STRATEGIC LEADERSHIP, ORGANIZATIONAL CULTURE, AND PERFORMANCE OF THE LAND ADMINISTRATION FUNCTION IN KENYA

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A DISSERTATION SUBMITTED TO THE GRADUATE SCHOOL IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF DOCTOR OF PHILOSOPHY IN ORGANIZATIONAL LEADERSHIP

PAN AFRICA CHRISTIAN UNIVERSITY

JULY 2021

DECLARATION

I declare that this dissertation is my original work and has not been submitted to any other college or university for academic credit.

Signed: ______________________________ Date: ________________

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This dissertation has been submitted with our approval as the appointed university supervisors.

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DEDICATION

I dedicate this dissertation to my adoring father, the late Paulo Oloo Opondo. He passed on quietly in his sleep in the month of September 2017 at the prime age of 96 years. He had the highest hopes of seeing the successful completion of this PhD journey. As it turned out, God had a completely different plan. It is my prayer that his soul continues resting in eternal peace.

I also dedicate this sweat of my brow to my wife Penny, and my children Daisy, Bill, Faith and Jeremy; the greatest friends and support system one could ever ask for in this life. Many have been the times that I have forsaken their company and need for a common fellowship while chipping at my computer and turning over volumes of materials in pursuit of this academic goal. I thank them for their understanding and patience.

To my friends and colleagues who have urged me on; who have given me the reassurance while rekindling my hopes and energies, I owe you the greatest gratitude for believing in my abilities.

ACKNOWLEDGEMENT

I wish to acknowledge various people and institutions that enabled the successful completion of this dissertation. First, I appreciate my supervisors, Dr. Percy Opiyo and Dr. Walter Juma Ongeti, for offering limitless academic leadership, rigour, and guidance. Their guidance and passion have not only encouraged me, but also fired me up to this point. They have offered strategic value and guidance in shaping my thoughts through the specific components of the research work. Their vast command and knowledge of the subject matter has not only challenged and directed my thinking and writing, but also assisted in the overall vision for this research.

I am very grateful to my research team led by Rufaa, Titus, and Lizzammy among others. When I started this journey in May 2016, it looked almost insurmountable, but with their devoted support and effort, I have successfully completed it.

My tremendous gratitude goes to the staff, students, and the entire support system of Pan Africa Christian University. They have been on hand to provide me with the resources and workforce to pursue the Doctor of Philosophy Degree in Organizational Leadership, with emphasis on Strategic Leadership.

My fellow PhD students in this cohort have been great partners, cheerleaders, and a source of encouragement especially when the walk seemed tougher and the heights steeper. I thank them for being there for me.

ABSTRACT

Kenya's land administration function is dispersed across the Ministry of Lands and Physical Planning and the National Land Commission. The function is uncoordinated, bureaucratic, costly, undemocratic, and vulnerable to corruption. Many clients experience lengthy delays in processing land related procedures. Arising from the uncoordinated and inadequate service delivery in the land administration function, strategic leadership, which involves the capability of leaders to influence decision making among their followers in an organization, is offered as a necessary tool to improve performance. This research study sought to investigate the relationship between strategic leadership and performance of the land administration function. The broad objective was to assess the moderating effect of organizational culture on the relationship between strategic leadership. Specific objectives were to assess the effects of strategic thinking, leading change, strategic direction, and development of core competencies. The study considered the relevance of five theories: Strategic Leadership Theory, the Upper Echelons Theory, Resource-based View Theory, Transformational Leadership Theory, Human Capital Theory, and the SERVQUAL model to explain the relationship. The research paradigm was pragmatic to justify the ontological and epistemological approach to the study. Inferential and descriptive statistics were used to analyse quantitative data with the help of Statistical Package for Social Sciences (SPSS version 22). The study reported that organizational culture had a moderating effect on the relationship between strategic leadership and performance of land administration function in Kenya. Specifically, strategic thinking, leading change, strategic direction, and the development of core competencies have positive and a statistically significant effect on the performance of the land administration function in Kenya. The study provides information to policymakers in the land sector in Kenya to consider the use of strategic leadership and organizational culture tools to develop strategies to improve service delivery, procedures, and processes in land administration. The study also provides information that can be used by other researchers and academicians in literature review and in the identification of research gaps. In addition, the study found that strategic leadership explains 35.9% of the performance of the land administration function, and hence the need for further research to understand other factors that affect the performance of the land administration function in Kenya.

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ABBREVIATIONS AND ACRONYMS

AIA:	Appropriation-in- Aid
AIC:	African Inland Church
AJUMS:	Ahvaz Jundishapour University of Medical Science
CBPs:	Cross-organizational Business Processes
EPS:	Earnings per Share
GES:	Ghana Education Service
GIS:	Geographic Information System
GPHA:	Ghana Ports and Harbours Authority
GPS:	Global Positioning System
HCT:	Human Capital Theory
ICT:	Information and Communication Technology
KENGEN:	Kenya Electricity Generating Company
KETRACO:	Kenya Electricity Transmission Company Limited
LA:	land Administration
LAMP:	Land Administration and Management Project
LMAP:	Land Management and Administration Program
LOC:	Land Office Computerization
MONRE:	Ministry of Natural Resources and Environment
NACOSTI:	National Commission of Science Technology & Innovation
NBC:	National Bank of Commerce
NSDI:	National Spatial Data Infrastructure
NSSF:	National Social Security Fund
OECD:	Organization for Economic Co-operation and Development
OJT:	On-the-job Training

PAC:	Pan Africa Christian University
RBV:	Resource-Based View
RBVT:	Resource-based View Theory
ROA	Return on Assets
SDGs:	Sustainable Development Goals
SLT:	Strategic Leadership Theory
SME:	Small and Medium Enterprises
SMS:	Short Message Services
SPSS:	Statistical Package for Social Sciences
STC:	Saudi Telecommunication Company
TLT:	Transformational Leadership Theory
TMT:	Top Management Team
UET:	Upper Echelons Theory
UN:	United Nations
UNECE:	United Nations Economic Commission for Europe
UNHABITAT:	United Nations Human Settlements Programme
US:	United States
VIF:	Variance Inflation Factor
VLAP:	Vietnam Land Administration Project

DEFINITION OF TERMS

Strategic leadership: The capability of leaders to influence followers within an organization in decision making leading to overall organizations' survival and long-term growth and maintenance of the short-term financial health (Price & Weiss, 2013).

Performance: It is effective resource utilisation in an organization towards the achievement of set objectives and goals measured regarding financial performance, client satisfaction, learning and growth, and internal business process (Crucke & Decramer, 2016).

Land Administration: This is the method of recording and disseminating information about land transactions (Gravells, 2010).

Land administration system: This is the mechanism that ensures land title and tenure protection, as well as supporting the land taxation and growth processes, and guiding land transactions (Fimbo, 2017).

A cadastre: As the foundation or basis of a land administration system, this is a parcel-based and up-to-date land information system providing a record of interest in land (Byamugisha, 2014).

Land rights delivery: This is a procedure that involves the mobilization of institutional structures and resources for the purposes of determining rights, registration, organizing, demarcation, and/or survey, and cadastre preparation (Fimbo, 2017).

Organizational culture: It is shared values and beliefs, including all issues and activities that an organization encourages the human capital to adopt and follow as the best way of carrying out their daily tasks (Laurentiu, 2016).

Strategic thinking: This refers to the process through which leaders view, think about, assess, and create the future of their organizations (Zomorrodian, 2014).

Leading and managing change: This refers to the capacity of leaders to lead followers in a social system, like business organizations and teams on the journeys of development from where they are, to an inspired future (Witts, 2016).

Strategic direction: This refers to the course of action in an organization that leads an organization to achieve the set goals (Revenio & Jalagat, 2015).

Core competencies development: This refers to the creation of a harmonised combination of multiple skills and resources that distinguish an organization in the marketplace, and therefore are the foundation of an organization's competitive edge.

CHAPTER ONE

INTRODUCTION AND BACKGROUND

Introduction

This chapter provides an overview of this research project on strategic leadership, organizational culture, and performance of the land administration function in Kenya. Specifically, the chapter covers core areas of the study including its background, statement of the problem, its purpose, the objectives, research hypothesis, the assumptions, justification, the significance, its scope, as well as the limitations and delimitations.

Background to the Study

This study is anchored on the assessment of the influence of strategic leadership in the performance of land administration in Kenya, as moderated by organizational culture. The research is premised on the fact that future leaders, including those in land administration, need to engage their strategic thinking caps, and work more collaboratively and harder in managing and leading through the ambiguity and changing circumstances (Mccauley, Cynthia, & Van Velsor, 2010). The most important observation is that strategic leadership enables thinking and decision making to develop strategic plans (Boal, 2000). Practitioners in the land administration function need to learn from the practice of strategic leadership to make daily decisions that enhance long-term viability of organizations. Ilac, Bertu, and Castro, (2018) partly informed the study as they observed that leadership is a critical facet in an organization's quest to set its direction and activities. Land administration practitioners can learn from the fact that organizational development focuses on improving an organization's efficiency and effectiveness in using various interventions targeting human capital, organizational structure, processes, and technology (Subedi, 2016).

Moreover, leadership and organizational culture are inextricably linked as they either produce cultural changes or reinforce current norms (Reinke, 2004). Therefore, the responsibility to change the organizational culture is vested in the executives of an organization because they are responsible for storming and norming the organizational culture, and influencing employee behaviour (Weese, 1995). Since organizational leaders are the centres of gravity amid deteriorating institutions and juggling centrifugal forces exerted by loosely coupled systems, fractured societies, transient membership, and innovations that increase the gap between leaders and members, there is an interdependence between organizational culture and leadership (Shamir, 1999). On the other hand, Schein (1985) observed that leadership and culture have a mutual complex partnership that ensures an organization's long-term sustainability in a changing world. Further, Schein (2009) observed that cultures as well as leadership are two related and cannot be understood without the other. This study sought to understand organizational culture as a moderating variable for leadership and performance of the land administration function.

