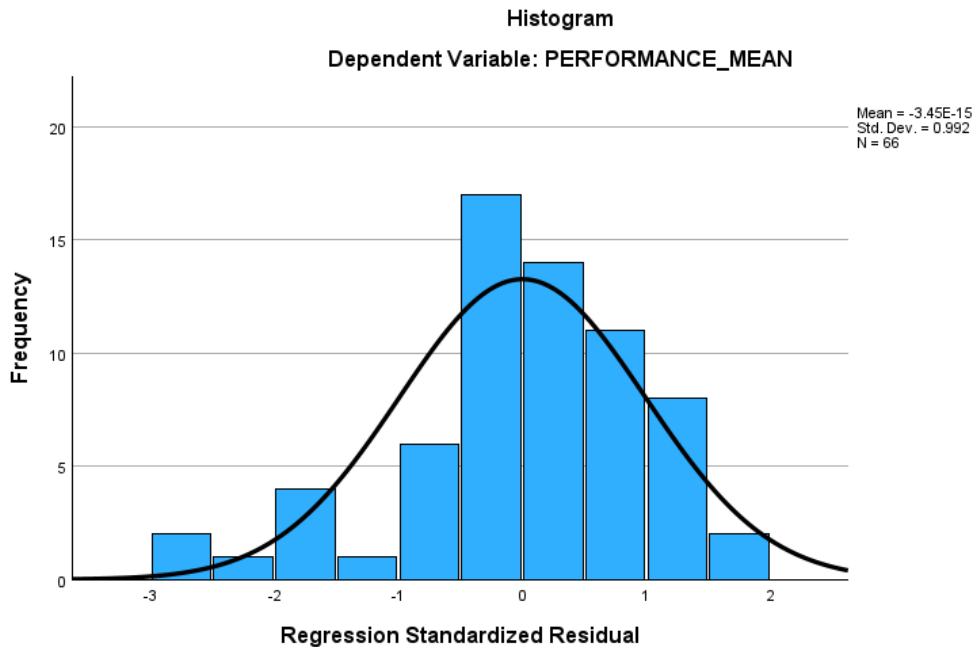
The Histogram diagram for the strategic direction

Despite the fact that the histogram diagram shows that the data for strategic direction does not exactly fit into a normal distribution, it still slightly deviates from the expected bell shape. However, the assumption for the linear regression model regarding strategic direction is considered met. This determination is supported by the small deviation observed, with the Kolmogorov-Smirnov (KS) statistic exceeding the threshold p-value of 0.05. Furthermore, the Skewness and Kurtosis values fall below the range of ± 3.0. Consequently, the linear regression model is deemed suitable for examining the impact of predictor variables on the study's outcome variables.

Figure 4.3

Strategic direction normal probability plot

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: PERFORMANCE_MEAN
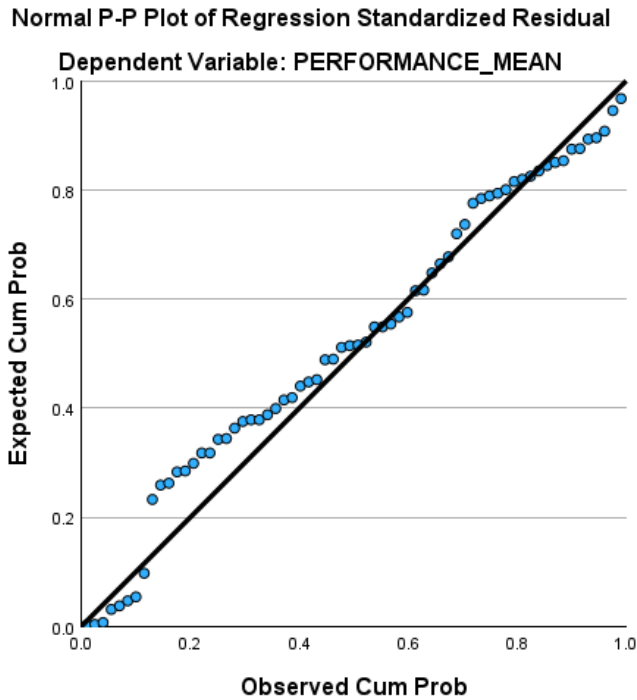
Normal probability plot for the strategic direction

According to Khartun (2020), in normally distributed data, all points should align along a straight line; deviations from this line indicate a departure from normal distribution. In the tests conducted for the variables, the data predominantly falls within this straight line, with minor deviations. Had the data formed an arc or been widely scattered, it would suggest a non-normal distribution. Thus, the decision was made to proceed with the linear regression model.

4.5.2.2 Human Resource Development

Figure 4.4

Histogram for Human Resource Development

Histogram
Dependent Variable: Performance_Mean

Mean = 3.05E-15
Std. Dev. = 0.992
N = 66
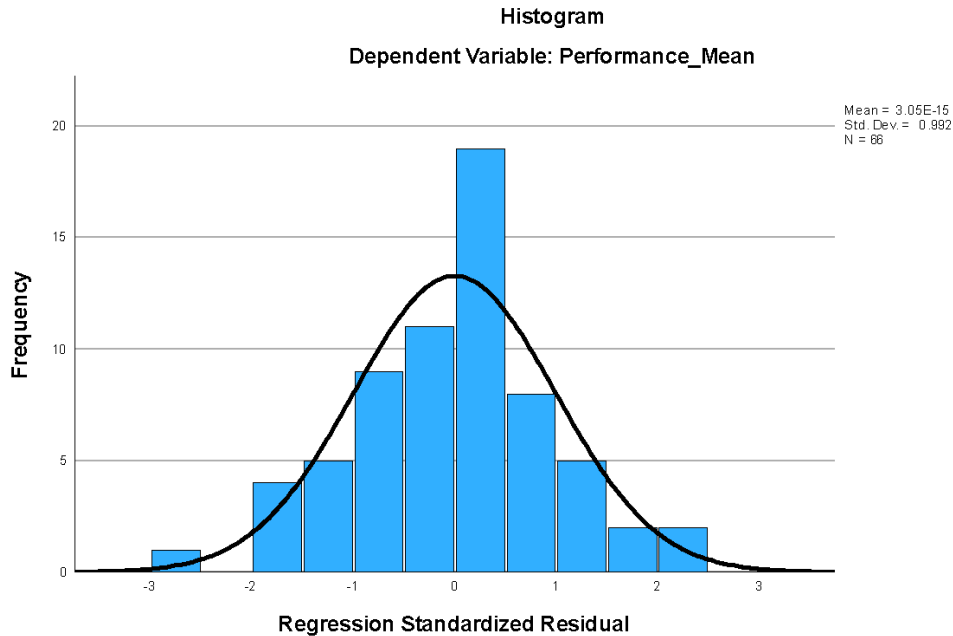
The Histogram diagram for The Human Resource Development (HRD)

Although the data collected on human resource development does not perfectly adhere to a normal distribution, as evidenced by the histogram diagram, it exhibits only a slight deviation. Despite this, the Kolmogorov-Smirnov (KS) and Shapiro-Wilk models surpass the critical p-value of 0.05. Additionally, both skewness and kurtosis fall within the acceptable range of -0.1 and +0.1, respectively. Consequently, human resource development is considered to have met the assumption of the linear regression model.

Figure 4.5

Human resource development normal probability plot

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Performance_Mean
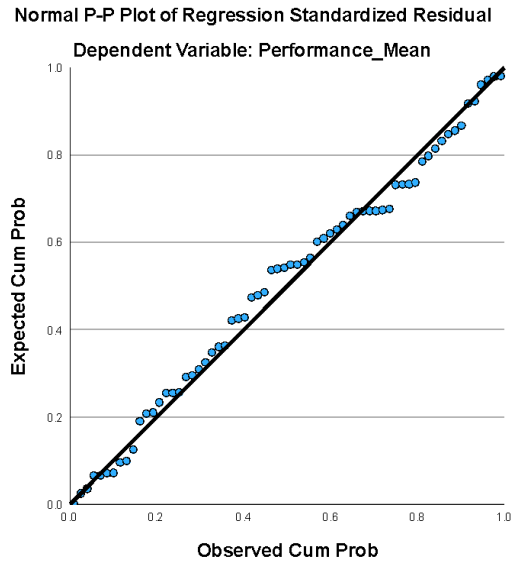
Normal probability plot for Human Resource Development

The normality p-plot for Human Resource Development illustrates that the data predominantly conforms to a straight line, albeit with minor deviations. The assumption of the linear regression model is considered met.

4.5.2.3 Organizational Culture

Figure 4.6

Histogram for Organizational Culture

Histogram
Dependent Variable: PERFORMANCE_MEAN

Mean = 1.10E-15
Std. Dev. = 0.992
N = 66
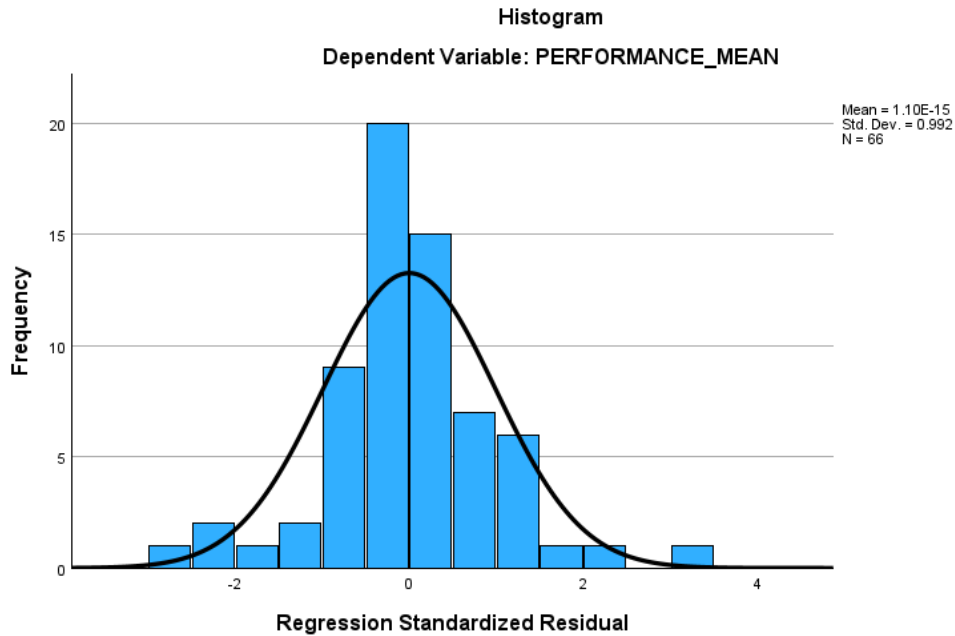
The Histogram diagram for Culture

According to the analysis, the data mostly conforms to a normal distribution; minor deviations from this distribution are seen in the culture histogram picture, but they are not large enough to refute the linear regression model's premise. Culture is therefore thought to have satisfied the requirements for the linear regression model. The results of the KS and SW tests, which both produce p-values over the crucial threshold of 0.05, support this conclusion. The fact that the skewness and kurtosis are within the permissible ranges of -0.1 and +0.1, respectively, adds more evidence that the linear regression model is appropriate for examining how predictor factors affect the result variable.

Figure 4.7

Normal probability plot for Culture

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Performance_Mean
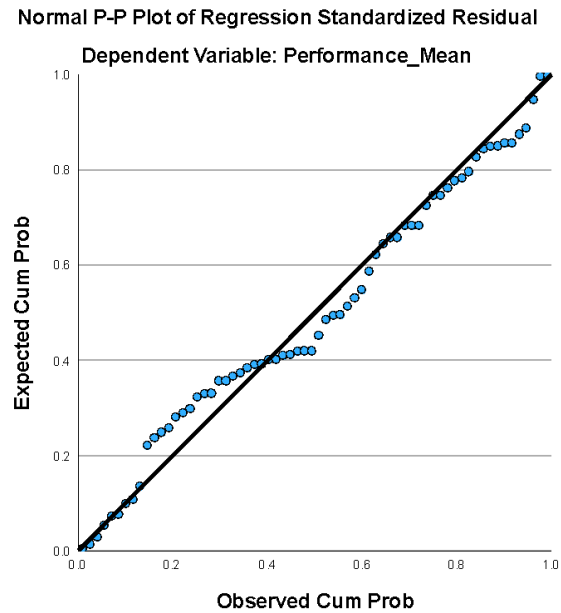
A normal probability plot for culture

The normality p-plot for culture illustrates that the data predominantly conforms to a straight line, with minor deviations. Consequently, the linear regression model is considered suitable for analysing the relationship between predictor variables and the outcome variable.

4.5.2.4 Strategic Control

Figure 4.8

Normal probability plot for Strategic Control

Histogram
Dependent Variable: PERFORMANCE_MEAN

Mean = -3.65E-15
Std. Dev. = 0.992
N = 66
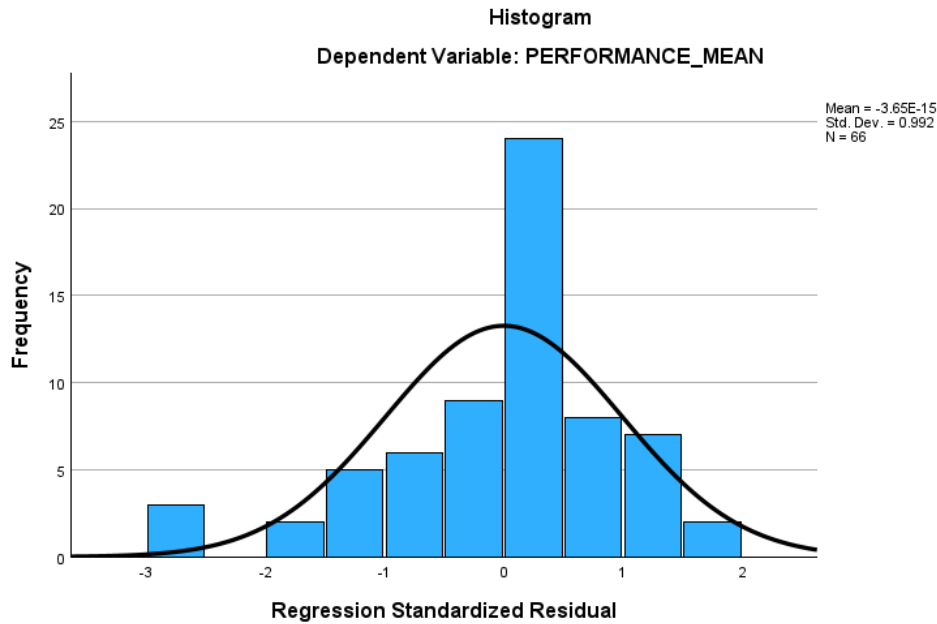
The Histogram diagram for Strategic control

The data obtained exhibits a normal distribution with minor deviations from a perfect bell shape, as indicated by the strategic control histogram. Strategic control is considered to have met the assumption for the linear regression model, as evidenced by the KS and SW tests, which produced P-values above the threshold of 0.05. Additionally, both skewness and kurtosis fall within the range of ±1.0. Therefore, the linear regression model is deemed to have satisfied its assumption for examining the relationship between variables.