A case is made to the effect that achievements by an organization are linked to its leaders because leading is a process of influencing, directing, and communicating the activities of an organization to accomplish goals (Quintana, 2016). Studies in health, for instance, have established the role of leadership, as necessary. Weller, et al., (2010) established that there is a connection between the leadership of allied health programs and client satisfaction and quality of life. Positive job attitudes have been linked to more decisive transformational leadership in both profit and non-profit organizations. Positive leadership in human service organizations is linked to higher employee contribution to the organization (Weller, et al., 2020).

The performance of land administration function could reflect a chosen strategy. Here, strategy refers to the overall design and choice by an organization to achieve its set objectives (Freedman, 2013). According to Wiersema and Bowen (2008), a strategy is a long-term scope and direction taken by an organization to gain the advantage in an environment that is ever changing by configuring its resources to fulfil stakeholders' expectations. Eliogu-Anenih (2017) stated that a strategy is a planned action taken by an organization to counter the competitive effect of its competitors.

According to Mintzberg et. al. (2003), an organization's strategy can be distilled from, or reflected in five-Ps. The first P stands for perspective. It refers to how different audiences perceive the organization. The second P stands for planning, that is, an organization's strategy to deal with situations. By using the term ploy that represents the third P, Mintzberg et. al. (2003) suggests that an organization may also use a ploy as a strategy to surprise the environment and its competitors. The fourth P stands for patterns. This is the choice of retaining those strategies that have been employed before. The last P stands for an organization's position in the marketplace. It is the reflection of the interaction between the internal and external aspects of an organization that should match what stakeholders expect from them. For an organization to achieve its objectives, it needs effective strategies in the overall program for the placement of resources and action (Ngari, 2011). Where strategic leadership is adopted, coordination between the strategy and goals characterises its efficiency and effectiveness, as would be the case for the performance of the land administration function.

The land administration function could benefit from the adoption of strategic leadership. Strategic leadership focuses on how leaders make short-term decisions that tend to guarantee organizational viability in the long-term (Eliogu-Anenih, 2017). Strategic consciousness in leadership planning influences the performance of an organization positively (Nyamao, 2016). It follows, therefore, that the leadership of the land administration function can efficiently align the human resources towards overall service delivery. In the same vein, strategic leadership refers to the management's capability in predicting and developing a strategic direction, and the establishment of strategic thinking to generate a strategic change and secure the organization's future (Kitonga, Bichanga, & Muema, 2016). According to Stringham (2012), strategic leadership involves the ability of a leader to provide direction, lead change, think strategically, and ensure consistent development of the skills and competencies of employees. In addition, Jooste and Fourie (2009) indicate that the actions that characterize strategic leadership include strategic direction, strategic thinking, leading change, developing human capital, and exploiting of core competencies.

The leadership needs the ability to focus on the entire organizational activities while monitoring internal and external changes that affect the organization (Ngari, 2011). Where leadership suffers from the inability to convince its staff to follow its vision, organizations perform poorly. This includes the failure to counter or recognize threats, inability to manage resistance to change, and misjudging their capability to control the external environment (Lorraine, 2012).

When efficiently adopted, strategic leadership in public institutions ensures rules and procedures are successfully institutionalised. Strategic direction is a symbol of social construction for the top leadership and management (Kanihan et. al., 2013). In distinguishing leadership from strategic leadership, Hambrick and Pettigrew (2001) argue that the Leadership Theory focuses on all levels of management in an organization.

Relevant lessons are drawn from the fact that strategic leadership research focuses on administrative duties, not just merely as a relation, but as a vital and symbolic undertaking (Hambrick & Pettigrew, 2001). In Australia, leadership plays a significant role in enhancing timeliness, security, cost effectiveness, accessibility of information and fairness in service delivery in land administration institutions (Kalantari, 2017). Salfarina (2011) suggested that strategic leadership as a component of corporate governance influenced land administration functions in Malaysia. Chaka, Lepheana, and Tlali (2017) stated that in Lesotho, land administration services were slugging and at times contaminated by acts of corruption. They recommended the adoption of strategic leadership as the best way in managing or enhancing service delivery, accessibility to information on land, performance, reliability, cost-effectiveness, and transparency. In Nigeria, Oladel (2013) found that strategic leadership in terms of strategic orientation, strategic direction, and human capital development, influences the performance of organizations. In Kenya, Kitonga, Bichanga, and Muema (2016) observed that strategic leadership in terms of strategic direction, human capital development, and organizational control, affects organizational performance significantly. There is need to look at the contribution of strategic leadership to the performance of land administration function in Kenya.

This study was further informed by the fact that strategic leaders allocate resources to achieve a competitive advantage in an organization. The Resource-Based View (RBV) refers to the utilisation of valuable capabilities of intangible and tangible resources at an organization’s disposal. Zacharias et al. (2015) explicitly emphasized the distinction in resources and capabilities embedded in the organization to improve its productivity (Steinle & Schiele, 2008). Strategic leaders play a significant role in the deployment of resources. Any given organization has the likelihood of success and excellence when it deploys the appropriate level of resources relevant to the business and strategy (Sarason & Tegarden, 2013). In RBV, the resources or knowledge that an organization commands shapes its character.

Several theories support the role of strategic leadership in performance enhancement. This study was anchored on five theories. The Strategic Leadership Theory is the primary theory, supported by the Upper Echelons Theory, Human Capital Theory, Transformational Leadership Theory, and Resource-based View Theory. The SERQUAL model was used. According to Strategic Leadership Theory, strategic leaders shape vision, mission, and intent. They influence effective strategic actions for the development and execution of strategies that result in competition in their respective organizations (Palladan, Abdulkadir, & Chong, 2016). Leadership in the land administration sector is no exception.

The Upper Echelons Theory indicates that the Top Management Team (TMT) members have the characteristics, with the inclusion of values, past experiences, and personalities, which tend to affect strategic and organizational decisions. Managers portraying significant experience in their profession within the organizational context are in line with their previous experiences, other than being based on individual attributes (Yamak, Nielsen & Escriba-Esteve, 2014). The study recognizes the role of top management as going beyond the Ministry and the National Land Commission to include the organization of government by the Cabinet Office.

Transformational Leadership Theory is characterized by the increased awareness amongst the subordinates on the value of the tasks and good performance, thus pushing subordinates to being aware of the needs for personal development and growth, accomplishment, as well as motivating them towards working for organizational good (Yukl, 2012). This theory supports the need to look not just at the top, but also across the entities responsible for land administration. The Transformational Leadership Theory complements Strategic Leadership Theory by supporting an all-inclusive approach to leadership.

The Human Capital Theory suggests that training improves the skills of employees in any organization. Specific training provided to employees provides them with supporting and relevant skills to run the day-to-day activities of their organizations (Boon et al., 2018). As this study explored, it is therefore imperative to assess the effect of training and capacity building in enhancing performance of the land administration function.

The SERVQUAL model captures and measures the service quality experienced by the clients, client satisfaction, and continuous improvement (Wisniewski, 2001). The concept of service quality that is most common is how well a service fulfils needs or desires of clients. The variation between client anticipations and perceived service can as well be described as service quality. Client satisfaction is measured using satisfaction rate that focuses on the perceived quality of services rendered in the Land Administration Department. In addition, land administration has significantly benefitted not only from many of these individual technologies, but also from the actual convergence and integration of the individual technologies themselves.

Strategic Leadership

According to Mintzberg (1978), a strategy is a carefully planned course of action whose outcome can be identified, and is therefore a pattern within a sequence of actions. Furthermore, Drucker (1974) views strategy as a series of activities to achieve the organization's goals while also adapting its scale, capital, and operations to the long-term environmental changes. Therefore, as indicated by Ireland and Hitt (1999), strategic leadership refers to a leader's ability to forecast, imagine, retain flexibility, think creatively, and collaborate with others to implement and manage improvements that will ensure organization's long-term viability. Further, Elenkov and Wright (2005) define strategic leadership as the process of developing a future vision, communicating it to subordinates, stimulating and empowering followers, and participating in strategy-supportive interactions with peers and subordinates.

According to Samimi, Cortes, Anderson, and Herrmann (2020), strategic leadership is a management style in which executives create a strategy for their organization that allows it to respond to or stay successful in a changing economic and technological environment. This management style is used by strategic leaders to inspire workers and promote a sense of unity and direction among them in order to achieve change within their organization. Ireland and Hitt (1999) define strategic leadership as the ability of a leader to anticipate, envision, maintain flexibility, think strategically, and work with others to initiate and manage changes that will create a viable future for the organization. According to Jooste and Fourie (2009), the actions that characterize strategic leadership include determination of strategic vision and establishment of balanced organizational controls. Redmond (2012) also indicated that the key actions that characterize strategic leadership include determination of strategic leadership, development of human capital, and exploiting of core competencies. According to Hitta, Haynesa, and Serpa (2010), the components of strategic leadership include strategic thinking, leading change, strategic direction, and development of core competencies. This study therefore focused on four components of strategic leadership: strategic thinking, leading change, strategic direction, and development of core competencies.

The first component of strategic leadership used in this study is strategic thinking. Strategic thinking is a cognitive process that defines an individual’s ability to anticipate threats, discern opportunities, examine alternative actions, and make decisions that maximize short-term values and create a long-term competitive advantage (Komlan, 2017). Strategic thinking is a different way of thinking by use of intuition and creativity, leading to an integrated enterprise perspective (Amir & Muathe, 2018). According to Al-

Hawary and Hadad (2016), the components of strategic thinking include thinking in time, intelligent opportunism, hypothesis-driven and intent-focused. Salih and Alnaji (2014) observed that strategic thinking has a positive effect on organizational performance. In addition, strategic thinking primarily involves discovering of competitive strategies that can be used in positioning an organization differently, hence improving its performance. Strategic thinking leads to a coherent set of goals, tactics, and new ideas that are required to survive and succeed in a complex, ever-changing world (Nyaywera, Kahuthia, & Gakenia, 2018).

The second component of strategic leadership used in this study is leading change. The ability to lead and manage change is a key characteristic of a strategic leader (Stringham, 2012). However, strategic leaders who can provide a sense of direction and create ownership and cohesion in their workgroups to drive change are needed to manage change and uncertainty (Gusmão, Christiananta, & Ellitan, 2018). Jalagat (2017) indicates that the components of leading managing change include organizational structure, adoption of information technology, and innovation. Leaders and managers must lead not only because it is expected of them, but also because it is vital for their effectiveness and performance (Jooste & Fourie, 2009). Leaders and managers must provide feedback while also increasing their knowledge of the ever-changing tasks and positions that they will face in the workplace. In addition, Laurentiu (2016) observed that leading change significantly influences organizational performance. This is supported by Ling, Guo, and Chen (2018) who observed that change leadership has an influence on staff commitment to change and organizational performance.

The third component of strategic leadership studied was strategic direction. This is defined as the strategies and decisions that must be implemented in order to achieve the organization's vision for the future (Stringham, 2012). Strategic direction involves the organization's managers designing and implementing key goals and strategies on behalf of all stakeholders, based on resource needs and assessments of the organization's internal and external environments (Elenkov & Wright, 2005). Jalagat (2017) indicates that strategic direction encompasses vision, mission, goals, and objectives. A mission statement is one that explains why an entity exists, what its ultimate purpose is, and what its operational goals are. According to Wadhwa (2016), the three components of strategic direction (mission, vision and goals, and objectives) have a significant effect on organizational performance.

The fourth component of strategic leadership studied was development of core competencies. Strategic leaders are corporate managers who make decisions in helping their respective organizations in developing, maintaining, strengthening, leveraging, and exploiting core competencies (Redmond, 2012). According to Heilmann, Vanhala, and Salminen (2016), the development of core competencies encompasses staff development policies, on-job training programmes, and scholarships. Competency growth improves employment opportunities (primarily advancement, increased work satisfaction, and increased independence) as well as psychosocial opportunities (primarily increased self-confidence and self-fulfilment). The exploitation of core competencies in an organization involves the sharing of resources in all units. Core competencies, in any organization cannot be adequately developed or even exploited devoid of the appropriate human capital (Samimi, Cortes, Anderson, & Herrmann, 2020). In their study, Jabbouri and Zahari (2014) found that developing core competencies has a significant impact on organizational performance. In addition, Izzoh and Osman (2014) found that developing core competencies leads to employee productivity, which in turn influences the performance of an organization positively.

The adoption of different components of strategic leadership including strategic thinking, leading change, strategic direction, and development of core competencies is influenced by traditions, norms, beliefs, shared assumptions, and shared values in an organization (Owusu, 2012). For instance, the change of an organizational direction, implementation of competency development programs and use of strategic thinking involves changing the traditions and norms of an organization, and hence the need for leading change to prevent resistance to change (Mukolwe, 2017).

Organizational Culture

According to Mbabazize, Mucunguzi, and Twesige (2014), organizational culture refers to the system of shared values and beliefs that guide the behaviours of the staff and other members within an organization. The main components of organizational culture include traditions, norms, beliefs, shared assumptions, shared values, and resistance to change. In relating corporate culture to leadership, Schein (1992) defines organizational culture as practices and climate in organizations to handle staff and the espoused values in an organization. According to Dull (2010), organizational culture moderates the relationship between leadership and the performance of the public sector in the United Kingdom.

Owusu (2012) avers that organizational culture was one of the critical factors negatively influencing public sector reforms as it negatively affects the implementation of various strategies, and the adoption of strategic leadership components. Regarding land administration, Mwangi (2009) indicated that the performance of any organization, whether public or private, highly depends on the working attitude of employees, which is considerably influenced by norms, traditions, and beliefs. As a result, most of the proposed changes that are meant to improve efficiency in the Ministry of Lands and Physical Planning face resistance from employees. Such include implementation of a strategic plan that provides direction, and implementation of competency development programs. Muthaura (2014) observed that resistance to change was one of the leading challenges in strategy implementation at the Ministry of Lands and Physical Planning. In addition, employee preparedness for change was low, and they lacked adequate skills and knowledge to deal with changes such as adopting information technology.

Organizational behaviour involves the interaction between individuals within an organization and also between people and the organization (Poku & Owusu-Ansah, 2013). Organizational theory explains how and why individuals behave in a specific way within different types of professional groups. One of the ways of explaining organizational behaviour is through identification of norms, traditions, and beliefs as way of life in an organization. Norms and traditions influence how members of a community interpret, think, communicate, behave, and decide about their surroundings (Muthaura, 2014). Anticipated behaviours, beliefs, values, practices, and customs are all part of a normative and customary pattern of human conduct that includes thinking, communication, ways of communicating, roles, and relationships, expected behaviours, beliefs, values and customs. The implementation of strategies in an organization, including the adoption of competency development programs, strategic direction, and leading change, interrupt its norms and traditions, and hence it may be faced with resistance to change.

The action taken by a person or community who perceives change as a threat is known as resistance to change. According to Franklin and Aguenza (2016), when employees have no other option but to adapt due to external conditions, they are more likely to do so. Employees of the organization are forced to adapt to this situation. Mukolwe (2017) argued that technical resistance, political resistance, and cultural resistance are the three aspects of change resistance.

Performance

Organizations exist for a purpose that is coordinated by intentions and goals of succeeding in whatever they do (Ongeti, 2014). The performance of an organization is related to its efficiency, financial viability, effectiveness, and the entire organizational relevance in the industry (Ongeti, 2014). According to Machuki and Aosa (2011), for effectiveness, organizations develop unique capabilities as an assurance for achieving their mission.

Ali, Zevenbergen, and Tuladhar (2013) aver that the measurement of performance is the process of quantifying the effectiveness and efficiency of organizational processes. Assessing organizational performance is concerned with client satisfaction and productivity metrics of resource use. Organizations should try to use both non-financial and financial metrics to assess their success (Velcu, 2009). Kaplan and Norton (1996) introduced the Balanced Score Card as a tool to measure organizational performance. Balanced Score Card measures performance using financial perspective, client point of view, learning and growth, as well as internal business processes. Kaplan and Norton (2001) indicate that financial indicators tend to ignore non-financial measures such as efficiency, client point of view, and new business processes. Also, they do not focus on the future.

According to Balabonienė and Večerskienė (2015), the performance of the public sector is measured in terms of inputs (money, equipment, and human resource), output, productivity, cost, and client satisfaction in service quality and timeliness. However, the use of a balanced scored in the assessment of the performance of public institutions has been recommended by several authors (Bracci & Maran, 2011; Rixon, 2011). In Tanzania, Ngomuo and Wang (2015) utilized the balanced scorecard in the measurement of performance of organizations in the public sector.

This study used the balanced scorecard in the measurement of performance of the land administration function. The four perspectives (financial perspective, client satisfaction, learning and growth, and internal business processes) were assessed in the land administration function in Kenya. The financial perspective was looked at in terms of reduced cost of service delivery. Activity cost refers to the cost of carrying out a specific activity, including the field survey cost for subdivisions, or costs to have the survey records examined. The processing cost is viewed as the total cost of producing the process output based on the underlying activities (Looy & Shafagatova, 2016).

The client perspective was measured in terms of higher client satisfaction. The client is the ultimate recipient of products, services, and other outputs delivered in the land administration sub-processes and related activities. Kalantari (2017) argued that the two conventional approaches of land administration are time and cost, and the number of procedures. In addition, according to the International Federation of Surveyors (2017), there is need to look at the security, accessibility, sustainability, cost, fairness, and simplicity of the land administration processes. In evaluating client satisfaction within business processes and performance, Kueng (2010) suggested two likely options: to compare the client expectations with perceptions, or to use some defining criteria of quality and ask the clients to rate their degree in fulfilment and significance of every criterion. This can be assessed using indicators such as the percentage of satisfied clients within the Cross-organizational Business Processes (CBPs) and the sub-processes output. Internal business process in this study was looked at in terms of shorter cycle period (time), higher reliance on land administration processes (society), and improved quality of lodged requests (quality). In addition, learning and growth was looked at in terms of continuous improvement (technological innovation).

The Land Question and why Focus on Land Administration

According to Molen (2002), the humankind and land have a close relationship. This relationship reflects in rights, interests, and responsibilities of humans on land. The United Nations (2005) observed that land is the most valuable resource since life on Earth cannot exist without it. Land serves a variety of purposes in society. Moreover, from a physical standpoint, land is the room in which we travel and build shelter, and also the source of our food and water. The UN further observes that from an ecological perspective, land plays a crucial role in the breeding and survival strategies of many living organisms. In their view, more often than not, land is the reason why countries battle one another and neighbours quarrel with one another. It is a pillar on which wealth is founded from an economic standpoint. From a social and cultural perspective, land is a spiritual taproot that people derive spiritual sustenance (United Nations, 2005).

Land rights are either statutory, customary, or informal. Ownership, superficies, leasehold, easements, freehold, and rights to income are examples of property rights. Land issues in Kenya date back to pre-colonial, colonial, and post-colonial times (Kanyinga, 1998). Successive independent governments have always placed the land issue on their agenda and political manifestos. The aim of a land administration process is to assist in the implementation of land policy by using land management aspects. Land administration is the most appropriate instrument for implementing land-related aspects for state and nation building in Kenya (Kanyinga, 1998).

According to Van De Molen (2006), land administration is a technique that requires the use of process modelling and other related topics such as process re-design, system-support, and workflow management. Land administration is a way of promoting the adoption of land management policies, rather than an end. The criteria specified by the instruments at the governments' disposal to enable appropriate execution of their land policy determines how land administration should function.

Land Administration Function

Land administration serves as a suite of tools that operationalise the instruments of policy. Gandhi (2016) observes that a government operates the instruments of land tenure security, land markets, land taxation, land use planning and development regulation, land reform and management, land registration, cadastre, and other inventory of tools that operationalise these land policy instruments. Land is the ultimate resource, for without it, life on earth cannot be sustained. Land is both a physical commodity and an abstract concept in that the right to own or use it are as much a part of the land as the objects rooted in its soil. Good stewardship of the land is essential for present and future generations (UN guidelines, 1996). The guidelines further observe that without secure land rights, there can be no sustainable development, for there will be little willingness to make long-term investments. In addition, the UN guidelines suggest that land administration systems should provide order and stability in the society by creating security not only for landlords and the partners, but also for national and local investors.