Figure 4.9

Normal probability plot for Strategic control

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Performance_Mean
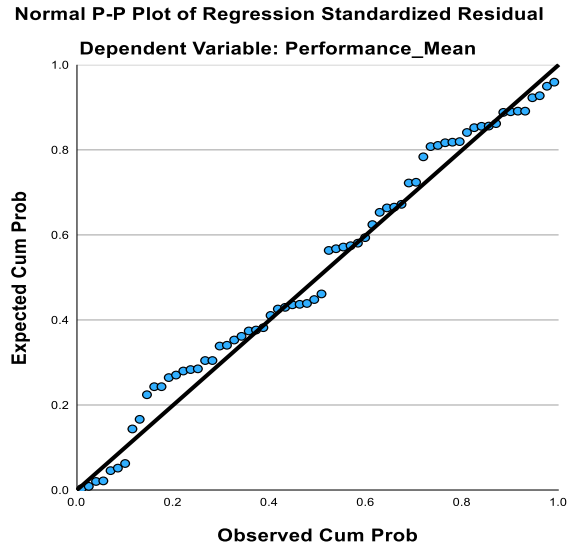
P-P diagram for Strategic control

The normality p-plot for strategic control indicates that the data falls predominantly along a straight line, with only minor deviations observed. As a result, the linear regression model is considered to have fulfilled the assumption required for its application.

4.5.2.5 Digital Capability

Figure 4.10

Histogram for Digital capability

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Histogram
Dependent Variable: Performance_Mean

Mean = -3.85E-16
Std. Dev. = 0.992
N = 66
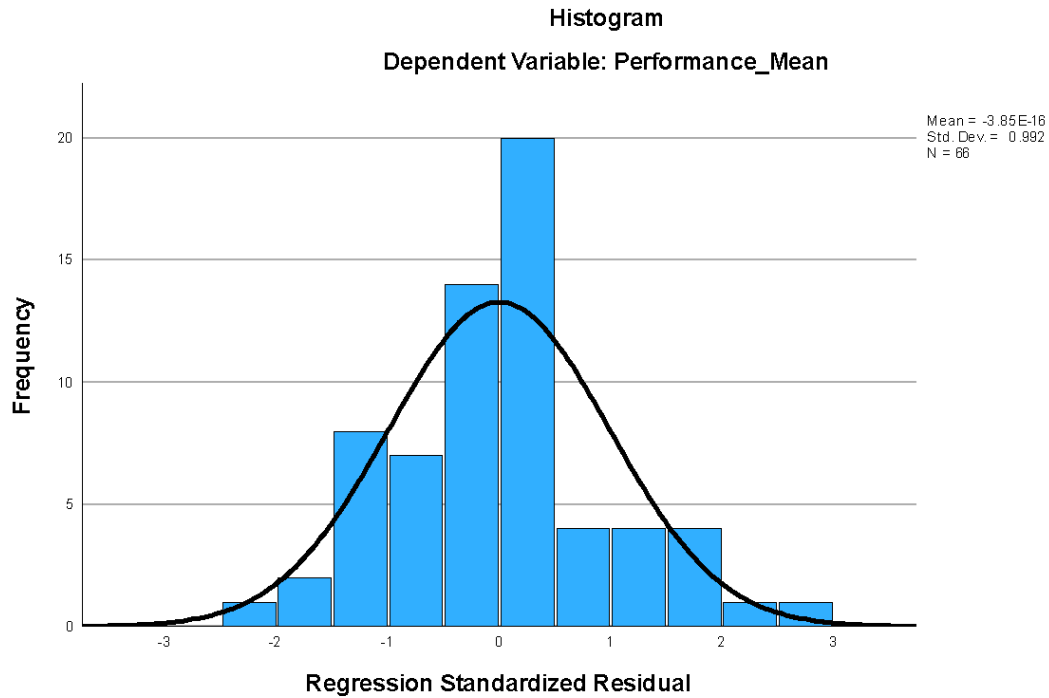
The histogram diagram for digital capability illustrates that the collected data adheres to a normal distribution, albeit with a slight deviation from a perfect bell shape. Furthermore, both the KS and SW tests produce values above the critical p-value of 0.05. Additionally, the skewness and kurtosis values are within the threshold of ±1.0. Therefore, digital capability is considered to have fulfilled the assumption required for the linear regression model.

Figure 4.11

Normal probability plot for Digital capability

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Performance_Mean
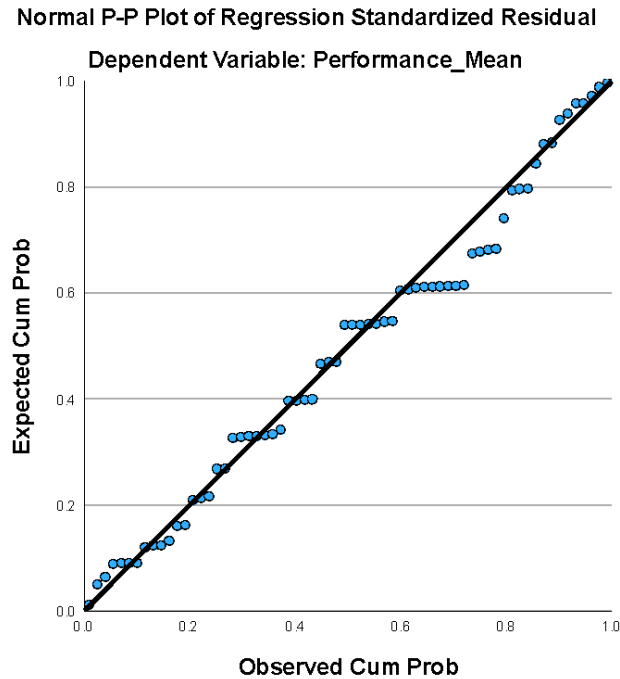
P-P diagram for digital capability

The normality p-plot for Digital Capability demonstrates that the data primarily aligns with a straight line, with minor deviations observed. Therefore, the linear regression model is deemed a suitable method for examining the relationship between the predictor variables and the outcome variable.

4.5.2.6 Organisational Performance

Figure 4.12

Normal Probability Plot for Performance

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Performance_Mean
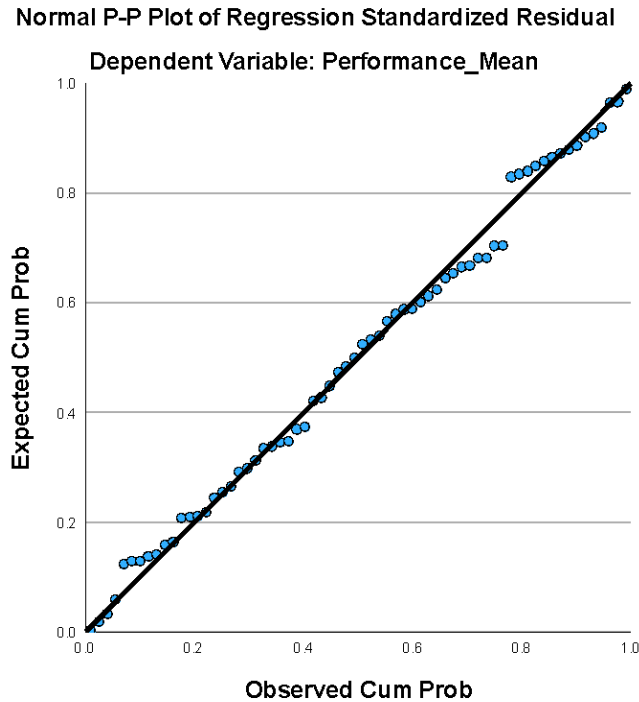
When the p-value for Organisational Performance exceeds 0.05, acceptance of the null hypothesis is observed, as indicated by the KS and SW statistics. With a p-value greater than 0.05, both KS and SW tests suggest that the sample data conforms to a normal distribution (Pearson, 2010). The data depicted in Figure 4.11 demonstrates an attempt to approximate a normal distribution, with only minor deviations observed. Since this deviation is not significant, the standard regression model was utilised to ascertain the influence of the independent variable on the outcome variable.

In summary, this research has employed a range of methods, such as KS and SW statistics, kurtosis and skewness calculations, histogram graphs, and quantile-quantile plots, to assess the fulfilment of linear regression assumptions. Khatun (2021) suggests that thoughtfully chosen graphical representations provide enhanced analysis compared to solely relying on statistical measures.

While graphical tools may lack objectivity, they remain unaffected by sample sizes, unlike statistical methods.

4.5.2.7 Homoscedasticity

Maintaining consistency in the error term, or random disturbance, between outcome and predictor variables across all values of predictor variables is paramount. The variation of residuals should exhibit uniformity at each point across the model, indicating consistent noise distribution. This uniformity is crucial, as it acts as a measure of the model's noise. Ordinary Least Squares (OLS) assign equal weight to all observations, yet observations with greater disturbance may exert more influence (McDonald et al., 2019).

Figure 4.13

Normal P-P Plot

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Performance
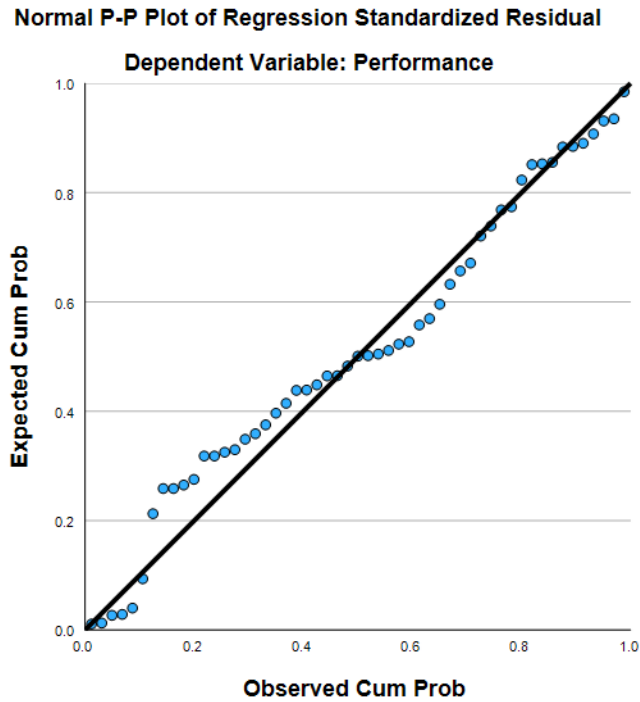
Figure 4.12 depicts small circles closely aligned with the normality lines, with minor variation observed, suggesting that the data may not adhere perfectly to linearity. However, given the absence of significant deviations, it can be deemed to have passed the test for linear regression or met the prerequisites for linear regression.

Figure 4.14

Scatter Plot

Scatterplot

Dependent Variable: Performance
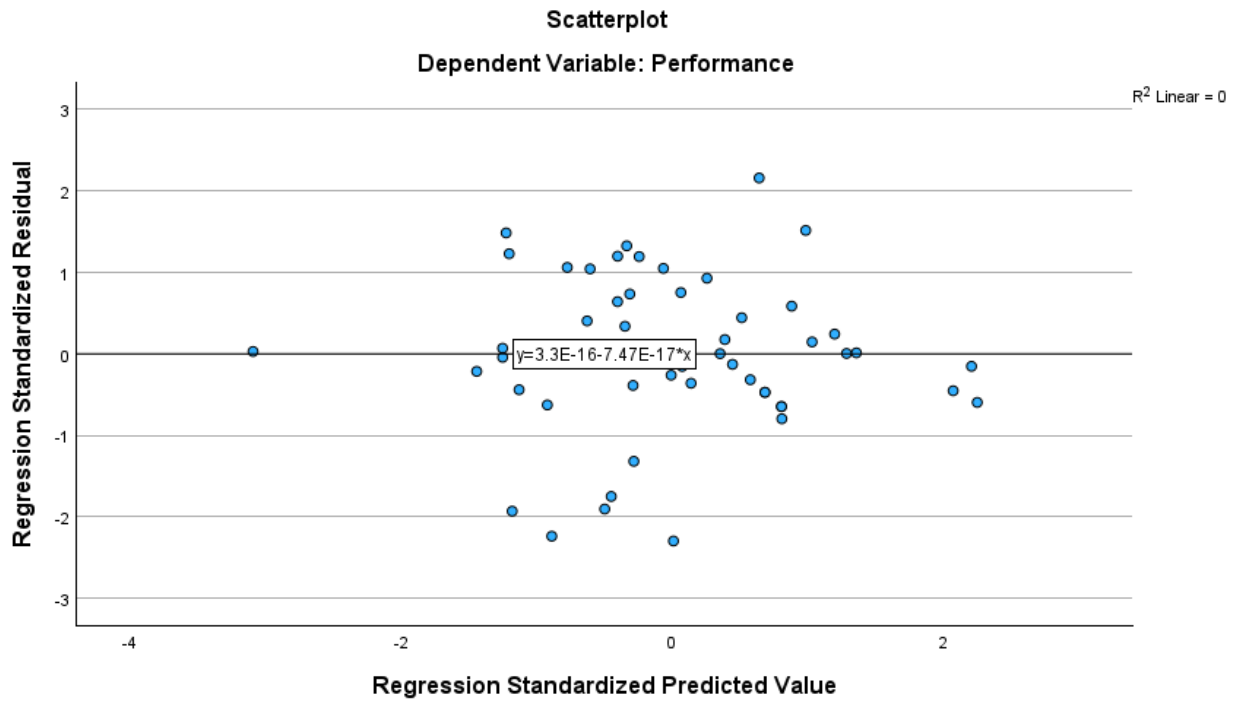
A scatterplot was utilized to assess the assumption of homoscedasticity. In Figure 4.13, the dots display a lack of discernible pattern, indicating conformity with homoscedasticity. Ideally, the dots should maintain a consistent distance from the straight line, as observed in the figure. Additionally, points generally fall within the range of -3 and +3, which is consistent with the presented figure.