Australia has a well-developed system of land registration, mapping, and cadastral surveying. The government of Australia provides security of tenure, registers land, manages and administers public land, and provides public access to land administration functions such as valuation, survey, and tenure (Newnham & O'keeffe, 2017). In addition, cadastres are considered as one of the main pillars of land administration systems together with property valuation, taxation of real estate, land use management, and efficient land registration (Grover, 2018).

The history of land ownership in Africa is that of political struggle, and in some instances, armed conflict. Fimbo (2017) observed that in Africa, land was the main arena in the struggles between the coloniser and the colonised. The coloniser set to wrestle control over the land from the colonised segment. The Imperial decree published on 26th November 1895 stated in part that all land in German East Africa would be un-owned. Ownership to such land was vested in the Empire.

According to McAuslan (1996), the main issue in land law is the tension between protection of rights, users of land, and the freedom to deal with the land market. Gravells (2010) observes that ownership of land may be through contributions by other family members, or through acquisition of a loan from a bank for the land. In that case, the bank will retain an interest capable of being realised in the event that there's failure to pay the loan. Land ownership is not confined to the surface of that land. In Mitchel – vs- Mosley (1914), it was held that land encompasses land of any tenure, minerals, and mines, whether not held apart from the surface, buildings, and other corporeal hereditaments. Gravells (2010) further observed that in the Common Law the concept of land was expounded by the maxim "*the owner of the soil also owns everything up to the sky and down to the earth*".

Byamugisha (2014) suggested that land administration in the Sub-Saharan Africa is a vital role in governing land. Proper land governance ensures that there is efficient and effective equity of land administration and access to all, planning on land usage, food security, and the management of natural resources. To a great extent, leadership has contributed to the success of good land governance in most countries.

Mbabazize, Mucunguzi, and Twesige (2014) observed that land administration in Uganda requires secure, inevitable, predictable, and sustainable systems and procedures. This includes a series of activities aimed at determining, recording, and disseminating information on land rights, ownership, size, identification, use, and value in line with the established policies and regulations.

The land administration sector has rapidly evolved in the recent years. For example, developing countries such as Ethiopia, Lesotho, Nigeria, Ghana, and Rwanda have taken significant strides to improve their land administration functions (Chaka, Lepheana, & Tlali, 2017). Section 5 of the Kenya Crown Ordinance (1915) states that all land refers to public lands in the Colony that are currently under His Majesty's jurisdiction, either through treaties, conventions, agreements, or through His Majesty's protectorate. All lands were purchased by His Majesty for public service or otherwise, including land held by colonialist and lands set aside for the use by members of any native tribe.

Klaus and Mitchell (2015) noted that since pre-independence period in Kenya, every progressive political leadership has faced the land question and offered land reforms as an urgent need. The executive leadership has continually grappled with issues of inequalities, marginalisation, and discrimination on access and ownership of land. According to Boone et al. (2019), Kenyan land disputes can be reduced to administrative law questions, which leave a lot to be desired.

In Kenya, the mandate of land administration function falls under the Ministry of Land and Physical Planning and the National Land Commission. Since independence in the year 1963, land administration in Kenya has been under the Ministry of Lands and Physical Planning that has used different names under different governments (Boone, Dyzenhaus, & Klopp, 2019). The Ministry of land and physical planning carries out functions of land administration that include regulatory (land use planning), fiscal (valuation), and juridical (land tenure). The national land policy of 2009 proposed the devolution of land administration structures through establishment of local level mechanisms that include Land Disputes Tribunals and Land Control Boards.

The National Land Commission Act of 2012 led to the establishment of the National Land Commission that was required to establish offices in the Counties to carry out land administration tasks such as surveying, mapping, adjudication, settlement, consolidation, and physical planning. However, despite this progress in land administration in Kenya, Kenyans are still experiencing challenges related to land rights and land ownership. According to Siriba and Mwenda (2013), land administration system in Kenya is still expensive, undemocratic, bureaucratic and prone to abuse, leading to injustices and inordinate delays in land administration. Further, the land administration system is characterized by malpractices, lack of transparency, and inefficiencies. The prevailing situation in the land administration processes and procedures calls for interventions of strategic oriented leadership.

Statement of the Research Problem

Just like in the Philippines (LSDF, 2010), land administration in Kenya suffers from institutional and policy arrangements that are disparate, ambiguous, unclear, and ineffective. The repeal of the Government Land Act Cap 280 of the Laws of Kenya in 2012 abolished the office of the Commissioner of Lands. With the exit of this office, the overall authority for sale, letting, disposal, and occupation of government land was dispersed. While creating and assigning functions to the Ministry of Land and Physical Planning, the Executive Order No. 1 of 2020 further disperses the land administration function. The Ministry is mandated to carry out the following functions: national land policy and management, physical planning, land transactions, survey and mapping, land adjudication, settlement matters, land registration, spatial planning, land valuation, land information, and maintenance of public land. The Executive Order does not spell out the land administration function.

The adoption of the Sessional Paper No. 3 of 2009 on National Land Policy and Constitution of Kenya 2010 heralded the repeal of the Government Lands Act and replaced it with the Lands Act that ousts the President and the Commissioner of Land from the land administration function. However, even with the new changes, Mburu et. al. (2018) observes that there is a multiplicity of laws governing land administration and registration in Kenya. Each statute stipulates different ways of land parcel identification, conveyance, valuation, and property rights. In addition, land survey, titling, and registration are guided by different legislations, departments, and organizational structures such as the National Land Commission Act, Land Act 2012, Survey Act, Land Registration Act, Sectional Properties Act, Physical and Land Use Planning Act, and Valuation Act, among others. These statutes speak to a need for better coordination.

The Kenyan land administration system is complex and characterized by frequent breakdown in the information system, disparities in land ownership, and fragmentation of services (Siriba, Winrich, & Mulaku, 2015). In addition, Mwangi (2008) observed that land administration challenges in Kenya include high transaction costs, inefficiency in service delivery, long waiting time, and fragmentation of functions. According to the African Women Report (2018), land administration processes are bureaucratic, high in transactional cost, undemocratic, and vulnerable to abuse, thus resulting in lengthy delays in land administration. These challenges in land administration make a case for better coordination and stronger leadership. Just like in the case of the Philippines, there is need to strengthen leadership and management of land administration reforms in Kenya (Philippine's Land Sector Development Framework, 2010). While changes in the laws and institutional framework affecting land administration will be required, they cannot be achieved without strong leadership and management to achieve what the UN guidelines recommend as the ideal. They recommend that "land administration should ideally be under the supervision of a single authority referred to as the lead agency. Such an arrangement will guarantee the best possible coordination between various parts of the whole process" (UN Guidelines, p.63, 1996).

There is scanty literature on the role of leadership on the performance of land administration function. Global and local studies have applied different components of strategic leadership in relation to performance in the public sector. Abuzaid (2016) examined the effect of strategic leadership on organizational ambidexterity in the Jordanian chemical manufacturing companies, while Lorraine (2012) examined the effect of strategic leadership on strategic alignment in high-performing companies in South Africa. According to Abuzaid (2016), strategic leadership components include strategic focus and strategic visioning. In South Africa, Lorraine (2012) suggested that the critical criteria for strategic leadership includes determination of strategic direction, management of organizational resource portfolio, maintenance of core competencies, human capital development, strategic control, and strategic thinking. Both studies were conducted in the private sector whose objectives and mission are different from those of public institutions. The study by Abuzaid (2016) was conducted among Jordanian chemical manufacturing companies, while the study by Lorraine (2012) was conducted among high-performing organizations in South Africa. While Abuzaid (2016) used a descriptive research design and Lorraine (2012) used quantitative research design, this study deployed the cross-sectional study design and mixed research methods. These findings and observations are relevant in understanding performance of the land administration function in Kenya.

Studies on strategic leadership and organizational performance in Kenya focus on private and non-profit institutions rather than public institutions. For instance, Nthini (2013) conducted a research on the association between strategic leadership and the performance of commercial and financial state corporations in Kenya; Nyamao (2016) examined the influence of strategic direction on the performance of small and medium enterprises in Kenya. However, having been limited to the private sector and state corporations, the findings of these studies cannot be generalised to public institutions. Ogaja and Kimiti (2016) assessed the association between strategic leadership and execution of tactical decisions among public universities in Kenya. Nevertheless, public universities and the Ministry of Lands and Physical Planning have different functions and structures, and are governed by different regulatory frameworks. In addition, the three studies (Nthini, 2013; Nyamao, 2016; and Ogaja & Kimiti, 2016) used a descriptive research design, while this study deployed the cross-sectional study design and used mixed research methods for in-depth validation and triangulation.

Further, Nthini (2013) suggested that the main components of strategic leadership include strategic direction, organizational control, and effective management of resources. In another study, Nyamao (2016) outlined the main elements of strategic leadership as development of strategic vision and purpose, strategic change, effective management of resources, and enhancement of ethical practices. The research adopted different components of strategic leadership from various studies and settled on some common elements including strategic thinking, leading change (strategic change), strategic direction, and development of core competencies. Therefore, this research study sought to assess the influence of strategic leadership on the performance of land administration function in Kenya, as moderated by organizational culture. The study was premised on the assumption that strategic leadership improves the performance of organizational structures and processes. The adoption of strategic leadership as moderated by organizational culture would significantly contribute to eliminating the poor performance of the land administration function in Kenya.

Purpose of the Study

The study investigated the effect of strategic leadership on the performance of land administration function in Kenya. The focus was on the specific contribution of strategic thinking, leading change, strategic direction, and the development of core competencies to the performance of land administration. Further, the study evaluated the moderating effect of organizational culture and strategic leadership on the performance of land administration function.

The study adds to the body of knowledge in the field of strategic leadership and organizational performance, with particular reference to the land administration function. It enriches the literature that can be relied on in identifying research gaps in related strategic leadership and organizational performance.

The study provides information to the management of the National Land Commission and the Ministry of Lands and Physical Planning that could be important in the reorganization of the land administration function for improved performance. The findings are essential in augmenting policy formulation on the relevance and application of strategic leadership in public institutions in Kenya.

General Objective of the Study

The broad objective of this study was to establish the moderating effect of organizational culture on the relationship between strategic leadership and the performance of the land administration function in Kenya.