Figure 4.15

Normal P-P Plot

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Performance
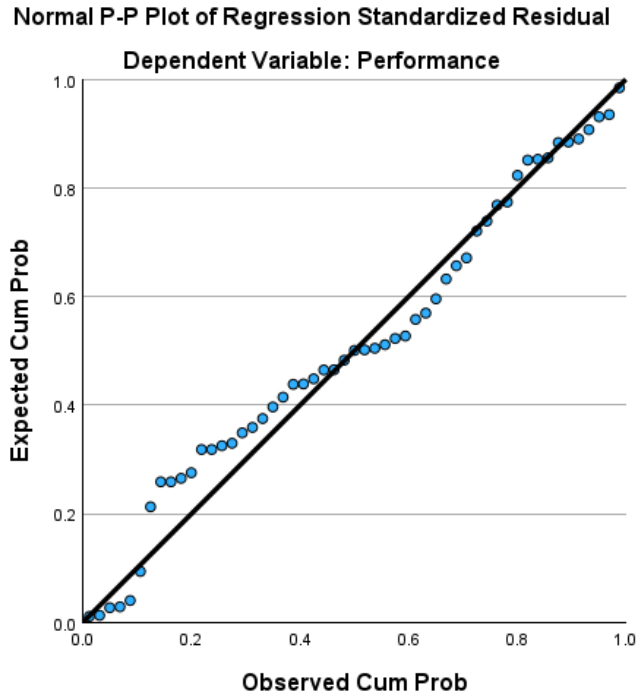
The model should demonstrate constant variance and a mean of zero. While the distribution is very close to normal, it is not precisely normal. However, there is no evidence suggesting that the error term deviates from normal behaviour. In addition to scatter plots, a Levene test was conducted as an additional measure to ensure consistent variances across samples. According to Levene, the null hypothesis assumes equal variances for all samples, while the alternative hypothesis suggests unequal variances for at least one pair. To support the null hypothesis of equal variances, the test's p-value must exceed the chosen significance level. Conversely, if the p-value falls below 0.05, it indicates unequal variances (Shrestha, 2020).

Table 4.23

Homoscedasticity

Variables	Levene Stats	df1	df2	Sig.

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Organisational Performance	Mean	0.001			1	64	0.978
	Median	0.024			1	64	0.878
	Median and with adjusted df	0.024			1	61.4	0.878
	Trimmed mean	0.000			1	64	0.993

	Lavene	Df1	Df2	Anova
Strategic Direction	0.280	13	47	<0.001
Human Resources	0.348	13	40	<0.001
Strategic Control	0.413	14	45	<0.001
Culture	0.138	15	39	<0.001

Research Data (2024)

For organisational performance, the p-value exceeds 0.05 (p=0.978), and for all other factors, the p-value is also greater than 0.05. Since Levene's test results in non-significant findings, equal variances are assumed. The null hypothesis of Levene's test, which asserts that variances are equal across all samples, is accepted. We have adequate evidence to conclude that the variance in organisational performance between predictor variables is equal: F(1,64)=0.001, p=0.978.

4.5.3 Multicollinearity Test

This arises when two or more predictor variables are highly correlated. This phenomenon can render significant variables statistically insignificant. Moreover, multicollinearity undermines the reliability of results by increasing the variance of regression coefficients, leading to instability. Consequently, it complicates the interpretation of coefficients (Shrestha, 2020). Linear regression presupposes the absence of a perfect relationship between the exploratory variables. Multicollinearity occurs when two or more predictors in a regression model are substantially or

moderately correlated, thereby causing Ordinary Least Squares to falter in producing estimates of regression coefficients.

According to Dawit (2020), in regression analysis, it's crucial for predictor variables not to exhibit high correlation. Variance inflation factor (VIF) values below 5 suggest a slight correlation, while values exceeding 10 indicate high multicollinearity (Shrestha, 2020).

VIF was computed for each independent variable. Variables such as strategic control and culture exhibited VIF values above 3, indicating slight redundancy with other variables. However, since they were less than 5, they were retained. As depicted in Table 4.22, all Variance Inflation Factors for the variables remained below 5, while Tolerance values were greater than 0.01 but less than 10 for all variables (Dahabreh et al., 2020).

Table 4.24

Test of Multicollinearity

Variables	Tests	
	Tolerance	**VIF**
Strategic Direction	.414	2.417
Human resource	.349	2.866
Culture	.298	3.359
Strategic Control	.224	4.458
Digital Capability	.646	1.549

Outcome Variable: Organisational Performance

The VIF values in Table 4.23 are less than five but greater than one, indicating a moderate level of correlation between the variables. A Variance Inflation Factor of 4 or less is generally not a cause for concern. Only one variable in the data exceeded slightly above 4. Considering that other

researchers set the threshold below 5 (Shrestha, 2020), the results are considered to have passed multicollinearity tests.

4.5.4 Autocorrelation Test

Positive autocorrelation results in underestimated *p-values* and too narrow confidence intervals, knowing its presence will help the researcher select an appropriate statistical analysis (Huitema & Laraway, 2006). The observations or individual data points are supposed to be independent of one another or uncorrelated (Dawit, 2020).

Table 4.25

Autocorrelation Summary

Variables	Durbin-Watson
Strategic Direction	2.311
Human Capital	2.0
Culture	2.0
Strategic Control	2.497
Leadership Practices	2.31

Research Data (2024)

From Table 4.24, the auto-correlation ranges from 2.0 to 2.497, positioning it closer to the mid-range and suggesting no auto-correlation. According to Bobbit (2024), Durbin-Watson statistic values should be above 2.0. As Table 4.23 illustrates, the results fall within this threshold.

4.5.5 Test of Linearity

This method was used to investigate the relationships between Performance (consisting of internal focus, customer relationship, and learning and growth). Organisational Performance was

correlated with strategic direction, strategic control, culture, human focus, and digital capability –
the moderating variable.

Table 4.26

Correlation coefficient results

Variables	Strategic Direction	Strategic Control	Culture	Human Resource	Digital Capability	Performance
Strategic Direction	1.000					
Strategic Control	.692**	1.00				
Culture	.611**	.697	1.00			
Human Resource Development	.463**	.685**	.592**	1.00		
Digital Capability	.392**	.507**	.632**	.615**	1.00	
Performance	**.589**	**.743**	**.688**	**.743**	**.858**	**1.00**

**. Significant correlation

The correlation coefficient ranges from -1 to 1, indicating both the strength and direction of the

relationship between two variables. The farther the value is from 0, the stronger the correlation.

The correlation matrix shows positive correlations among the variables. The results (shown in

Table 4.25) demonstrate that strategic direction has a significant positive linear relationship with

performance (r=0.589, P<0.001), strategic control (r=0.743, P<0.001), culture (r=0.688, P<0.001),

and human resource development (r=0.743, P<0.001). The strongest correlation is between digital

capability and performance (r=0.858, P<0.001), followed by human resource development,

strategic control, and culture in relation to performance. All components of strategic leadership

show a significant positive relationship with performance at the 95% confidence level, as well as

with the moderating variable.

4.6 Simple Linear Regression

After meeting the prerequisites for linear regression, the study proceeded to examine linear regression for each independent variable. Although some tests revealed minor deviations from the required threshold, they were not deemed significant enough to necessitate substantial alterations. Further tests, including the utilisation of statistics and graphs, were conducted. As a result, a linear regression model was used to assess the impact of strategic leadership on the performance of GSYEOs. Below are the results of the regression analysis for each independent variable:

Table 4.27

Independent and dependent relationships on simple linear regression models

	R	R²	Adjusted R²	Se	ΔR²-	F Δ	df1	df2	Sig. F Change
Strategic Direction	.589	0.346	0.336	0.578	0.35	33.91	1	64	<.001
Human Resources	.743	0.552	0.545	0.478	0.55	78.98	1	64	<.001
Culture	.688	0.474	0.465	0.518	0.47	57.58	1	64	<.001
Strategic Control	.743	0.552	0.545	0.478	0.55	79.01	1	64	<.001

Research data, 2024

The relationship between organisational performance and strategic direction is statistically significant as (p<0.05), 34.6% of the change in the organisational performance of GSYEOs can be explained by the regression model (R^2=0.346, ΔR^2=0.336, *F*(1,64)=33.913, *P*<0.001). The presence of a positive correlation (r=0.589) suggests that an increase in strategic direction is associated with a corresponding increase in organisational performance. The analysis showed evidence of a significant effect of strategic direction on the performance of GSYEOs.

The relationship between organisational performance and human resource development is statistically significant as (p<0.05), 55.2 % of the variation in the performance can be explained

by the regression model (R^2=0.552, ΔR^2=0.545, $F(1,64)$ =78.980, P<0.001). The positive correlation (r=0.743) indicates that organisational performance also tends to increase when strategic direction increases. Therefore, human resource development significantly predicts organisational performance.

The influence of culture on performance is statistically significant as (p<0.05), 47.4% of the variation in the organisational performance can be explained by the regression model (R^2=0.474, ΔR^2=0.465, F $(1,64)$ =57.58, P<0.001). The observed positive correlation (r=0.688) suggests that there is a tendency for organisational performance to increase alongside cultural improvements. Therefore, culture significantly predicts organisational performance.

The relationship between organisational performance and strategic control is statistically significant as (p<0.05), 55.2% of the change in the organisational performance of GSYEOs can be explained by the regression model (R^2=0.552, ΔR^2=0.545, $F(1,64)$=79.012, P<0.001. The presence of a positive correlation (r=0.743) suggests that an increase in strategic control is associated with a corresponding increase in organisational performance. The analysis showed evidence of a significant effect of strategic leadership on the performance of GSYEOs. Strategic control significantly predicted organisational performance.

4.7 ANOVA (F-Test) Analysis

This section contains Anova analysis for all the predictor variables. This test was performed in order to test suppositions.

4.7.1 ANOVA (F-Test) Analysis for Strategic direction and performance

Table 4.28

ANOVA (F-Test) Analysis for independent variables and organisational performance

		SS	df	MS	F	Sig.
Strategic Direction	Regression	11.295	1	11.295	33.913	<.001[b]
	Residual	21.316	64	0.333		
	Total	32.611	65			
Human Resource Development	Regression	18.014	1	18.014	78.980	
	Residual	14.597	64	0.228		
	Total	32.611	65			
Strategic Control	Regression	18.017	1	18.017	79.012	<.001[b]
	Residual	14.594	64	0.228		
	Total	32.611	65			
Culture	Regression	15.444	1	15.444	57.58	<.001[b]
	Residual	17.167	64	0.268		
	Total	32.611	65			

Research data, 2024

Table 4.29

Estimated model coefficients for simple linear regression models

	B	Std. Error	Standardized Coefficients Beta	t	Sig.
(C)	0.506	0.554		0.914	0.364
Strategic Direction	0.737	0.127	0.589	5.823	<.001
(C)	1.249	0.282		4.423	<.001

Human Resource	0.634	0.071	0.743	8.887	<.001
(C)	0.675	0.346		1.951	0.106
Strategic Control	0.788	0.089	0.743	8.889	<.001
(C)	0.785	0.390		2.014	0.48
Culture	0.751	0.099	0.688	7.588	<.001

Research data, 2024

An F-test was performed to test the null hypothesis.

Ho₁: There is no significant relationship between strategic direction and performance of Government-sponsored Youth Empowerment Organisations (GSYEOs). F-statistic is less than 0.001, which signifies a significant influence on organisational performance. Therefore, the null hypothesis is rejected. The results confirmed that the influence of strategic direction on performance is statistically significant and strategic direction can predict the organisational performance of GSYEOs.

In analyzing the relationship between Strategic Direction and Organizational Performance, the constant (a) is 0.506, which is greater than 0. The p-value (<0.001) is well below the significance threshold of 0.05, confirming statistical significance. The coefficient (β) is 0.737, significantly different from zero. As a result, the null hypothesis is rejected, indicating that β1 is not equal to zero. The regression equation Y=0.506+0.737(Strategic Direction)+εY=0.506+0.737(Strategic Direction)+ε illustrates a positive linear relationship between Organizational Performance and Strategic Direction. This finding aligns with Odero (2023), whose study on the SACCO sector revealed that setting a strategic direction had a notable impact on performance, explaining 5.3% of SACCO performance, with the remaining 94.7% attributed to other factors.

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Similarly, these results are consistent with Munyao et al. (2020), who investigated the effect of strategic direction on the effectiveness of Africa Inland Church (A.I.C.) theological training in Kenya. Their study found a positive correlation between strategic direction and effectiveness, with r=0.465r=0.465 and r2=0.216r2=0.216, showing that strategic direction explained 21.6% of the variance in A.I.C. training performance. This is in line with the current study, which shows that strategic direction accounts for 34.6% of the variation in GSYEOs' organizational performance. Munyao et al. concluded that to remain competitive and adapt to a changing environment, institutions need capacity-building efforts. All four elements of strategic direction—vision, mission, core values, and objectives—were found to have a positive correlation with performance, underscoring the importance of leadership skilled in setting strategic direction.

Similar findings were reported by Ramadhan (2022), whose simple linear regression model yielded an R^2 value of 0.6747, closely mirroring the results of this research.

Ho$_2$: *Human resource development does not statistically influence the performance of Government-sponsored Youth Empowerment Organisations (GSYEOs)*. The results show that the F-statistic is less than 0.001, which signifies a strong positive influence of human resource development on organisational performance. Therefore, the null hypothesis is rejected. The results confirmed that the relationship between human resource development and performance is statistically significant and that human resource development can predict the organisational performance of GSYEOs.

The relationship between Human Resource Development (HRD) and Organisational Performance (OP) was examined, revealing significant findings. Table 4.27 displays a constant value of 1.249,

surpassing the baseline of 0. Additionally, the p-value is below 0.001, well under the conventional threshold of $p<0.05$. The coefficient β is calculated as 0.634, demonstrating statistical significance compared to 0. These results strongly reject the null hypothesis, indicating that β is indeed nonzero. The equation $Y = 0.634 + 1.249$ (HRD) + Error term describes the relationship, suggesting a positive linear association between Organisational Performance and Human resource development.

The relationship between intellectual capital and company performance was studied by Abdullah and Sofian (2012). Human capital had the highest positive correlation coefficient ($r=0.533$) of all the intellectual capital types examined. This demonstrates a strong positive correlation between human capital and performance. This finding, however, ran counter to other earlier studies that suggested that relational capital, which is the most significant type of intellectual capital, was the most significant asset, followed by spiritual capital. That being said, the researcher concurs with the current study in showing that human capital does statistically and significantly affect organisational performance.

Ajisafe et al. (2015) looked at the effect of capital management on organisational performance using data gathered from 62 senior permanent employees across 5 out of 12 banks using a descriptive study methodology. The findings showed a positive and significant relationship between performance and human capital management. According to the report, employees should be allowed to advance their careers rather than just being employed for the sake of the company. Training and development should be given top priority. The correlation analysis showed a positive result of 0.297, which is consistent with the current study's findings. The study suggested that to improve a particular human resource, businesses should hire the best candidates for the positions

that need them, continuously develop the employees by making them aware of the latest human capital practices, and prioritise training and development.

Ho₃: *There is no influence of strategic control on the performance of Government-sponsored Youth Empowerment Organisations (GSYEOs).* Table 4.27 indicates that the F-statistic is less than 0.001, which signifies a strong positive relationship between strategic control and organisational performance. Therefore, the null hypothesis is rejected. The results confirmed that the influence of strategic control on performance is statistically significant and that strategic control can predict the organisational performance of GSYEOs.

The examination of the linear relationship between Strategic Control and Organisational Performance yielded notable findings. As observed in Table 4.27, the constant value of 0.675 exceeds 0, indicating a substantial baseline. Moreover, the p-value, falling below 0.001, aligns with the recommended threshold of $p < 0.05$. The coefficient β stands at 0.788, demonstrating statistical significance compared to 0. Consequently, the null hypothesis is confidently rejected, affirming that β is indeed nonzero. The equation Y = 0.675 + 0.788 (Strategic Control) + Error term succinctly represents this relationship. It suggests a positive linear association between Organisational Performance and Strategic Control.

The findings are aligned with Alshaiti (2023) who found that organisational performance was significantly influenced by internal control ($\rho = 0.000$, $\beta = 0.563$). Similarly, Hoai et al. (2022) found that internal control mechanisms increased the intensity of innovation, which enhances organisational performance.

Ho₄: The influence of culture on the performance of Government-sponsored Youth Empowerment Organisations (GSYEOs) is not significant.

Table 4.28 shows that the F-statistic is below 0.001, indicating a strong positive relationship between culture and organizational performance. This result leads to the rejection of the null hypothesis, confirming that the relationship between culture and performance is statistically significant and that culture can be a predictor of organizational performance in GSYEOs.

Several key findings emerged from the analysis of the correlation between culture and organizational performance. The constant value of 0.785 suggests a significant baseline in the relationship. The p-value, which is below 0.001, is well within the conventional threshold of $p<0.05$. The coefficient β, at 0.751, is statistically significant compared to 0, leading to the rejection of the null hypothesis and affirming that β is nonzero. The regression equation Y=0.785+0.751(Culture)+Error term effectively captures a positive linear relationship between organizational performance and culture.

Owino and Kibera (2019) investigated the impact of organizational culture on the performance of Kenyan microfinance institutions and found that culture significantly affected non-market performance. This aligns with the current study's findings (R^2=0.669), which suggest that a strong culture aligned with strategy and structure contributes to a long-term competitive advantage. However, Abawa and Obse (2024) conducted a study that contradicted these results, indicating that organizational culture had an indirect impact on performance, with a coefficient of 0.723. Their research suggested that performance, influenced by external job characteristics, would benefit from policies that foster positive relationships among employees, as satisfied employees are likely to contribute more effectively to organizational success.

4.8 Multiple Regression Analysis

This regression relies on several assumptions about the data, each essential for its validity. Firstly, an adequate sample size is crucial. Secondly, issues may arise if the tolerance value exceeds 0.1 or if the Pearson correlation coefficient exceeds 0.9. Furthermore, each independent variable should have a correlation coefficient of less than 0.7 with others, as evidenced by the correlation coefficient results in Table 4.27. Additionally, the homoscedasticity assumption must be satisfied. In Table 4.22, where all Variance Inflation Factors (VIFs) are less than 5.0 and all tolerance values exceed 0.1, it indicates either non-correlation or only moderate correlation among independent variables. Moreover, the homogeneity of the data is demonstrated through the non-significance of the Levene test. Histograms, normal probability plots, and frequency assessments were conducted to evaluate normal distribution. Although slight deviations were noted, the data generally approximated a normal curve (Tabachnick & Fidell, 2007). Finally, as shown in Table 4.30, the researcher utilised multiple regression analysis at a 95% Confidence Interval to evaluate the hypothesis.

Table 4.30

The summary result for the multiple regression model

M	R	R²	Adjusted R²	Se	Change Statistics				
					R²-change	F Change	df1	df2	Sig. F Change
1	.830ᵃ	0.690	0.669	0.41	0.690	33.879	4	61	<0.001

a. Explanatory variables

Only 69.0% of the variability in organisational performance can be attributed to the predictor factors (X), as shown in Table 4.*30*, in the relationship between strategic leadership practices (strategic control, strategic direction, culture, and human resource development) and

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organisational performance ($R^2 = 0.690$). The remaining 31.0% of the difference suggests that other factors may influence the organisation's performance. The accuracy of the model's predictions can be determined by evaluating the R^2 value. Thus, strategic leadership practices emerge as key contributors to the organisational performance of Government Sponsored Youth Organisations (GSYEOs) in Kenya. The consensus among other researchers is that strategic leadership, while undoubtedly important, is not the sole factor influencing organizational performance, as indicated by their similar conclusions. Other moderating and mediating factors such as organizational culture, environmental dynamics, technological innovation, and employee engagement also play important roles.

Wang et al. (2022) found that strategic leadership alone was not sufficient to achieve organizational performance, arguing the need to align organizational culture and external environment. Deinert et al. (2015) discovered that the effectiveness of strategic leadership is influenced by other factors, including team dynamics and organizational support, which moderates the impact of leadership on performance. Carmeli et al. (2019) highlighted the role of mediating factors such as employee perceptions of organizational support and trust in leadership, which contributed to the overall effectiveness of strategic leadership in driving performance.

Table 4.31

The summary result for the influence of independent variables on dependant variables in multiple regression analysis

	Organisational Performance

Variables	Standardised Coefficients Beta	Sig	t	CI: 95%
(C)	-.087	0.829		
Strategic Direction	0.121	0.347	.947	-.135, .378
HRD	.338	<.001	3.938	.166, .510
Culture	.238	.043	2.067	.008, .469
Strategic Control	.268	.050	1.998	.000, .536

Note: *** Statistically significant

In multiple regression analysis, the analysis showed that human resource development positively influenced organisational performance (β =0.338, t=3.94, p<0.001, CI= 0.166, 0.510).

Likewise, the analysis showed that culture positively influenced organisational performance (β =0.238, t=2.067, p<0.001, CI= .008, 0.469). The analysis also showed that we do not have evidence of the influence of strategic control and strategic direction on organisational performance.

4.21.1 Anova Table for the regression model

The ANOVA Table below tests whether the overall regression model is a good fit for the data.

Table 4.32

The summary result for Anova in multiple linear regression

M		SS	df	MS	F	Sig.
1	Regression	22.488	4	5.622	33.879	<.001[b]
	Residual	10.123	61	0.166		
	Total	32.611	65			

a. Outcome variable: Performance
b. Explanatory: (C), culture, strategic direction, strategic control, human resource

The table shows that the predictor variables statistically significantly predicted the Outcome Variables, f (4,61)=33.88, p <0.001, R^2=0.690 which also means that the regression model is a good fit for the data. The Analysis of Variance (ANOVA) for combined predictor variables shows

that the *P-value* (p<0.001) is less than the threshold of (p<0.05), Strategic leadership significantly impacts Organisational Performance. The multiple regression analysis model shows that strategic leadership significantly influences organisational performance, while the components of strategic leadership have varying contributions to the model.

Table 4.33

Estimated model coefficients

Model		Unsta. Coefficients		Stand. Coefficients	t	Sig.	95.0% CI	
		B	Std. Error	Beta			Lower B	Upper B
1	(C)	-.087	.402		-.217	.829	-.890	.716
	Strategic Direction	.121	.128	.097	.947	.347	-.135	.378
	HRD	**.338**	**.086**	**.396**	**3.938**	**<.001**	**.166**	**.510**
	Strategic Control	.268	.134	.218	1.998	.050	.000	.536
	Culture	**.238**	**.115**	**.253**	**2.067**	**.043**	**.008**	**.469**

a. Outcome Variable: Performance

b. Research data (2024)

The Statistical significance of each of the explanatory variables was tested, and whether the unstandardised coefficient is equal to 0 in the population was tested. If p<0.05 it can be concluded that the coefficient is statistically significant. From the model, only Human Resource Development (HRD) and Culture are statistically different. The model also shows that human resource development is the most important variable (β=0.338, followed by strategic control β=0.268, followed by culture (β=0.238) and the least important variable is the strategic direction (β= 0.121).

In summary, a multiple regression analysis showed that the predictor variables statistically predicted organisational performance, $F_{(4,61)}=33.879$, $p<0.001$, $R^2=0.69$. Only two variables (Human resource development and culture) were statistically significant in the prediction.

4.9 Hierarchical Multiple Regression Analysis

To comprehend each independent variable's impact on the outcome variable in a multiple regression model and to test the predictions, a hierarchical multiple regression using four blocks of variables was performed. The single variable in the first block was the strategic direction, and the outcome variable was organisational performance. The second block's outcome variable was organisational performance, and it covered strategic direction and human resource development. Human resource development, culture, and strategic direction were all covered in the third block. Culture, strategic control, human resource development, and strategic direction were all included in the fourth block. The systematic addition of blocks was based on consistent empirical outcomes of studies which have ranked strategic leadership practices based on their perceived level of importance as follows; Strategic direction is number one, followed by human resource development, culture and then strategic control (Hagen et al., 1998; Fourie, 2010; Lear; 2012; Olaka; 2016). Utilizing both control theory and incremental validity; variables were introduced first based on their ranking, to isolate the effect of variables based on ranks. The second reason was to understand whether adding new predictors would improve the model's explanatory power (Tabachnick & Fidell, 2019).

Table 4.34

The summary result for hierarchical multiple regression

	Change Statistics

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M	R	R²	Δ R²	Se	R²-change	F Change	df1, df2	Sig. F Change
1	.589[a]	.346	.336	.57711	.346	33.913	1,63	<.001
2	.793[b]	.629	.617	.43847	.282	47.870	1,62	<.001
3	.818[c]	.669	.653	.41707	.041	7.631	1,62	.008
4	.830[d]	.690	.669	.40736	.020	3.991	1,61	.050

   a. Strategic direction
   b. Strategic direction, Human Resource Development
   c. Strategic direction, Human Resource Development, Culture
   d. Strategic direction, Human Resource Development, Culture, Strategic Control

The hierarchical regression analysis results reveal that the inclusion of strategic direction yielded a statistically significant impact, explaining 34.6% of the variance in GSYEOs' performance (R^2 = 0.346, $\Delta R2$ = 0.336, F(1,63) = 33.913, P < 0.001). Subsequently, the addition of Human Resource Development in model 2 significantly enhanced the model (p < 0.001), contributing to an additional 28.2% variance in predicting GSYEOs' organisational performance (R^2 = 0.629, ΔR^2 = 0.282, F(1,62) = 47.87, P < 0.001).

Incorporating culture into the model was also statistically significant (p = 0.008), introducing a 4.1% increase in predicting GSYEOs' organisational performance (R^2 = 0.669, ΔR^2 = 0.653, F(1,62) = 7.631, P > 0.05). However, the inclusion of Strategic Control was potentially statistically significant (p = 0.05) and contributed only 2% variance in predicting GSYEOs' organisational performance (R^2 = 0.690, ΔR^2 = 0.669, F(1,62) = 10.672, P < 0.05).