Specific Objectives of the Study

The study had the following specific objectives:

1. To assess the effect of strategic thinking on the performance of the land administration function in Kenya.

2. To determine how leading change affects the performance of the land administration function in Kenya.
3. To investigate the effect of strategic direction on the performance of the land administration function in Kenya.
4. To establish the effect of core competencies on the performance of the land administration function in Kenya.
5. To investigate the moderating effect of organizational culture on the relationship between strategic leadership and performance of the land administration function in Kenya.

Research Hypotheses

$H_0$1: Strategic thinking has an insignificant effect on the performance of the land administration function in Kenya.

$H_0$2: Leading change has an insignificant effect on the performance of the land administration function in Kenya.

$H_0$3: Strategic direction has an insignificant effect on the performance of the land administration function in Kenya.

$H_0$4: Development of core competencies has an insignificant effect on the performance of the land administration function in Kenya.

$H_0$5: Organizational culture does not moderate the relationship between strategic leadership and performance of the land administration function in Kenya.

Assumptions of the Study

It was assumed that the Ministry of Lands and Physical Planning and the National Land Commission had well-established structures providing leadership. With this, it was assumed that there was an organizational structure that offered coordination and linkages within the land administration function. The study assumed that clients and staff in the

Ministry of Lands and Physical Planning and National Land Commission had the information required on strategic leadership, land administration performance, and organizational culture.

Another assumption was to the effect that there was an existing/established leadership in the various levels of hierarchy in the land administration function. More so, the leaders occupying top positions were assumed to be have been well versed with strategic related issues whose information the study sought to rely on.

The credibility of this study depended on the respondents' availability, willingness, and honesty in filling in the questionnaires, and giving interviews for purposes of generating qualitative data. Therefore, the study assumed that the respondents would be willing to provide honest information in regard to strategic leadership, land administration performance, and organizational culture.

Justification of the Study

Kenya abolished the office of Commissioner of Lands that was the overall coordinator of the land administration function. The land administration function is spread across the Ministry of Lands and Physical Planning and the National Land Commission without regard to the fact that it applies across the three categories of land: community land, private land, and public land. According to Klaus and Mitchell (2015), land is a critical constituent of political, economic, and social development.

In the last five decades since independence, land remains a focal point of concern among Kenyans with issues of poor management, administration, ownership, control, distribution and its use. Services in the Ministry of Lands and Physical Planning offices and National Land Commission are less than satisfactory. It takes approximately 163 days to register land in Kenya, compared to 8 days in Rwanda, 68 days in the United Kingdom, and 92 days in India. Corruption and inefficiencies in land administration processes hamper efforts to expedite issuance of ownership documents such as title deeds or leases (Chaka, Lepheana & Tlali, 2017). The disappearance of land parcel files and green cards — which bear records of all transactions relating to a piece of land — and issuance of fake deed plans are indicators of poor land administration and governance practices in Kenya. There is insecurity about land records, incidences of forgery, some torn land records, and duplicity of title deeds and leases (Mbabazize, Mucunguzi, & Twesige, 2014).

Studies conducted on strategic leadership and organizational performance have mainly focused on commercial state corporations, profit making organizations, and non-governmental organizations. Due to differences in mission, vision, goals, and objectives and organizational structures, the findings of these studies cannot be generalized to public institutions such as the Ministry of Lands and Physical Planning and National Land Commission.

In addition, studies on strategic leadership and organizational performance have conceptualized strategic leadership in different ways. The most commonly used components of strategic leadership include strategic direction, organizational control, effective management of resources, development of strategic vision and purpose, strategic change, effective management of resources, and enhancement of ethical practices. However, there is limited literature on studies conceptualizing strategic leadership in terms of strategic thinking, leading change (strategic change), strategic direction, and development of core competencies.

Also, studies conducted on strategic leadership and organizational performance used different methodologies in the collection and analysis of data. For instance, Nthini (2013), Nyamao (2016), and Ogaja and Kimiti (2016) used a descriptive research design. However, one of the disadvantages of a descriptive research design is that it cannot be used to test hypothesis or verify a research problem statistically. This study therefore utilized cross-sectional study design and used mixed research methods.

Significance of the Study

The Constitution of Kenya (2010) assures various land and environmental rights for all Kenyans. It is the responsibility of the Government of Kenya to ensure the enforcement and realisation of these land rights. As such, there has been development of polices including the National Land Commission Act of 2012 that led to the establishment of the National Land Commission. However, the land administration system in Kenya is still complex, and characterised by frequent breakdown in the information system, disparities in land ownership, and fragmentation of services. In addition, land administration processes in Kenya are still bureaucratic, inefficient, costly, undemocratic, and vulnerable to abuse, thus resulting to lengthy delays in land administration. Therefore, to the policymakers in Kenya, this study provides information on how strategic leadership influences performance of land administration. The findings inform policy formulation based on strategic thinking, leading change, strategic direction, and development of core competencies to improve the performance of land administration.

By conducting a research on strategic leadership in organizational culture to improve the performance of the land administration function, this study makes a case for strong leadership and management for better coordination of the land administration function. In order to ensure policy coordination and harmonised legislation for the land administration function, this study lays out the attributes that strategic leaders should possess: strategic thinking, strategic direction, and leading change to put the land resources to good effect.

The study adds to existing body of knowledge on strategic leadership, organizational culture, and performance of land administration. The research serves as a foundation for future research into the impact of strategic guidance on land administration results. Other researchers and academicians conducting studies on strategic leadership and land administration may use the findings of this study as part of their literature review. The implementation of the recommendations of this study may play an essential role in improving service delivery and client satisfaction.

The Ministry of Lands and Physical Planning and National Land Commission may find this study important. Various groups and organizations in the land administration sector may as well consume the results of the study. Potential beneficiary groups from the study include policymakers, non-state actors, researchers, academicians, and the Kenyan population in general. The outcome of the study may inform the adoption of strategic leadership strategies aimed at improving the performance of the land administration function for efficient and effective administration, equitable access to land information, secure the tenure of land, and sustainable land resource management. One of the ways of dealing with poor performance of land administration function in Kenya is to apply the practice of strategic leadership. The findings of this study may assist the Ministry of Lands and Physical Planning and National Land Commission in adopting strategic leadership practices in land administration.

Scope of the Study

The study investigated the influence of strategic leadership on performance of the land administration in Kenya. The research only focused on four components of strategic leadership: strategic thinking, leading change, strategic direction, and development of core competencies. The Ministry of Lands and Physical Planning, the National Land Commission, and their clients in Kenya form the scope of the study.

The investigation on the performance of land administration system in Kenya was done against the backdrop of the fact that Kenya combines the western forms of land ownership. These forms of ownership recognize individual relation between man and land as opposed to customary notions of tenure based on land ownership by communities. It is recognized that some African countries, including Kenya after the adoption of the Constitution of Kenya 2010, have a mixture of customary and individual forms of land tenure. (Bruce, 1998).

Limitations and Delimitations of the Study

This study faced several limitations. For instance, the administration in Ministry of Lands and Physical Planning and National Land Commission were reluctant to grant permission to carry out the research in fear that the study required sensitive information on the performance of the land administration function. To mitigate this, the researcher obtained an introductory letter from Pan Africa Christian University and a research permit from National Commission for Science and Technology (NACOSTI) to confirm that the research was for academic purposes. The researcher also assured the management in Ministry of Lands and Physical Planning and National Land Commission that information provided would be treated with utmost confidentiality.

Another limitation of the study was that the respondents were reluctant to provide information due to fear of victimization. Some of the respondents felt like they were being investigated, and hence they failed to provide accurate information. To address this, the researcher worked at winning the respondents' confidence by assuring them that the findings were for academic purposes only, and that the information they provided would be held in confidence. Further, the questionnaires did not require the respondents to indicate their identities to ensure anonymity.

Chapter Summary

This chapter presents the background of the study with a brief discussion on its variables and context. It covers concepts such as strategic leadership which encompasses strategic thinking, leading change, strategic direction, and development of core competencies. Other concepts covered include organizational culture and performance, the land question, as well as the land administration function.

The chapter also covers the statement of the research problem. It also outlines known issues in the land administration function before highlighting contextual, methodological, and conceptual gaps. The purpose of this study, which was to investigate the influence of strategic leadership on the performance of land administration function in Kenya, was also discussed. The focus was on the specific contribution of strategic thinking, leading change, strategic direction, and the development of core competencies to the performance of land administration. Further, the study sought to evaluate the moderating role of organizational culture on the effect of strategic leadership on performance of the land administration function. The chapter also outlines the elements of the study such as the hypotheses, assumptions, justification, significance, scope, as well as limitations and delimitations.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter presents a review of literature on pertinent aspects of strategic leadership, organizational culture, and performance of the land administration function. Specifically, it provides an analysis of the relationship between strategic leadership, organizational culture, and performance. The chapter begins with the relationship between strategic leadership and performance. It then details out key variables on strategic leadership, and gives a review of the association between organizational culture, strategic leadership, and organizational performance. The chapter also covers literature on the performance of the land administration function, which is the dependent variable. Also covered in the chapter is the review of the theoretical literature, an exploration on the conceptual framework, summary of the knowledge gaps, and the hypotheses.

Strategic Leadership and Performance

The available literature establishes a nexus between strategic leadership and performance. Strategic leadership refers to the capability of leaders to influence followers within an organization to voluntarily make daily decisions that influence the survival of the organization, ensure long-term growth, and sustain short-term financial health (Price & Weiss, 2013). The main strategic leadership aspects include the development of a clear vision and shared values. Vision and values play a significant role in enabling employees to make critical decisions in an organization (Butta, 2015). Further, strategic leadership incorporates managerial and visionary leadership while allowing for rationality and risk-taking in organizations (Salih & Alnaji, 2014).

Witts (2016) suggested that strategic leadership is the essential responsibility of the chief executive officers and other senior members of the executive. Strategic leadership is meant to set the organizational direction. Some accurate indicators of the future success in major companies lie in the combined competencies in the executive team, rather than focusing on the chief executive alone (Serfontein, 2010). Hitta, Haynesa, and Serpa (2010) highlighted the components of strategic leadership as development and communication of vision, building of dynamic core competencies, engaging in ethical practices, development, and implementation of balanced controls. Ireland and Hitt (2005) assessed the function of strategic leadership in achievement and maintenance of strategic competitiveness in the United States. They discovered strategic leadership, consists of six elements: defining the organization's mission or vision, exploiting, and preserving core competencies, improving human resources, sustaining an active organizational culture, stressing ethical standards, and creating balanced organizational controls.