Table 4.35

Standard coefficient showing individual Outcome Variables

Coefficients

M		B	Std. Error	Stand. coefficient Beta	t	sig
1	(C)	.506	.554		.914	.364
	Strategic Direction	.737	.127	.589	5.823	<.001
2	(C)	.033	.426		.077	.939
	Strategic Direction	.390	.108	.311	3.595	<.001
	Human Resources	.511	.074	.599	6.919	<.001
3	(C)	-.140	.410		-.341	.734
	Strategic Direction	.237	.117	.189	2.025	.047
	Human Resource	.416	.078	.488	5.316	<.001
	Culture	.310	.112	.284	2.763	.008
4	(C)	-.087	.402		-.217	.829
	Strategic Direction	.121	.128	.097	.947	.347
	Human Resource	.338	.086	.396	3.938	<.001
	Culture	.238	.115	.218	2.067	.043
	Strategic Control	.268	.134	.253	1.998	.050

Note: *** shows the results are statistically significant

Research data (2024)

The results showed that the first model was significant $F(1,64)=33.913$, p<0.05, $R^2=0.346$), Strategic direction was significantly associated with performance ($\beta=0.737$, t=5.823, p<0.05) the second model showed a significant improvement in the model with the inclusion of human resources and was also significantly associated with performance ($\beta=511$, t=6.919, p<0.05). Strategic direction was significantly associated with performance ($\beta=0.390$, t=3.595, p<0.01).

The third model included three predictor variables, in which all the predictor variables were significantly associated with the Outcome Variable: Human resource ($\beta=0.416$, t=5.316, p<0.05) and Culture ($\beta=0.310$, t=2.763, p<0.05). Strategic direction ($\beta=0.237$, t=2.025, p<0.047). The presence of human resources and culture reduces the influence of strategic direction on performance.

In the fourth model, where all predictor variables were included, the predictability of the model increased by 2%. The addition of the fourth predictor variable, strategic control, led to a reduction in the influence of strategic direction on the Outcome Variable ($\beta = 0.121$, $t = 0.94$, $p = 0.347$). While strategic direction maintained a positive correlation, it no longer exerted a significant influence on the outcome variable. Meanwhile, strategic control showed a positive but potentially statistically significant association with the Outcome Variable ($\beta = 0.268$, $t = 1.998$, $p = 0.050$). On the other hand, Human resource development ($\beta = 0.338$, $t = 3.938$, $p < 0.001$) and culture ($\beta = 0.238$, $t = 2.067$, $p < 0.05$) demonstrated a positive and significant impact on organisational performance.

4.10 The Moderating effect of Digital Capability on the influence of strategic leadership on performance

Table 4.36

Hierarchical model with a moderator variable

M	R	R²	Adjusted R²	Se	Change Statistics			
					R²-change	F Change	df1, df2	Sig. F Change
1	.589ᵃ	.346	.336	.57711	.346	33.913	1,63	<.001
2	.793ᵇ	.629	.617	.43847	.282	47.870	1,62	<.001
3	.818ᶜ	.669	.653	.41707	.041	7.631	1,62	.008
4	.830ᵈ	.690	.669	.40736	.020	3.991	1,61	.050
5	.929ᵉ	.862	.851	.27346	.173	75.361	1,60	<.001
6	.938ᶠ	.879	.860	.26512	.017	1.959	4,56	.113

  a. Strategic direction
  b. Strategic direction, Human Resource Development
  c. Strategic direction, Human Resource Development, Culture
  d. Strategic direction, Human Resource Development, Culture, Strategic Control
  e. Strategic direction, Human Resource Development, Culture, Strategic Control, Digital capability

f. Strategic direction, Human Resource Development, Culture, Strategic Control, Digital capability, Interactive terms

Hierarchical regression was conducted to ascertain the moderation effect and control for covariate effects. Results from Table 4.36 demonstrate that incorporating variables and interaction terms notably enhanced the predictive power of strategic leadership on organisational performance. The addition of digital capability significantly augmented the model's prediction from 69% to 86.2%, whereas the inclusion of interactive terms further increased the prediction from 86.2% to 87.9%.

Table 4.37

Summary of Correlation Coefficient of all the models

M	B	Std. Error	Beta	t	Sig	95.0% CI Lower Bound	Upper Bound
1 (C)	.506	.554		.914	.364	-.601	1.612
Strategic Direction	.737	.127	.589	5.823	<.001	.484	.989
2 (C)	.033	.426		.077	.939	-.819	.885
Strategic Direction	.390	.108	.311	3.595	<.001	.173	.606
HRD	.511	.074	.599	6.919	<.001	.364	.659
3 (C)	-.140	.410		-.341	.734	-.960	.680
Strategic Direction	.237	.117	.189	2.025	.047	.003	.471
HRD	.416	.078	.488	5.316	<.001	.260	.573
Culture	.310	.112	.284	2.763	.008	.086	.534
4 (C)	-.890	.716		-.217	.829	-.890	.716
Strategic Direction	-.135	.378	.097	.947	.347	-.135	.378
HRD	.166	.510	.396	3.938	<.001	.166	.510
Culture	.008	.469	.218	2.067	.043	.008	.469

Strategic Control		.000	.536	.253	1.998	.050	.000	.536
5 (C)		-.889	.196		-1.276	.207	-.889	.196
Strategic Direction		.004	.349	.141	2.045	.045	.004	.349
HRD		.033	.278	.182	2.534	.014	.033	.278
Culture		.028	.338	.168	2.361	.022	.028	.338
Strategic Control		-.129	.244	.054	.615	.541	-.129	.244
Digital Capability		.394	.631	.569	8.681	<.001	.394	.631
6 (C)		-.716	.374		-.630	.531	-.716	.374
Strategic Direction		-.109	.263	.062	.834	.408	-.109	.263
HRD		-.010	.258	.145	1.852	.069	-.010	.258
Strategic Control		.082	.400	.221	3.038	.004	.082	.400
Culture		-.119	.259	.066	.739	.463	-.119	.259
Digital Capability		.424	.676	.611	8.736	<.001	.424	.676
Strategic Direction Moderator Variable	*	**-.431**	**-.036**	**-.166**	**-2.369**	**.021**	**-.431**	**-.036**
Culture x Moderator		-.077	.304	.084	1.194	.238	-.077	.304
Strategic Control Moderator Variable	*	-.238	.295	.022	.215	.831	-.238	.295
Human Resources Moderator Variable	*	-.193	.077	-.070	-.864	.391	-.193	.077

Research data (2024)

According to the null hypothesis, 5, digital capability does not moderate the influence of strategic leadership practices (human resource development, culture, strategic control, and strategic direction) on organisational performance in government-sponsored youth empowerment organisations. As shown in Table 4.37 above, only the association between strategic direction and organisational performance is moderated by digital capacity (p-value = 0.21).

Figure 4.16

The Moderating influence of digital capability Strategic Direction (SD) and Performance
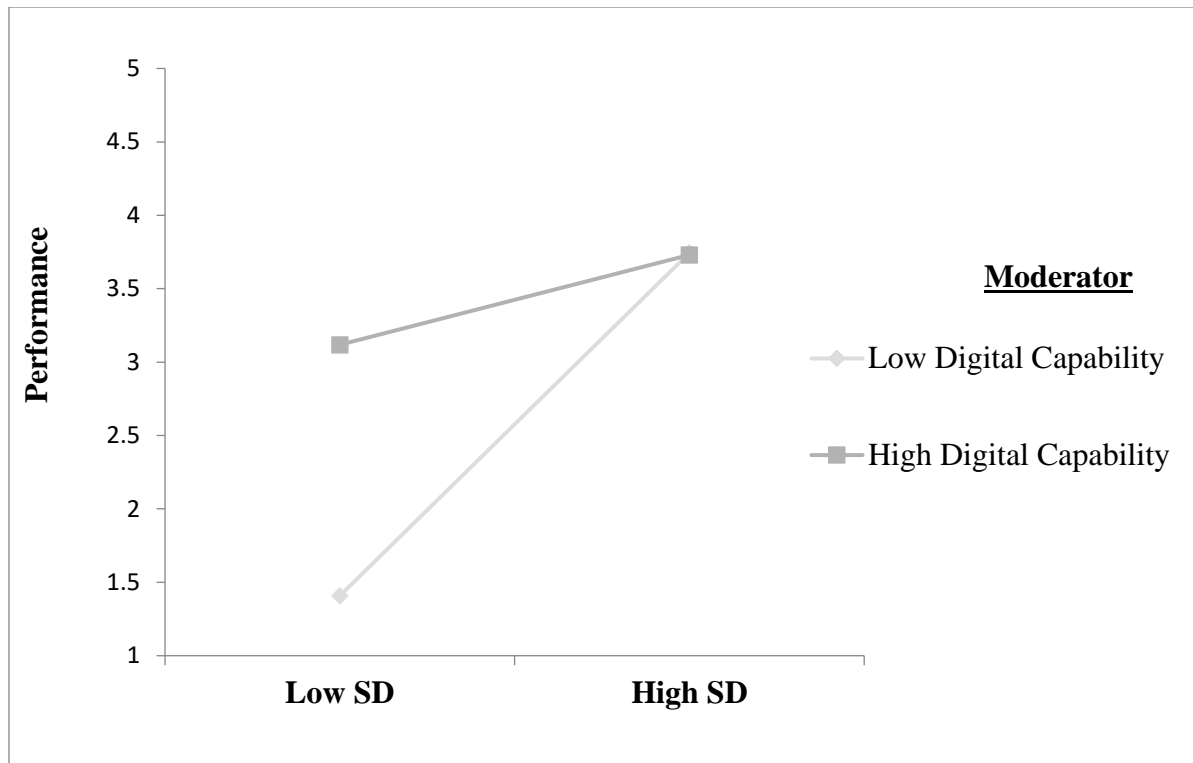
Research data (2024)

A hierarchical multiple regression analysis was conducted to test the null hypothesis concerning the moderating variable. This analysis involved centering the means of the moderating and independent variables and creating interaction terms between them. The results indicated that digital capability moderates the positive relationship between strategic direction and organizational performance but in a negative manner. Specifically, digital capability negatively influenced this relationship ($\beta = -0.431$, CI = -0.431, -0.036, $P < 0.05$). Although strategic direction initially has a positive effect on organizational performance, higher digital capability seems to weaken this effect. This could suggest that as organizations enhance their digital capabilities, they might face challenges in converting strategic direction into measurable performance improvements. Digital capabilities might introduce complexities that impact the effectiveness of traditional strategic approaches. Organizations may need to adapt their strategies to better align with or

leverage their digital capabilities, as some strategic initiatives may be less effective in a digital context.

The analysis also revealed that the moderating effect of digital capability on the relationship between human resource development and organizational performance was negative and not statistically significant (β = -0.058, CI = -0.193, 0.077, P = 0.391). Thus, the null hypothesis, which posits no moderating influence of digital capability on this relationship, was accepted.

Similarly, Table 4.35 shows that the moderating effect of digital capability on the relationship between culture and organizational performance is positive but not statistically significant (β = 0.114, CI = -0.77, 0.304, P = 0.238). Therefore, the null hypothesis, which asserts no moderating influence of digital capability on this relationship, was accepted.

Finally, since the p-value in Table 4.35 (p = 0.831) exceeds 0.05, it can be concluded that digital capability does not moderate the relationship between strategic control and organizational performance. The moderating effect is positive but not statistically significant (β = 0.029, CI = -0.328, 0.295, P = 0.831). Thus, the null hypothesis, which states that digital capability does not moderate the influence of strategic control on organizational performance, was accepted.

4.11 Summary

In a multiple linear regression analysis involving strategic direction, strategic control, culture, and human resource development, human resource development showed the highest Beta weight, indicating it has the most substantial impact on organizational performance. Despite the presence of capital and advanced technology, it is ultimately human capital that builds the internal competencies necessary to address challenges in both internal and external environments

effectively. Culture, with the second-highest Beta value, is considered the unifying force that aligns the organization's efforts towards common goals. Conversely, strategic direction contributed the least in this analysis. This may be due to its focus on long-term objectives, vision, and mission, which might not have immediate short-term impacts. In the public sector, factors such as bureaucratic red tape, complex decision-making, hierarchical structures, and intricate policies can also slow down the implementation of strategic direction.

Digital capability was found to dampen the positive relationship between strategic direction and performance. This finding may seem counterintuitive given previous studies that highlight the role of technological capabilities in providing competitive advantages and enhancing performance (Wilden & Gudergan, 2015). However, other research also points to potential downsides of digital capabilities, such as the challenges related to learning, relational capabilities, creativity, and emotion (Usai et al., 2021). Innovative organizations often spend significant time on research and development, which can negatively impact short-term performance. For GSYEOs, which are currently underfunded, especially in critical areas like internal competencies and digital skills, the introduction of digital capabilities without adequate training and competence may hinder the organization's vision and mission as staff focus on acquiring new skills. While certain digital assets and skills, such as patents, blockchain, and the Internet of Things, may offer long-term benefits, they can consume resources in the short term and reduce interactions, limiting the cross-fertilization of knowledge.

Using data from the World Bank's Enterprise Surveys 2020, which comprised 999 enterprises across 27 countries, Heredia et al. (2022) investigated the mediating influence of technological capabilities and the Human Development Index (HDI) on performance. The study discovered that technological capabilities act as a mediator between performance and digital capacity, rather than

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having a direct impact on company performance. It also advocated for quick digitalization in poor nations to increase productivity, arguing that digital capabilities can spur technical innovation more quickly than traditional approaches. Therefore, performance may not be directly impacted by digital capability.

According to Usai (2021), a firm's innovation performance is not significantly impacted by regularly utilized digital capabilities, and using these capabilities excessively can exhaust traditional innovation resources like relational capital. Principal component analysis was used in an empirical study to determine which digital technologies are essential for large EU-based enterprises to do well in innovation. According to the findings, R&D expenditure was a better indicator of innovation than digital capacity. In addition, Information technology did not influence the association between the effectiveness of internal control and report quality, according to research by Imran et al. (2021) that looked at the relationship between internal auditor service and human resource development.

5.0 SUMMARY AND RECOMMENDATIONS

5.1 Introduction

The findings, recommendations, and main research impact are outlined below. The study has examined the quantitative relationship between strategic leadership and performance using data from Kenyan youth empowerment organisations that are sponsored by the government. Thus, the main data from GSYEOs, study objectives, theories, and conceptual and empirical literature were the major topics of this overview. Section 5.2 presents the summary of the findings, section 5.3 presents the conclusion, section 5.4 presents contribution, section 5.5 presents recommendations and section 5.6 presents suggestions for further research.