According to Witts (2016), strategic thinking, strategic direction, and development of core competencies significantly influenced the effectiveness of the top management team and organizational financial performance in Pakistan. Serfontein (2010) established that strategic leadership had positive and significant influence on organizational performance measured against EPS and ROA in South Africa. Intent and vision, strategic direction, use and maintenance of core competencies, human resource growth, outline of ethical practices, and establishment of a strategic control system are all components of strategic leadership, according to Serfontein.

Nthini (2013) highlighted that strategic leadership is comprised of determination of corporate strategic direction, management of corporate resource portfolio, emphasis on active organizational culture, emphasis on ethical practices, and balanced organizational controls in Kenya. Additionally, Ogechi (2016) outlined the following as the components of strategic leadership: strategy direction, strategic thinking, emphasis on ethical practices, development of core competencies as well as Leading change. In the same vein, Kitonga, Bichanga, and Muema (2016) argued that the components of strategic leadership are human capital, strategic direction, ethical practices, and organizational control which had a significant influence on organizational performance.

Importance of a Performing Land Administration System

According to Williamson (2010), the term Land Administration (LA) was coined in 1993 by UNECE in its LA Guidelines. These guidelines, as Williamson observed, include the process of assessing, documenting, and disseminating information about the possession, value, and usage of land and its associated resources. This process is known as land administration. These processes also reflect the adjudicating of land rights and other characteristics that include survey. Further, LA also reflects the identification and provision of comprehensive documentation, and appropriate information to support land markets.

Subedi (2016) established that both environmental and political factors influence land administration. LA formalizes land occupation principles, usage, production, and works in tandem with the legal system to establish a mechanism for recognizing and implementing the recognized interests. When implementing land management policies, land administration entails assessing, documenting, and disseminating information regarding land tenure, value, and use. Dale (2010) argued that the United Nations Economic Commission for Europe has coined the word "land administration" to describe the entire processes of documenting and disseminating knowledge on the possession, value, and the usage of land and its related resources. Examples of such processes include the determination (at times referred to as 'adjudication') of land rights and other characteristics, their survey and definition, and their thorough description.

According to Romeo (2002), approximately 26 countries have systems of land administration. Some, like the African system of collective names, embody non-tenure-based concepts of land management. On the other hand, the concepts of private land ownership are the foundation of common law nations. Romeo goes on to say that the Torrens scheme is the most dominant land management framework in Australia. It is a legitimate commodity that is marketed to other legal environments around the world in addition to managing private land tenures. Land administration can be interpreted in a variety of ways. Romeo mentions several contexts including metaphysical (a mental understanding of/and relationship with land), bureaucratic (in government administration, economics, law, and public policy), and geographical details (surveying, GIS, aerial photos, remote sensing, GPS, mapping, satellite images, Google Earth and orthophotos).

Performance of Land Administration Function

According to Garnero, Cogoni, and Valentina (2014), the responsibilities of the department of land administration include establishing and maintaining land control boards, processing and approving of development applications such as issuance of consents to lease, charge or sell, and alienation of land for purposes of development to public entities and individuals. Other functions include processing documents of ownership such as grants or titles for public and community land, setting apart land for use by the public, collation and generation of revenue, Appropriation-in- Aid (A.I.A.), maintenance and custody of land records, recording and updating plot attributes on cards and files, documentation of public land, and maintenance of fragile ecosystems such as marine reserves, national parks, public beaches, historical sites, wetlands, and water catchment areas for purposes of conservation.

The department of land administration offers land registration services that include registration of documents, transfers, and charges (Prakash & De', 2017). Other services such as discharges, inheritance, name correction, mutations and division, power of attorney, leases and caution, issuance of land titles for all types of land registered under the various land registry laws, and issuance of land titles searches can also be accessed via this department. It also provides land boundary dispute resolution, provisional and replacement title planning, preparation of certificate of incorporation and issuance, stamp duty assessment and stamping, inspection and control of duty franking machines, and processing transfer of titles from one land law to another (Garnero, Cogoni, & Valentina, 2014).

Land valuation services are many and varied. They include ground rent determination upon subdivision, lease extension and change of user, valuation for stamp duty purposes, assessment of rent for government leasing, determination of contested rent, valuation of government owned properties on a foreign mission, valuation for ranking, valuation of fixed and loose assets for all government agencies, and valuation of fixed and loose assets for all government agencies (Chi- Man, Sze- Mun & Kim- Hin, 2014). In addition, the land administration provides survey services such as general boundary surveys, processing of mutation forms, settlement of boundary disputes, preparation of amendment/deed plans, and selling of maps and national atlases.

Land administration performance is measured using a balanced scorecard. This is a strategic management performance indicator for identifying and improving diverse internal business roles and their external outcomes (Wang et al., 2018). Organizations use balanced scorecards to calculate and provide feedback. A balanced scorecard has a few distinguishing characteristics. First, it concentrates on the strategic agenda of organizations or coalitions. Secondly, it is a focused collection of metrics to monitor success against goals. This includes a combination of financial and non-financial data (divided initially into four "perspectives" - financial, client, internal process, and learning and growth). The third is a portfolio of projects aimed at influencing the results of the measures/objectives (Ali, Zevenbergen, & Tuladhar, 2013).

High performance of land administration system is crucial in any country since it assists in solving various land-related issues such as prevention of land conflicts by using demarcation of clear boundaries. The cadastre, a form of map that labels conceptual parcels of land rather than actual land holdings, is an example of land administration (Lemmen, 2012). Its history can be traced back to Napoleonic France where it was used to document land borders and collect taxes from landowners. It is now used all over the world (apart from England or the United States), including developing countries. The cadastre has evolved into a largely technical instrument primarily used by surveyors as principles of land ownership and structured administration methods have grown.

Land-related conflicts account for a significant portion of informal and formal disputes in many economies. Due to poor data quality or informality, the most successful way of avoiding potential land disputes is to provide a clear legal and regulatory system with clear procedures to ensure the integrity of land transaction documents, and identification of transacting parties to ensure the transaction is feasible. On the other hand, managing current conflicts necessitates successful conflict resolution processes that are both open and reliable (World Bank Group, 2008).

Babbette (2017) revealed that land disputes could take many different forms such as single-party conflicts, for example, boundary disputes between neighbours, and inheritance disputes between siblings. These disputes are relatively simple to resolve. On the other hand, community invasions or evictions are more difficult to deal with because they involve several groups. Land conflicts that are characterized by an asymmetry of control frequently involving land administration that is corrupt, and state capture, are by far the most complicated. Land disputes are a common occurrence that can happen at any time or in any place. They can be caused by need, greed, and scarcity. A rise in land value can exacerbate the situation. They take place more often when there is an opportunity to acquire land either for free, or at a very low cost – regardless of whether land is federal, common, or even private property. Other examples include inheritance and boundary disputes, amassing of land by powerful individuals through illegal means, and cases involving misuse of power, fraud, corruption, and bribery in post-conflict circumstances or during early stages of economic transformation, where regulatory agencies, regulations, and sanctions mechanisms are not (yet) in place. A well-functioning land administration structure aids in the resolution of these disputes.

Dale and Baldwin (2000) argued that land disputes have a massive scale. The high number is due to today's high rate of population growth, which, when combined with climate change, natural disasters, and large-scale economic globalization, puts growing strain on property, which becomes increasingly scarce, and therefore subject to conflict – which is also exacerbated by unstable institutions, poor governance, and gender disparities. Dale and Baldwin (2000) went on to say that other huge issues causing conflict include the scramble for land, international commercial pressures on land, land grabbing, forced relocation because of major development projects, migration because of desertification, displacements due to violent clashes, boundary conflicts between neighbours, and inheritance disputes on land between siblings. A proper functioning land administration system helps to settle these conflicts.

Land conflicts and mistreatment or neglect of issues on land in post-conflict circumstances regularly have significant negative consequences for economic, spatial, social, and ecological growth. Solving and avoiding land disputes and dealing peacefully with land problems in conflict and post-conflict circumstances is essential for equitable and sustainable growth, peace, stability, and realization of human rights (Laurentiu, 2016). This is in addition to creating a responsible land governance system, all of which are critical for achieving the Sustainable Development Goals (SDGs).

Germany has previously endorsed international guidelines and policies that specifically call for sustainable land management and secure land access – particularly for vulnerable groups such as SDGs, Voluntary Directives on Responsible Governance of Land Tenure, Forests and Fisheries in National Food Security (VGGT) Context, New Urban Agenda (Habitat III), Convention to Combat Desertification (UNCCD) and Responsible Investments Principles on Agriculture and Food Systems (CFS-RAI). Furthermore, as part of the special initiative "One World - Without Hunger," Federal Ministry for Economic Cooperation and Development (BMZ) is supporting the enhancement of land tenure protection for vulnerable groups in all the selected countries (Sanzo, Santos Vazquez, & Álvarez, 2003).

Internal Business Processes

The processes that create and yield value of client proposition are the focus of internal process point of view. It focuses on the activities and main processes required for business to succeed in delivering the value that is expected by the clients in an efficient and productive manner (Wang et al., 2018). The processes that develop and yield client value proposition are the focus of internal process point of view. It focuses on activities and key processes required for business to succeed in delivering value that is expected by the clients in an efficient and productive manner (Suwansin, Kuwornu, & Shivakoti, 2018). These could involve both short and long-term goals and the implementation of creative processes to encourage change. Kaplan and Norton (2001) consider employing such clusters that are group related value-creating processes within the organization to classify steps that match internal process point of view.