5.2 Summary

With an emphasis on the moderating function of digital capacity, the study sought to evaluate the effect of strategic leadership practices on organizational performance in Kenya's Government Sponsored Youth Empowerment Organizations (GSYEOs). Four important variables were included in the analysis of strategic leadership practices; these were organizational culture, strategic direction, human resource development, and strategic control. The analysis was based on Ireland and Hitt's strategic leadership model. The analysis concentrated on IT staff members as well as medium and high level managers.

After testing five hypotheses, the results showed that strategic leadership practices had a major effect on GSYEOs' organizational performance. It was discovered that the correlation between organizational performance and strategic direction was weakened by digital capacity. The linkages

between organizational performance and the other three strategic leadership practices—organizational culture, strategic control, and human resource development—were not substantially impacted by digital capabilities. Sections 5.2.1 to 5.2.5 provide specific results of the study.

5.2.1 Influence of Strategic Direction on Organizational Performance

This relationship was examined using the null hypothesis (Ho1), which posited that there is no statistically significant influence of strategic direction on organizational performance. The correlation analysis revealed a strong, positive relationship ($r = 0.589$, $p < 0.05$) between strategic direction and organizational performance. Additionally, simple linear regression analysis indicated that strategic direction explains 34.6% of the variance in performance ($R^2 = 0.346$, $R = 0.589$). Based on these results, the null hypothesis was rejected, suggesting a significant impact of strategic direction on GSYEO performance.

5.2.2 Influence of Human Resource Development on Organizational Performance

This relationship was examined using null hypothesis Ho2, which stated that there is no statistically significant influence of human resource development on organizational performance. The analysis revealed a statistically significant relationship ($p < 0.05$). The linear regression model showed that human resource development accounts for 55.2% of the variance in organizational performance ($R^2 = 0.552$, $\Delta R^2 = 0.545$, $F(1, 64) = 78.980$, $p < 0.001$). Additionally, a strong positive correlation ($r = 0.743$) was observed, indicating that increases in human resource development are associated with improvements in organizational performance. Consequently, the null hypothesis was rejected.

5.2.3 Influence of Culture on Organizational Performance

This relationship was examined using null hypothesis Ho3, which posited that culture has no statistically significant influence on organizational performance. The correlation analysis revealed a strong, positive relationship ($r = 0.818$, $p < 0.05$), indicating that organizational performance is significantly predicted by culture. Based on these findings, the null hypothesis was rejected.

5.2.4 Influence of Strategic Control on Organizational Performance

This relationship was examined using null hypothesis Ho4, which stated that strategic control does not significantly influence organizational performance. The correlation analysis revealed a strong, positive relationship ($r = 0.830$, $p < 0.05$), indicating that strategic control significantly predicts organizational performance. Consequently, the null hypothesis was rejected.

5.2.5 Moderating Effect of Digital Capability

The moderating effect of digital capability on the relationship between strategic leadership practices and organizational performance was investigated using null hypothesis Ho5, which posited that digital capability does not significantly moderate the relationship between strategic leadership practices (strategic direction, human resource development, culture, and strategic control) and the organizational performance of Government-Sponsored Youth Empowerment Organizations (GSYEOs). The study found that digital capability significantly negatively influenced the relationship between strategic direction and organizational performance. However, there was insufficient evidence to support a significant moderating effect for the remaining three leadership practices.

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5.3 Conclusion

Based on the research aims, the study comes to several conclusions. The study found that all four of the research questions were legitimate for each of the objectives it investigated, and it rejected the null hypothesis. Regarding the moderating variable, the association between organizational performance and one of the strategic leadership practices was found to be non-significant, hence rejecting the null hypothesis. The other relationships did not exhibit statistical significance. Strategic direction was not statistically significant on the multiple regression model, while strategic control was potentially significant. Human resource development and culture were statistically significant.

5.3.1 Strategic direction and organizational performance

The study concluded that strategic direction has a significant impact on the performance of Government-Sponsored Youth Empowerment Organizations. It emphasizes that establishing a clear mission and vision should be a top priority for public organizations to drive success and enhance overall performance. The study concluded that the knowledge of where the organization is headed as well as motivating employees towards achieving organizational goals had a significant influence on organizational performance and should therefore be emphasized.

5.3.2 The Influence of Human Resource Development on Organizational Performance

The study found a positive and statistically significant relationship between Human Resource Development (HRD) and organizational performance. In the multiple regression analysis, when strategic direction, organizational culture, HRD, and strategic control were analyzed together, the inclusion of HRD improved the model's prediction of organizational performance by 28.2%,

which was statistically significant. The study further concluded that HRD had the highest Beta weight, indicating that it should be prioritized over other strategic leadership practices in Government-Sponsored Youth Empowerment Organizations (GSYEOs). Key parameters with the strongest statistical influence on organizational performance included sufficient budget allocation for training and development and alignment of employees' skill sets with their current roles. Based on these findings, the study recommends that public organizations ensure adequate budgeting for training and development and prioritize aligning employees' skills with their roles to enhance organizational performance.

5.3.3 The Influence of Culture on Organisational Performance

The linear regression results indicate a statistically significant correlation between organizational performance and culture. A multiple regression analysis revealed that the inclusion of culture in a model already comprising strategic direction, human resource development, and strategic control improved the model's ability to predict organizational performance by 4.1%, representing a significant enhancement. The most influential factor affecting organizational performance was the extent to which the organization actively incorporated employees' ideas into its programs and projects. The study concludes that public organizations should go beyond merely collecting employees' input and make a concerted effort to integrate these ideas into their initiatives and projects.

5.3.4 The Influence of Strategic Control on Organisational Performance

The study demonstrated a positive correlation between strategic control and organizational performance, with linear regression results confirming that this relationship is statistically

significant. In the multiple regression analysis, where strategic direction, human resource development, and strategic control were considered together, the inclusion of strategic control enhanced the model's ability to predict organizational performance by 2.0%. The parameter with the most significant influence on performance was the use of "news alerts where necessary for planning and decision-making." Based on these findings, the study recommends that public organizations implement alert systems to support more informed planning and decision-making processes.

5.3. 5 The moderating effect of Digital Capability on Strategic Leadership, and Organisational Performance.

Study results demonstrated that digital capabilities statistically and positively influenced the relationship between organisational performance and strategic direction. The study further discovered that the relationship between organisational performance and human resource development is not moderated by digital capability, the relationship between organisational performance and culture is not moderated by digital capability, and the relationship between organisational performance and strategic control is also not moderated by digital capability.

5.3.6 The effect of Digital capability on organisational performance.

Although the relationship between digital capability and performance was not initially hypothesized, the research observed that incorporating the digital capability variable into the model significantly enhanced its predictive power, increasing the model's predictive accuracy by 11.1%. This indicates that digital capability is statistically and practically important for predicting organizational performance. Further analysis using simple linear regression revealed that digital

capability accounted for 73.6% of the variance in organizational performance ($\beta = 0.772$, $R^2 = 0.736$, Adjusted $R^2 = 0.732$, $p < 0.05$).

The study showed that only the relationship between strategic direction and Organisational performance is moderated by digital capability, the digital capability dampens the influence between strategic direction and organisational direction. This may be because of several factors, including a lack of technological skills, learning the skills instead of focusing on the core mission and vision of the organisation may distract the employees from key deliverables. Poor skills may also open the organisation to the vulnerability that is brought by digitisation, such as cyber-security, denial of service, and malware which may distract the staff from the key mission and vision of the organisation. The major challenge of skills development due to low budget necessitates that GSYEOs allocate more resources towards developing their internal capacity before they can effectively integrate digital technologies. This process is likely to cause some disruption and hinder their growth in the short term. A positive and statistically significant relationship between each practice of strategic leadership and organisational performance was found through simple linear regression. Positive correlations exist between the outcome variable and predictor variables.

5.4 Contribution to the Body of Knowledge

The study adds to theory, methodology, and practice as follows;

5.4.1 Managerial Implications

The research highlights several critical actions that Government-Sponsored Youth Empowerment Organizations (GSYEOs) should consider to enhance their operational effectiveness and adaptability:

Increase Investment in Training and Skill Development: To enhance the capabilities of GSYEOs, the government should significantly increase funding for training and skill development. Such investment will better equip personnel with the skills and knowledge required to tackle complex challenges and improve organizational performance.

Streamline Processes and Reduce Bureaucracy: Reducing or eliminating bureaucratic practices, outdated policies, and micromanagement is crucial for improving efficiency and effectiveness. Granting GSYEOs greater autonomy and reducing strict oversight can lead to enhanced operational flexibility and performance.

Embrace Technological Advancements: GSYEOS must integrate advanced digital capabilities into their operations. The observed lack of familiarity with technological innovations such as big data analytics, blockchain, the Internet of Things (IoT), and artificial intelligence indicates a significant gap. Leaders should seek external exposure and capacity building to better understand and implement these technologies, which are essential for modernizing services and improving outcomes.

Adopt Integrated Systems: The absence of integrated systems, such as enterprise resource planning (ERP) systems, is a major concern. GSYEOs should prioritize the adoption of such systems to enhance strategic leadership effectiveness and overall organizational performance.

Prepare for Disruptions: To mitigate the impact of potential future disruptions, such as pandemics or natural disasters, GSYEOs should develop contingency plans and adopt technologies that facilitate remote work and ensure continuous operation.

Facilitate Structural and Cultural Adjustments: For optimal strategic implementation, GSYEOs should undergo necessary structural, cultural, and personnel adjustments. Learning from

private sector practices, which often involve more agile organizational changes, can help public sector organizations enhance productivity and responsiveness.

Enhance Strategic Leadership: Effective strategic leadership is essential for guiding organizations through internal and external challenges. Leaders should inspire and educate their teams, fostering flexibility and adaptability in response to changing strategic requirements.

Advance Performance Measurement: There is a need to refine performance measurement tools in the public sector, drawing lessons from the private sector. Adapting and understanding tools such as Balanced Scorecards, which are traditionally used in the private sector, can improve performance management and measurement in GSYEOs.

Foster Innovation and Technological Integration: As the public sector faces increasing pressure to digitize and innovate, GSYEOs must develop new infrastructure and products that align with evolving technologies and demand patterns. Keeping pace with technological advancements is crucial for delivering high-quality services and maintaining public trust.

Addressing these areas will enable GSYEOs to improve their performance significantly and better meet the needs of the youth demographic, contributing to broader economic and societal development.

5.4.2 Theoretical contribution

This study significantly advances the theoretical understanding of strategic leadership within the context of Government-Sponsored Youth Empowerment Organizations (GSYEOs). The study adds significantly to the body of knowledge on strategic leadership and organizational performance by building on the theoretical framework presented in Chapter 2 and making many important contributions:

Reinforcement of Strategic Leadership Theory: The findings confirm that variables associated with strategic leadership are pivotal in explaining variations in organizational performance. This reinforces existing theories that strategic leadership is crucial for shaping and enhancing organizational outcomes.

Identification of Limitations: While strategic leadership is a significant predictor of organizational performance, the study reveals that it explains only 69% of the variance. This suggests that other mediating and moderating factors also influence organizational performance, highlighting the need for a more nuanced understanding of the determinants of performance beyond strategic leadership alone.

Integration of Digital Capability and Dynamic Capability View: The research supports the Dynamic Capability View, which posits that possessing valuable technological assets is insufficient without the requisite management abilities to effectively organize and utilize these resources. The findings indicate that although some GSYEOs have ICT departments, the low technological and innovation skills among ICT officers detract from the organizations' overall competence. This underscores the necessity of enhancing managerial capabilities alongside technological assets to optimize performance.

Enhanced Understanding of Strategic Control: The study finds a statistically significant relationship between strategic control and organizational performance, aligning with control theory's emphasis on the importance of review and feedback mechanisms. This contributes to a deeper understanding of how control mechanisms can impact organizational outcomes and suggests that effective strategic control is integral to enhancing performance in GSYEOs.

Contextual Application and Practical Insights: The research reveals that strategic leadership practices are present at moderate levels in GSYEOs, and highlights a gap in digital capability. This provides practical insights into the current state of strategic leadership and technological integration in public sector organizations, suggesting areas for improvement and further research. Overall, this study contributes to the theoretical discourse by validating the significance of strategic leadership in organizational performance while also highlighting the critical role of managerial competence and strategic control. It calls for a more comprehensive approach that incorporates both strategic leadership and dynamic capabilities to fully understand and improve organizational performance.

5.4.3 Contribution to Knowledge

This study adds significantly to our understanding of strategic leadership and digital competence in the public sector in a number of ways, specifically within GSYEOs in Kenya:

Validation of Strategic Leadership Practices: The study confirms that strategic leadership is actively practised within GSYEOs and, by extension, in the public sector in Kenya. The research shows that vision, mission, and values are effectively articulated and implemented, reinforcing the importance of strategic leadership in guiding organizational direction and ensuring alignment with core objectives.

Insights on Digital Capability and Performance: This research sheds light on the complex relationship between digital capability and organizational performance. It highlights that digital capacity may negatively affect the relationship between strategic direction and performance if the technology does not align with key organizational objectives. The study identifies potential

disruptions caused by cybersecurity vulnerabilities, technological failures, and errors in third-party data collection, emphasizing the critical need for technology to support organizational goals effectively.

Critique of the Dynamic Capability View in the Public Sector: The research propose that the dynamic capability view may not be fully applicable in the public sector context, where organizations often rely heavily on government funding and may not fully recognize or adapt to the dynamic and competitive environment. The research reveals that many senior leaders in GSYEOs lack familiarity with current technologies and that these organizations are not actively developing digital capabilities, challenging the applicability of the dynamic capability view in such settings.

Identification of Digital Capability Gaps: The research highlights a significant gap in digital capabilities within GSYEOs, noting that ICT departments often lack the necessary skills to develop and implement cutting-edge digital solutions. This finding aligns with the OECD digital government policy framework, which identifies similar issues such as low staff qualifications, limited research funding, and insufficient digital literacy. The study underscores that merely having digital technology is not sufficient; the effectiveness of technology in enhancing performance depends on its relevance and integration with organizational objectives.

Impact of Digital Technology Selection: The study contributes to understanding how the choice of digital technologies affects performance outcomes. It finds that not all digital technologies contribute equally to performance and that some may even serve as distractions. This insight stresses the importance of selecting and implementing digital technologies that align with strategic goals to avoid negative impacts on performance.

Overall, this research enriches the theoretical and practical understanding of strategic leadership and digital capability in the public sector, providing valuable insights into how these factors interact and influence organizational performance. It calls for a more nuanced approach to integrating technology with strategic objectives and highlights the need for improved digital skills and capabilities in public sector organizations.

5.4.4 Contribution to Policy

The findings from this study offer several valuable contributions to policy aimed at enhancing organizational performance and strategic leadership within Government-Sponsored Youth Empowerment Organizations (GSYEOs) and the broader public sector. The insights derived from this research can inform the development of targeted policies in the following areas:

Organizational Policies: Policymakers should emphasize the integration of strategic leadership practices in both public and private sector organizations. This includes developing frameworks and guidelines that prioritize the cultivation of a strong organizational culture, clear strategic directions, and robust human resource development. By aligning policy initiatives with these key drivers, decision-makers can better support organizations in achieving sustainable growth and improving overall performance. Furthermore, the government needs to enhance its policy framework concerning the funding of youth initiatives, organizations, State Agencies, and programs. Adequate financial resources should be allocated to initiatives that build organizational capacity and support long-term development.

Performance Measurement Policies: The study highlights the limitations of applying private-sector performance measurement tools, such as the Balanced Scorecard (BSC), to public-sector organizations. Unlike profit-oriented businesses, public sector entities focus on achieving social and developmental goals rather than financial returns. Therefore, the government should identify and adopt appropriate performance measurement tools tailored to the public sector's unique context. This includes developing and standardizing measurement frameworks that accurately reflect the performance and impact of public organizations, which often rely on donor funding rather than profit.

Innovation Policies: The study shows how important it is for the government to assist GSYEOs in building their digital capacities. Despite the rapid advancement of global data technologies, GSYEOs have not established necessary data-related tools, systems, or infrastructures, such as data warehouses, machine learning, data analytics, and artificial intelligence. The lack of a stable internet and appropriate technological infrastructure impedes the ability of GSYEOs to harness big data for decision-making and program effectiveness. The government should implement a policy framework for acquiring, creating, and maintaining technological architecture and ICT infrastructure including the gathering, storing, processing, and sharing of information about youth programs and demographics. Embracing big data and AI technologies will be crucial for tracking youth development, evaluating program impacts, and responding effectively to emerging trends and needs.

Strategic Leadership and Innovation: To foster effective strategic leadership in public sector organizations, policies should encourage leaders to develop their strategic capabilities and drive organizational change. Leaders need to become proactive strategists, foster human capital, and implement policies that promote efficiency and innovation. Addressing bureaucratic inefficiencies

and embracing new methodologies can significantly improve organizational performance. Support from top national executives is essential to overcoming bureaucratic barriers and enabling senior and middle management to lead transformative initiatives.

In summary, the research provides a robust foundation for policymakers to enhance organizational performance through strategic leadership, performance measurement, and innovation policies. By addressing the identified gaps and focusing on these key areas, the government can better support GSYEOs and other public sector organizations in achieving their goals and adapting to the dynamic challenges of the contemporary environment.

5.5 Recommendation

The study suggests that government-sponsored youth empowerment organizations streamline their internal business procedures and give priority to skill development. According to this study, GSYEOs' cultural practices have a big impact on how well their organizations function. According to this study, in order to increase long-term objective achievement, boost overall performance, and improve strategic direction, GSYEO culture should be in line with company goals and mission. According to the report, GSYEOs' strategic direction procedures have a big impact on how well their organizations function. According to the research, leaders should inspire their staff to achieve the organization's long- and short-term goals and objectives by having a comprehensive grasp of them.

The study discovered that GSYEOs' organizational performances are significantly impacted by their strategic control procedures. The report suggests that to notify stakeholders and support

critical planning and decision-making processes, businesses should put in place alert systems that can scan their external environments.

According to the study, GSYEOs' organizational performances are significantly impacted by their HRD practices. The study suggests that there should be enough funding set aside for training and development and that employees' abilities should be in line with their existing roles.

The research found that digital capability weakened the influence of strategic direction on organizational performance. The study recommends necessary adjustments such as enhancing internal competencies or introducing change management before implementing digital capability, in order to minimize its negative impact on strategic direction.

5.6 Suggestions for Further Research

Based on the research findings, strategic leadership accounts for a noteworthy 69% of the variation in GSYEOs' performance. The study also looked at how digital capabilities affect the relationship between organisational performance and strategic leadership. When this moderating variable is present in a setting with high levels of strategic leadership, like the highly competitive private sector, the absence of digital capabilities and practices in GSYEOs raises the possibility of a different result. As a result, this study suggests looking into the same factors in the private sector to determine whether digital capabilities affect how strategic leadership and strategic leadership interact. Research showed that digital capability has a stronger Beta weight than Human Resource Development, therefore, further investigation of the role of digital capability in the public sector is required. The sample group consisted of senior and middle-level managers, a similar study can be conducted including operational staff, as well as strategic managers. This could enrich the study by including key stakeholders who also play roles in strategy implementation.

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APPENDICES

Appendix I: Introduction Letter

FREDRICK OTIENO OKONGO,
P.O Box 19572 -00100,
Nairobi.

THE CHIEF EXECUTIVE OFFICER (CEO),
GSYEOs (Addresses)

Dear Sir/Madam,

Re: <u>Permission to collect data from your organisation</u>

I am writing to request permission to collect data from the employees of your esteemed organisation. This is for a Ph.D. study entitled: ***Strategic Leadership, Digital Capability and Organisational Performance of Government Sponsored Youth Empowerment Organisations (GSYEOs) in Kenya.*** The study will seek to determine whether the components of strategic leadership including human capital focus, organisational culture, strategic control, and strategic direction have contributed to organisational performance in the GSYEOs, with digital capability as a moderating variable.

The results of this study will potentially enable the GSYEOs to strengthen their policy frameworks as well as introduce new knowledge in the academic field of strategic management.

The research will entail collecting data from KYEOP staff and senior management, who will be requested to answer closed-ended questionnaires. The research participants will not be disadvantaged in any way. They will be reassured that they can withdraw their permission at any time during this project without any penalty. There are no foreseeable risks to participating in this study. The participants will not be paid for this study.

Kindly note that should this request be successful, there will be a need to sit down with you or senior strategic leaders for a preliminary interview to understand if your data will suffice.

I hereby attach a letter from the Kenya Methodist University, Nacosti Research Permit, and a license from the County Government of Nairobi

I look forward to hearing from you.

Yours sincerely,

Fredrick O Okongo.
Research Student

Appendix II: Questionnaire

Part A: Demographic Information

- Your Gender
- Your age bracket
- Your level of education
- The name of the organisation you work for
- Your position in the organisation
- Number of years in the organisation

Indicate the extent to which you agree or disagree with the following statements about your organisation by ticking in the appropriate choice

Part B: Strategic Direction

	Strongly Disagree	Disagree	SomewhatAgree	Agree	Strongly Agree
My leaders have a clear understanding of where the organisation is going					
My leaders have a clear sense of where he/she wants our team/unit to be in 5 years					
My leaders communicate to me clearly the vision and mission of our department, organisation and where we are going					
My leaders understand the values of our organisation and instills the same to us on regular basis					

Part C: Human Capital

	Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree
Our leaders consider our welfare and well-being					
My supervisor behaves in a manner which is thoughtful of my personal needs					

	Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree
Our leaders prioritizes our training and development					
My supervisor encourages me to be the best that I can be					

Part D: Strategic Control

	Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree
My supervisor Collects client data as a basis for product development					
My supervisor takes corrective action whenever need arises					
My supervisor conducts regular project review meetings					
We have news alert that captures what is happening around us and is used where necessary for planning and decision-making					
My supervisor regularly updates employees on the prevailing business environment					

Part E: Culture

	Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree
My supervisor increases our morale and work output by motivating us to achieve our vision collectively					
My supervisor promotes the organisation's greater vision					

	Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree
My supervisor encourages an overall sense of belonging and I feel I belong here					
Collaboration and communication is encouraged and I can share my ideas with colleagues and supervisors					
My supervisor increases our morale and work output by motivating us to achieve our vision collectively					

Part F: Performance Indicators (Internal Process Perspective)

	Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree
I am aware of process improvement initiative taking place in my department					
My organisation is continuously looking at ways of improving service delivery					
The materials or tools or equipment that I need to do my work is adequately provided for me					
My organisation is constantly trying to come up with ideas and innovative ways to create better services and products					
My organisation listens to our customers consistently and implement their feedback					

Part G: Performance Indicators (Learning Growth Perspective)

	Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree
I think my job performance is evaluated fairly and I am paid fairly to do my work					
My job makes good use of my skills and abilities					
My career goals can be met at this organisation					
I receive the training I need to do a quality job					
I am able to balance my job and family					
At work, I am free of obstacles that prevent me from accomplishing the goals of my position					

Part H: Performance Indicators (Customer Relationship)

	Disagree	Somewhat Agree	Agree	Strongly Agree
We have a system for responding to customers' issues e.g. support ticket and we do so quickly and on time				
We continuously come up with new methods for attracting customers				
We survey our customers to understand their needs and areas of improvements				
I understand what is expected of me in order for my department to achieve its strategic objectives				

Part I: Digital Capability

	Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree
We are using at-least one of these new technologies in your organisation such as blockchain, artificial					

intelligence, Internet of Things, Big Data Analytics					
Our organisation is always training us on how to use IT tool and new technologies					
I feel we a culture of innovation which is supported by the whole organisation					
We use technology to provide services to our customers					
We have a dedicated I. T personnel, who offer training and create innovative solutions					

Part J: Final Comments

Please share some good initiatives that the leadership has made that have increased your productivity or made your work easier?

Please share some suggestions of improvements that you feel the leadership can make in order to make you become more productive

Please share some suggestions of how your organisation can serve your customers better.

Please share some suggestions on how the internal processes can be improved in order to make your organisation more productive

Appendix III: Interview Guide for GSYEOs Leaders

Strategic Direction

Do you have written goals, mission statements and vision

Have the Employees been sufficiently informed

Do your employees know how their work contributes to the overall vision of the organisation?

Human Resource Development

Do you offer internal training to your employees?

If not, what are the key challenges involved?

Is the training offered sufficient?

In what ways can the training be improved to sufficiently improve performance

Culture

Do your employees feel a sense of belonging in this organisation? And if no, why?

Is collaboration and communication encouraged? and can your employees share ideas with their colleagues and supervisors?

Do you encourage collaborative work with a focus on vision?

Are employees encouraged to be creative and do you make an effort to incorporate employees ideas into their Programmes and projects?

Strategic Control

Does your organisation collect client data as a basis for product development?

Does your supervisor takes corrective action whenever the need arises ?

Do you have a news alert that captures what is happening around you?

Does the organisation conduct regular project/Programme review meetings? and are these review meetings used for continuous development

Organisational Performance

Are there process improvements taking place in your organisation?

What are some of the recent innovations taking place in your organisation?

Does your organisation have a process for identifying emerging needs among the youths?

What are the processes of job performance and evaluation, do you feel the staff are paid fairly to do their work?

Do you have a system for responding to clients' issues e.g. support tickets and is it done quickly and on time?

Do you survey youths to understand their needs and areas of improvement needed in your product and service offerings?

Digital Capability

Are you using any one of these new technologies in your organisation? blockchain, artificial intelligence, Internet of Things, Big Data Analytics

Are you training your staff on how to use the new technologies?

Do you use technology to provide products and services to your constituents?

Does your IT integrate the most current digital offerings by third parties like digital payments, client relationship management systems and others?

Are your business processes automated?

Additional Comments

Please share some good initiatives that the leadership has made that have increased your productivity or made your work easier.
Please some suggestions of improvements that you feel the leadership can make to make you more productive.

Please share some suggestions of how your organisation can serve your clients better

Please share some suggestions on how the internal processes can be improved in order to make your organisation more productive

Do you feel the organisation is ready for the future?