For most households, land and the property on it, are among the most valuable assets. Institutions that document and record legitimate property owners are thus a crucial part of the institutional infrastructure of any economy. According to Suwansin, Kuwornu and Shivakoti (2018), a clear assignment of rights to property assures individuals of an opportunity to enjoy the fruits of any improvements they make to the land without fear of expropriation by others or the state. This is a precondition for sustainable land management, productivity-enhancing investment, and entrepreneurial activity with the associated social benefits (Laarakker & Wouters, 2015). Documented rights to property are of even great importance for women, especially, if their ability to own or receive property (e.g., via inheritance) has been restricted in the past (Suwansin, Kuwornu, & Shivakoti, 2018). In fact, extensive literature documents sizeable downstream impacts of securing women's land rights on the autonomy and welfare of the next generation.

As access to land has consistently been identified as a critical bottleneck for the establishment and running of a business, an indicator on "registering property" has been part of the standard set of doing business indicators since 2005 (Laarakker & Wouters, 2015). Until 2015, this indicator focused exclusively on measuring the time, cost, and a few procedures needed to transfer commercial property, defined as a warehouse in the outskirts of the leading business city that had already been registered and surveyed. To obtain this information, doing business documents the entire process of a company (the buyer) purchasing a property from another company (the seller) and transferring the land title to the buyer so that the buyer can use the property to expand his or her company, use it as collateral for new loans, or even sell it to another company if necessary.

According to Wang et al. (2018), obtaining required documentation, such as a duplicate of seller's title, and performing due diligence in accordance with local requirements are the first steps in the purchase phase. Once there are no objections from third parties, the deal is deemed complete, and the buyer may use the house, use it as a collateral to borrow from a bank or resell it (Chi- Man, Sze- Mun, & Kim- Hin, 2014). According the World Bank Group (2008), the distance to frontier scores for registering property which is the simple average of distance to frontier scores and component indicator, are what is used to rate economies on the ease of registering property.

Client Focus

Managers provide guidance on the market and consumer segments where the business unit will function, and the success metrics of business units in targeted segments in the client's point of view through the Balanced Scorecard (Al – Wugayan et al., 2007). In the public sector, clients represent the citizens seeking services from public institutions. The focus on clients seeks to improve their satisfaction by improving the efficiency of service delivery (Warnest & Bell, 2008). The metrics chosen for the client's point of view should track the value provided to the client (value position), which may include time, quality, efficiency, service, and cost, and the results emanating from this value proposition.

SERVQUAL is a multi-item scale with high reliability and validity that helps businesses evaluate their offerings and their clients' preferences and perceptions (Parasuraman, Zeithaml, & Berry, 1988). SERVQUAL's expectations/perceptions format contains statements for each of the five service quality dimensions, and provides a clear skeleton. When required, the skeleton may be modified or supplemented to suit an organization's characteristics or unique research needs. The SERVQUAL model is based on the principles of service quality and client satisfaction.

Effective Land Use

Good performance of land administration ensures efficient land use without any chaos, hence increasing land productivity. As indicated by the Ministry of Land and

Physical Planning (2017), the overarching aim of the national land usage policy is to provide a legal, administrative, institutional, and technical structure for the sustainable and desirable use and productivity of land and its associated resources at the national, county, and community levels. Economic productivity, social responsibility, environmental protection, and cultural preservation are all pillars of the agenda. Performance, access to land usage information, justice, the absence of prejudice, and public benefit sharing are among the fundamental values that guide it. Land use in Kenya is influenced by a variety of factors, including geographic as well as ecological features, population distribution, historical, social, cultural, as well as economic factors. Administrative, institutional, as well as policy tools, investment, urbanization, and land tenure, are all important factors. The government, as well as all land users, should take key steps (both national and county-level) to ensure effective, productive, and sustainable land use. These include careful management of demographic and health criteria, as well as sound land-use practices, conservation, and improvement of quality of land as well as land-based services (Ministry of Lands and Physical Planning, 2017).

In the OECD (2017) policy highlights, it is observed that an individual's collective well-being is influenced by land use, which is an essential factor in achieving the overall goals on environmental protection, economic development, and social inclusion. The policy also emphasizes that public policy mainly affects land use through spatial and land use plans, and also through regulations on building and environmental code. The policy notes that these instruments limit how land can be utilized, but they have little impact on how individuals and companies choose to use it. They can also take a long time to plan and implement, and even much longer to see results. They frequently leave little room for efficient, community-based, and market-based land use patterns to emerge.

Aside from land use planning schemes, a variety of other policy instruments provide incentives to use land in particular ways.

Land Development

Mohieldin and Wellenstein (2018) indicated that proper land administration boosts wealth by allowing land to be used for business growth, acquisition, private holdings, and long-term development. Until recently, the primary goal of land administration was to provide a secure title to land. Uncertain property rights stifle investment, and as a result, hampers good land usage. Moreover, they obstruct good governance and creation of a participatory and dedicated society. Nationally, economies cannot advance, and sustainable growth cannot be accomplished without sufficient access to secure property rights.

Cotula, Toulmin, and Hesse (2004) argued that the primary goal of land administration system is to make land market more effective. Land is not viewed as a tradable asset in some communities despite its perceived value because it is viewed as a part of social, political, as well as cultural structure of the society. Land can be purchased and sold in some places by converting it to cash value. Since land is an immobile entity, product exchange is a collection of abstract rights connected with the land rather than the land itself. These rights govern how certain aspects of the land can be used.

Wallace (1999) noted that a legal order will start to recognize interests that are extraordinarily distant from territory, that are enormously important depending on socio-political order, as well as a system's economic ingenuity. When a legal system recognizes abstract land rights and enables them to be sold, it creates what is known as complex property commodities. Property rights to nearly any substance can be generated relative to something of value, which is an importance of this advancement of property law. The rights establish enforceable entitlements and interests among citizens. After that, the rights and interests can be traded as commodities (Wallace, 1999).

According to Abullahi and Ochieng (2017), the land registry system, valuation system, and financial institutions including banks and mortgage amenities are all needed to facilitate such a process. Land coding arose as an autonomous mechanism that was much concerned with ensuring protection of tenure compared to financial services in the past. In many countries, transfer documents were documented in land books (for instance, the "Grundbuch" system in Germany), while physical and financial descriptions of assets were documented in cadastre. Databases that underpin the two structures have recently been merged, for example in Austria. Nevertheless, in many countries, particularly the developing ones, ownership records are collected and retained distinctly from taxation or land use regulation records (Chen, Liu & Chen, 2007).

Every country has a system of land records, each with distinct degrees of coverage, content, as well as public accessibility. Each structure represents its own historical development, so no two are alike. Many parallels can be found, for example, in Europe, where the effects of the old Empire of Austrian-Hungarian or French Emperor Napoleon have left their mark on many facets of modern practice (Deters, 2019). Depending on the presence of Belgians, British, Germans, French, Dutch or Portuguese in Sub-Saharan Africa, each country's land registry system is special. None of them are the same. Large number of land registry and cadastral structures are experiencing re-engineering in part due to high demands and in part due to emerging information technologies that have burgeoned in recent years (Clayton, 2019). The fall of communism served as a catalyst for many of these changes. This, coupled with computerization, has resulted in several attempts to create a "joined-up" government, but the result is often nothing more than the computerization of past mistakes (World Bank, 2000).

There have been even fewer changes in Third World countries that have not officially followed a communist regime. Most of them are working to digitize their land records (Hartt, Mills & Durepos, 2017). Those countries that have already migrated a critical mass of data to digital form can now evaluate their data and also monitor patterns in the land market. This was impossible with the old manual data collection and retrieval systems. It is yet not possible to collect even general information for management information in many less developed countries today (Alananga, Makupa, & Mrema, 2019). Incorporation of data kept in various ministries and in various formats and with different reference structures is difficult, both technologically and institutionally. Nevertheless, it is starting to take place. If enough data has been entered, new chances to use data in the computer in a manner that adds value and aid in cost recovery become available (Atstaja et al., 2011). All activities involving the management of land and natural resources that are essential to meet political and social goals and achieve long-term sustainability are referred to as land governance and management (Enemark, 2001). Land management necessitates a blend of scientific, natural, and social sciences expertise. The spectrum of land administration functions, which include areas such as land tenure, is the operational component of the land management concept (securing and transferring rights in natural resources and land). Land value (land, property, and taxation); land use (land, natural resource planning, and even control); and land development (utilities, infrastructure, construction planning, and schemes for renewal and alteration of existing land use) are also covered (United Nations, 2009).

Strategic Thinking and Organizational Performance

Zomorrodian (2014) defined strategic thinking as a different way of thinking by use of intuition and creativity leading to an integrated enterprise perspective. He further suggested that strategic thinking primarily involves discovering of competitive strategies that can be used in positioning an organization differently. Strategic thinking contributes to general, broad, and overarching concepts focusing on an organizations' future direction, based on expected environmental conditions (Sutia, Sudarma & Rofiaty, 2013; Malgwi & Dahiru, 2014). The components of strategic thinking comprise systems perspective, intently centred, thinking in time, driven by hypothesis, and intelligent opportunism.

Strategic thinking by a business leader encompasses the strategy development and its implementation, and the overall strategic efficiency of the enterprise. Strategic research, strategy, organization, power, and strategic leadership are all part of this. Rahnama and Rahpeyma (2015) outlined three elements of strategic thinking on individual level: (1) holistic understanding on the organization and its environment, (2) creativity, and (3) vision for the future of an organization. Al-Hawary and Hadad (2016) defined strategic thinking as a way of thinking that comprises of five elements: (1) intent focused, (2) systems perspective (3) hypothesis driven, (4) thinking in time and (5) intelligent opportunism. From a managerial perspective, Olaniyi and Elumeh (2016) define strategic thinking as "practical dreaming" or building an ideal future by identifying as well as achieving outcomes that add value.

Salih and Alnaji (2014) suggested that strategic thinking is an intellectual method or technique of leading that involves intuition, foresight, and monetary techniques in the development of practices and promotion of strategic agility and strategic performance among companies in the insurance industry. Similarly, according to Olaniyi and Elumah (2016), strategic thinking has a huge impact on organizational success in Nigeria. Overall, they concluded that top management is not solely responsible for strategic thinking. Lower managers, middle managers, and workers who often communicate with stakeholders such as consumers and suppliers generate some of the most innovative ideas.

In Iran, Mahdavian, Mirabi, and Haghshenas (2014) suggested that municipal managers in the Mashhad City were using strategic thinking and other strategic thinking factors (conceptual thinking, foresight, systematic approach, cognition, opportunism, and transformational leadership) to improve their performance.

In Libya, Touba, Abdulrab, and Ameen (2015) indicated that when employees were moderately involved in strategic thinking, it had a positive influence on the organizational performance in the oil and gas industry. In Kenya, Juma, Minja, and Mageto (2016) suggested that successful strategic thinking requires the enthusiastic and intimate involvement of all staff in an organization. More so, the results revealed that strategic thinking regarding system perspective, strategic intent (intent focus), thinking in time, intelligent opportunism, and hypothesis-driven had a significant influence on the performance of Uchumi Supermarket Limited.

Lonca (2017) assessed the impact of strategic thinking and organizational performance on Tesco Plc retail industry's case study in United Kingdom. The research study focused on gathering already published information in secondary sources such as books, journals, as well as online published materials by adopting exploratory research process. The study indicated that strategic thinking contributes significantly to organizations broadening, generating, as well as overarching conceptual thinking by focusing on future business direction based on anticipated environmental condition. The Lonca (2017) study continued to observe that, as a result, strategic thinking can be effectively employed to boost market efficiency and gain a competitive edge in the retail industry by delivering exclusive, distinct, and creative goods and services from retail brands. Furthermore, businesses can only achieve their desired outcomes if they think as well as plan their business strategies via creativity as well as innovation, establishing a clear vision as well as future targets, and achieving their business objectives. However, besides being conducted in the United Kingdom, the study was limited to Tesco Plc, which is an organization in the private sector. In addition, the study used critical review of literature from secondary sources such as books, journals, as well as online published materials, and hence no primary data was used in the study.

Rahnama and Rahpeyma (2015) investigated strategic thinking's influencing factors at the organizational level in Iran. The target population was 270 Shiraz municipality top and mid-level managers. According to the report, responsibilities have become more complex, so Shiraz municipality, as an agency offering urban services for city residents, should provide people with comfort and protection to perform well. These organizations' proper and effective roles lead to providing people with opportunities in government, performing relevant tasks, and the public satisfaction. This study was conducted in Iran and due to differences in macroeconomic environment and legal framework governing organizations, its findings cannot be generalized to Kenya. In addition, the target population of this study was top and mid-level managers and hence the low-level management was not involved.

Al-Hawary and Hadad (2016) investigated the impact of strategic thought modes (synthetic, rational, ideal, as well as practical thinking) on enhancement of competitive capabilities of Jordanian commercial banks. Purposive sampling was employed to assemble study sample, which included managers and heads of divisions from 21 commercial banks in Jordan who were involved in strategic thinking. Synthetic thought, ideal thinking, rational thinking, and practical thinking were all found to be high levels of adoption of strategic thinking trends in Jordanian commercial banks, according to the report. The Al-Hawary and Hadad (2016) study further observed that the level of achieving competitive capabilities, quality service, and cost reduction was extremely high. The research also discovered that strategic thinking aspects of synthetic thinking and practical thinking have statistically significant statistical effects. Strategic thinking aspects of ideal thinking and realistic thinking have no statistically significant impact. However, this study conceptualized strategic thinking in terms of synthetic, rational, ideal, as well as practical thinking. In addition, the study was conducted among Jordanian commercial banks, which are in the private sector and hence its findings cannot be generalized to the public sector. Further, the dependent variable in this study was enhancement of competitive capabilities, which is different from performance of land administration function., which is the dependable variable in this research study.

The effect of strategic thinking as well as strategic agility on the strategic success of Jordanian insurance companies was investigated by Salih and Alnaji (2014). Moreover, descriptive research design was deployed in this analysis. Strategic thinking is an analytical approach that encourages strategic resilience and success by combining foresight, insight, and monetary techniques in the development of activities. Strategy agility is a technique for achieving strategic results. Long-term implementation of the following relationships is needed to develop and improve strategic success in insurance companies: strategic thinking, strategic agility, and strategic performance. Nonetheless, this study was conducted among Jordanian insurance companies and hence its findings cannot be generalized to the public sector. In addition, the study used a descriptive research design which cannot be used to establish cause and effect among variables in a study.

Olaniyi and Elumeh (2016) carried out a study to examine strategic thinking and its effects on organizational performance in Nigeria. The study used personal administered questionnaire to collect data from 300 owners of small and medium scale business. Strategic thinking, according to the report, embodies ingenuity, inventiveness, and proactiveness in shifting the competitive arena, triggering new dynamics, and introducing new approaches into the market to gain a significant market share. It frequently means redefining the competitive arena's limits and complexion, as well as questioning and often revising the assumptions that underpin market forces. The focus of this study was small and medium scale businesses whose performance measures differ considerably from the performance of the land administration function. In addition, having been conducted in Nigeria, the findings of this study cannot be generalized to Kenya due to differences in macroeconomic environment, political environment, and legal frameworks.

Mahdaviana, Mirabib, and Farideh (2014) investigated the impact of strategic thinking on performance of Mashhad municipal managers in Nigeria. The research used the descriptive-correlational method with a target population of 90 senior managers of Mashhad Municipality. The study found that it is essential to promote initiative and innovations among employees and managers in order to build an organizational atmosphere where everyone is encouraged to be innovative in line with strategic thinking. To institutionalize creativity, it must be embedded in the enthusiasm of employees. Individuals must be granted decision-making authority to discover new and unique solutions for achieving a competitive edge and improving strategic thinking within an organization. However, this study was conducted among the Mashhad municipal managers only, but the current study used all levels of management. In addition, the study conceptualized strategic thinking in terms of creativity and innovation.

In Kenya, Juma, Minja, and Mageto (2016) studied the impact of strategic thinking on organizational performance. Their study adopted descriptive research design. The target population was 116 management staff at Uchumi Supermarket Kenya Limited. According to the findings, good strategic planning and execution necessitate the active and enthusiastic participation of all members of the organization, and management teams should reinforce the strategic thinking process for it to be truly efficient. As a result, top corporate executives should ensure that all stakeholders, especially workers, are included in planning processes as this greatly promotes psychological attachment, strategic thinking, and job satisfaction. However, besides being limited to Uchumi Supermarket which is in the private sector, the study also used the management staff only as the target population, leaving out the executive and low level managers.

The relationship between strategic thinking and the effectiveness of leadership in the Kenyan indigenous banks was investigated by Muriithi, Louw, and Radloff (2018). Their analysis used a survey approach to gather data, and was centred on positivist research model. According to the results, the strategic thought positively influences the effectiveness of leadership in the Kenyan indigenous banks. The research also discovered that the competency of strategic thinking together with its sub-constructs, intent-focused thinking, and hypothesis-driven thinking has positive relationships, but intelligent opportunism has a negative relationship. Leadership effectiveness together with its sub-constructs of authority, follower engagement, and flexibility has a common positive relationship. Nonetheless, this study was conducted among the Kenyan indigenous banks which are in the private sector, and hence their findings cannot be generalized to the public sector, and specifically to the land administration function. In addition, the dependent variable was leadership effectiveness, which is different from the performance of land administration function.

Thinking in Time

Kasera (2017) examined the influence of thinking in time on organizational performance in health institutions in Nairobi County. This study was descriptive, and it used cross-sectional design. The results showed that how one thinks in relation to time has an impact on how well an organization performs. In addition, the findings revealed that there are three aspects of thought in time. The first one is that the past has a predictive value, and the future can only come from the past. The second one is that deviations from the past, modifications, and shifts that prospectively or redirect well-known flows from accustomed channels. The third one is continuous comparison. It involves an almost continual oscillation from current to the future, to the past, and then back, with the aim of accelerating, limiting, guiding, counteracting, or accepting change as the results of such comparison indicate. Salih and Alnaji (2017) conducted another analysis to investigate if strategic thinking and strategic agility influence the strategic success of insurance companies in Jordan. Using descriptive survey design, the researcher found that thinking in time influences strategic efficiency. Strategic thinking links past, current, and the future and uses institution's memory together with its broad historical setting as crucial inputs into development of its future, according to study's findings. Furthermore, the results revealed that this oscillation between past, current, and the future is critical for strategy formulation as well as execution. The study concluded that to retain a sense of control through transition, thinking in time needs both a sense of continuity with the past and a sense of direction for the future. In their study, Arayesh, Golmohammadi, and Mansouri (2017), assessed whether strategic thinking influences performance at organizational level in Iran. Using a descriptive survey design, the study established that strategy is not just driven by future, but by the gap between current reality and future goal. Strategic intent, according to the findings, entails a significant stretch for an organization. This forces the company to be more creative to maximize scarce capital. Strategic aim creates an intense misfit between resources and goals, in contrast to the conventional view of strategy, which focuses on the degree of fit between resources and current opportunities.

Intelligent Opportunism

Hodgkinson and Clarke (2017) investigated intelligent opportunism on organizational performance in Microsoft Company in Pakistan. This study, which adopted a descriptive survey design, revealed that intelligent opportunism influences organizational performance. The study also established that Intel's dominance in the microprocessor industry was largely due to a group of renegade scientists acting in defiance of top management’s specified strategic objectives. The results also revealed that to practice intelligent opportunism, organizations must seriously consider feedback of lower-level workers or more creative staffs who may be influential in adopting or discovering alternative solutions that are more environmentally friendly.

Pattinson (2016) focused on strategic thinking as well as opportunistic approaches to market growth and diversification in the United Kingdom. According to the results, strategic engineering services has diversified into related areas, for instance, engineering services, oil and gas company recruitment, plant and equipment hire, tool calibration, and project management in recent years, moving away from conventional heavy engineering.

In Iran, Salavati, Veshareh, Safari, Veysian, and Amirnezhad (2017) conducted a study in a medical science university on strategic thinking and its related factors. Among the specific objectives was to establish the impact of intelligent opportunism on organizational performance. The study was cross-sectional as well as analytical comprising all 50 managers as well as a sample of 200 personnel from AJUMS. According to the results, AJUMS outperformed Tehran University in terms of intelligent opportunism. Even though the degree of systematic thought, futurism, and intelligent opportunism was higher, the AJUMS need to focus more on improving strategic thinking to be more effective in dealing with environmental changes as well as maximizing its strengths as well as opportunities.

Hypothesis-