Yes / No

Appendix IV: Organisations

Organisation Name	Location	Address /Physical Location
National Youth Service (NYS)	*Nairobi, Thika Road*	*Off Thika Super Highway, Ruaraka P.O.Box: 30397-00100 , Nairobi, Kenya*
Kenya Youth Employment Opportunities Project/ NYOTA	Bruce House, 3rd Floor, North Wing. Standard Street, Next to 680 Hotel.	Email. kyeop@psyg.go.ke. Website. mis.kyeop.go.ke
Youth Enterprise Development Fund	4th Floor Renaissance Corporate Park, Elgon Road, Upper Hill, Nairobi	
Ajira Digital	Nairobi CBD	Telposta Towers 10th Floor +254204920000/1 ajira@ict.go.ke https://ajiradigital.go.ke

Presidential Youth Empowerment Scheme (P-YES)	Nairobi CBD	
National Youth Council	Nairobi CBD	12th Floor, Absa Towers, Loita Street
Uwezo Fund	Nairobi CBD	*Lonrho House, 16th Floor, Standard Street* ; Postal Address P. O. Box 42009 – 00100, Nairobi ; Phone Numbers General :0776 154
Higher Loans Board (HELB)	Nairobi CBD	19th Floor, Anniversary Towers, University way, Nairobi.
State Department of Youth Affairs	Nairobi CBD	3rd Floor, KCB Plaza

General List of GSYEOs

The State Department for Youth Affairs and Creative Economy: Responsible for coordinating youth empowerment programs and policies, including those related to creative economy initiatives.
The National Youth Council: Represents the youth population and advocates for their rights and interests. It also implements various youth development programs.
The National Youth Service (NYS): Offers training and opportunities for youth in various fields, including paramilitary training, technical skills, and community service.
Kenya Youth Employment Opportunities Project (KYEOP) or NYOTA: Aims to provide training and employment opportunities for unemployed and vulnerable youth.
Uwezo Fund: Provides financing and support for youth-led enterprises and projects.
The Youth Enterprise Development Fund: Offers financial and non-financial support to youth entrepreneurs to start or expand their businesses.
Ajira Digital Program: Provides training and opportunities for youth in digital skills and online work.
Higher Loans Board: Higher Education Loans Board (HELB) can be considered as a youth empowerment organization, particularly in the context of higher education financing in Kenya. While its primary function is to provide loans and scholarships to students pursuing tertiary education, its role in facilitating access to higher education contributes significantly to youth empowerment in several ways:

Appendix V: SPSS Data Results

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig	95.0% CI Lower Bound	Upper Bound
1 (C)	3.704	.065		56.573	<.001	3.573	3.835
Strategic Direction	.876	.122	.667	7.159	<.001	.632	1.121
2 (C)	3.699	.051		72.954	<.001	3.598	3.800
Strategic Direction	.274	.131	.208	2.081	.042	.011	.536
HRD	.638	.096	.662	6.615	<.001	.445	.830
3 (C)	3.702	.048		77.679	<.001	3.607	3.797
Strategic Direction	.081	.139	.062	.587	.559	-.196	.359
HRD	.419	.115	.435	3.636	<.001	.189	.650
Strategic Control	.425	.139	.402	3.056	.003	.147	.703
4 (C)	3.701	.044		83.505	<.001	3.613	3.790
Strategic Direction	-.012	.132	-.009	-.091	.928	-.276	.252
HRD	.371	.108	.385	3.420	.001	.154	.587
Strategic Control	.223	.143	.211	1.556	.125	-.064	.510
Culture	.393	.120	.357	3.267	.002	.152	.633
5 (C)	3.705	.033		112.781	<.001	3.639	3.770
Strategic Direction	.054	.098	.041	.553	.582	-.142	.251
HRD	.218	.083	.226	2.622	.011	.052	.384
Strategic Control	.045	.109	.042	.411	.682	-.173	.263
Culture	.311	.090	.283	3.467	<.001	.132	.491
Digital Capability	.663	.093	.474	7.148	<.001	.477	.848
6 (C)	3.715	.036		102.005	<.001	3.642	3.788
Strategic Direction	.165	.098	.125	1.681	.098	-.032	.361
HRD	.255	.080	.264	3.181	.002	.094	.415
Strategic Control	-.067	.106	-.063	-.629	.532	-.280	.146
Culture	.316	.087	.288	3.631	<.001	.142	.491
Digital Capability	.630	.090	.450	6.967	<.001	.449	.811
Culture_int	-.689	.196	-.331	-3.513	<.001	-1.082	-.296
Strategic Control_int	.409	.172	.224	2.387	.020	.066	.753
Strategic Direction_int	.230	.164	.111	1.403	.166	-.098	.557

	Organisational Performance									
Variables	**M 1**		**M 2**		**M 3**		**M 4**		**M 5**	
		CI: 95%		**CI: 95%**		**CI: 95%**		**CI: 95%**		**CI: 95%**
Strategic direction	0.661***	0.602, 1.078	0.203	0.000, 0.516	0.069	-0.188, 0.364	-0.014	-0.272, 0.237	0.057	-0.195, 0.341
Human Resource Dev			0.660***	0.426. 0.804	0.453***	0.192, 0.651	0.390***	0.154, 0.572	0.433***	0.194, 0.612
Strategic Control					0.368***	0.101, 0.653	0.142	-0.132, 0.421	0.075	0.203, 0.357
Culture							0.426**	0.219, 0.681	0.391***	-0.183, 0.643
Interaction									-0.193***	-0.508, -0.014`
Model Fit Statistics										
F-value	49.551***		42.551***		7.433***		15.163***		2.260	
R^2	0.436		0.662		0.699		0.759		0.776	
ΔR^2	0.436		0.226		0.036		0.060		0.017	

Communalities

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	Initial	Extraction
My_supervisor_has_a_clear_unde	1.000	.788
My_leaders_have_a_c_nit_to_be_in_5_years	1.000	.741
My_leaders_communica_d_where_we_are_going	1.000	.833
My_leaders_understan_us_on_regular_basis	1.000	.751
Our_mission_is_inspi_elevant_to_employees	1.000	.767
Our_organization_has_en_mission_statement	1.000	.613
Our_Organization_s_g_rable_and_manageable	1.000	.781
The_CEO_and_top_mana_ceived_risky_actions	1.000	.661
Our_organizational_g_s_in_the_environment	1.000	.683
Our_leaders_have_don_organizational_goals	1.000	.769
my_supervisor_feelings	1.000	.863
Our_skills_are_const_changing_environment	1.000	.770
Our_leaders_prioriti_ning_and_development	1.000	.845
Training_is_conducte_ent_and_future_roles	1.000	.878
My_supervisor_encour_e_best_that_I_can_be	1.000	.829
My_supervisor_consta_changing_environment	1.000	.769
My_supervisor_sees_t_en_due_consideration	1.000	.826
Sufficient_budget_is_ning_and_development	1.000	.743
My_skills_are_well_u_d_in_my_current_role	1.000	.621
Our_leaders_have_giv_the_next_5_10_years	1.000	.867
We_are_prepared_or_a_for_the_future_work	1.000	.828
The_organization_col_product_development	1.000	.588
The_data_collected_i_back_and_improvement	1.000	.732
My_supervisor_takes_ever_the_need_arises	1.000	.754
My_supervisor_conduc_amme_review_meetings	1.000	.727
Regular_feedback_fro_cts_programmes_tasks	1.000	.792
We_have_news_alert_t_happening_around_us	1.000	.869
News_alert_is_used_w_and_decision_making	1.000	.803
My_supervisor_does_e_plans_are_on_course	1.000	.795
My_supervisor_regula_business_environment	1.000	.812
My_supervisor_incre_vision_collectively	1.000	.761
My_supervisor_promot_er_vision_and_vision	1.000	.845
My_supervisor_encour_I_feel_I_belong_here	1.000	.822
Collaboration_and_co_gues_and_supervisors	1.000	.708
Creativity_and_new_ideas_are_encouraged	1.000	.735
The_organization_tri_programmes_projects	1.000	.822
My_supervisor_encour_vision_collectively	1.000	.825
Practices_are_tailor_anization_s_strategy	1.000	.815
Our_organizational_c_rganizational_growth	1.000	.853
Our_organizational_c_changing_environment	1.000	.757

Extraction Method: Principal Component Analysis.

Communalities

	Initial	Extraction
I_am_aware_of_proces_ace _in_my_department	1.000	.673
My_organization_is_c_ing_ service_delivery	1.000	.637
The_materials_or_too_tely_ provided_for_me	1.000	.707
My_organization_is_c_ervic es_and_products	1.000	.786
My_organization_list_emen t_their_feedback	1.000	.756
There_is_a_constant_in_the _organization	1.000	.788
The_organization_has_eds_ among_the_youths	1.000	.772
New_ideas_and_innova_tly _being_introduced	1.000	.780

Innovative_product_a_d_in _the_recent_past	1.000	.762
I_think_my_job_perfo_fairl y_to_do_my_work	1.000	.512
My_job_makes_good_us_l_ sets_and_abilities	1.000	.698
My_career_goals_can_at_th is_organization	1.000	.776
I_receive_the_traini_to_do_ a_quality_job	1.000	.742
At_work_I_am_free_o_goal s_of_my_position	1.000	.743
Employees_are_encour_ativ e_and_innovative	1.000	.624
Sufficient_budget_is_ning_ and_development_001	1.000	.739
We_have_a_system_for_qui ckly_and_on_time	1.000	.846
Our_youth_complaint_syste m_is_functional	1.000	.863
We_can_respond_to_cl_d_c omplaints_on_time	1.000	.785

We_continuously_come_cti ng_clients_youths	1.000	.860
We_survey_the_youths_imp rovements_needed	1.000	.805
I_understand_what_is_strate gic_objectives	1.000	.754
Services_rendered_to_antly _being_improved	1.000	.754
We_deal_quickly_eff_h_cli ents_complaints	1.000	.648

Appendix VI: Kemu Research Letter

KENYA METHODIST UNIVERSITY

P. O. Box 267 Meru - 60200, Kenya   Fax: 254-64-30162
Tel: 254-064-30301/31229/30367/31171   Email: deanrd@kemu.ac.ke

DIRECTORATE OF POSTGRADUATE STUDIES

January 22, 2024

Commission Secretary
National Commission for Science, Technology and Innovations
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: FREDRICK OTIENO OKONGO – (REG. NO. BUS-4-0645-1/2018)

This is to confirm that the above named person is a bona fide student of Kenya Methodist University, in the KeMU Business School, Department of Business Administration undertaking a Doctoral Degree in Business Administration and Management. He is conducting research on; **"Strategic Leadership, Digital Capability and Performance of Government Sponsored Youth Empowerment Organizations in Kenya".**

We confirm that his research proposal has been presented and approved by the University.

In this regard, we are requesting your office to issue a research license to enable him collect data.

Any assistance accorded to him will be highly appreciated.

Yours sincerely,

Dr. John M. Muchiri (PhD)
Dean, Postgraduate Studies

Cc: Dean KeMU Business School
     CoD, BA
     Program Coordinator - KeMU Business School
     Student Supervisors

P. C. BOX 267 MERU - 60200. KENYA   FAX: 254-64-30162
TEL: 254-064-30301/31229/30367/31171   EMAIL: INFO@KEMU.AC.KE

January 22, 2024   KeMU/ISERC/BUS/01/2024

FREDRICK OTIENO OKONGO
BUS-4-0645-1/2018

Dear Fredrick,

SUBJECT: STRATEGIC LEADERSHIP, DIGITAL CAPABILITY AND PERFORMANCE OF GOVERNMENTAL SPONSORED YOUTH EMPOWERMENT ORGANIZATIONS IN KENYA

This is to inform you that Kenya Methodist University Institutional Scientific Ethics and Review Committee has reviewed and approved your research proposal. Your application approval number is KeMU/ISERC/BUS/01/2024. The approval period is 22rd January, 2024– 22nd January 2025.

This approval is subject to compliance with the following requirements:-

I.   Only approved documents including (informed consents, study instruments, MTA) will be used.

II.   All changes including (amendments, deviations, and violations) are submitted for review and approval by Kenya Methodist University Institutional Scientific Ethics and Review Committee.

III.   Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to KeMU ISERC within 72 hours of notification.

IV.   Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to KeMU ISERC within 72 hours.

V.   Clearance for export of biological specimens must be obtained from relevant institutions.

VI.   Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.

VII. Submission of an executive summary report within 90 days upon completion of the study to KeMU ISERC.

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) https://oris.nacosti.go.ke and also obtain other clearances needed.

Yours sincerely

MR. HERBERT KIRERA
CHAIR (ISERC)

Appendix VII: Research License from Nairobi County

NAIROBI CITY COUNTY

www.nairobi.go.ke

OFFICE OF THE GOVERNOR
County Secretary and Head of County Public Service

NAIROBI CITY COUNTY RESEARCH CLEARANCE FORM

PRIMARY RESEARCHER

Name - FREDRICK OTIENO OKONLO

Institution/Department - KENYA METHODIST UNIVERSITY

Address - .... County NAIROBI City NAIROBI

Phone - 0706335177 Email - FREDHJ@GMAIL.COM

NAIROBI CITY COUNTY (HOST) SECTOR /DEPARTMENT

YOUTH AFFAIRS AND TALENT

RESEARCH TITLE STRATEGIC LEADERSHIP, DIGITAL CAPABILITY AND PERFORMANCE OF GOVERNMENT - SPONSORED YOUTH EMPOWERMENT ORGANIZATIONS IN KENYA

AREAS OF SPECIALISATION

STRATEGIC MANAGEMENT

PURPOSE/TYPE OF STUDY

PhD Qualification

CONFIDENTIALITY

A copy of the research will be stockpiled in Nairobi City County research repository for purposes of information, reference and implementation.
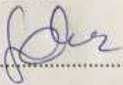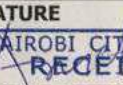
CONSENT

I have read and I understand the provided information therefore;

1. I agree to uphold and abide with research policy and ethics.
2. I agree to submit a hard and soft copy of my research findings/report to Nairobi City County upon completion of my research.

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3. I will be willing to share and disseminate my research findings/report in any Nairobi City County official forums/symposiums or conferences.

For official use:

PRIMARY RESEARCHER(S)	SIGNATURE
NAME	
FREDRICK OTIENO OKONHO	DATE 1/2/2024
FOR: NAIROBI CITY COUNTY DIRECTOR RESEARCH AND POLICY DEVELOPMENT	SIGNATURE
	DATE

NAIROBI CITY COUNTY
RECEIVED
01 FEB 2024
RESEARCH & POLICY DEVELOPMENT DEPARTMENT
P. O. Box 30075 – 00100, NAIROBI

SUBMISSION OF THE FINAL COPY

Signature.....................................Date..............................

Research code number..

Received by (NCCG)

Name.............................Signature....................Date..............

LET'S MAKE **NAIROBI** WORK

PHONE: +254 725 624 489; +254 738 041 292 | EMAIL: INFO@NAIROBI.GO.KE | CITY HALL, CITY HALL WAY, P.O. BOX 30075 00100, NAIROBI, KEN

Appendix VIII: NACOSTI License

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **783506**

Date of Issue: **24/January/2024**

RESEARCH LICENSE

This is to Certify that Mr.. **Fredrick Otieno Okongo** of **Kenya Methodist 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: **strategic Leadership, Digital Capability and Performance of Government Sponsored Youth Empowerment Organizations in Kenya** for the period ending : 24/January/2025.

License No: **NACOSTI/P/24/32729**

783506

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR
SCIENCE,TECHNOLOGY &
INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions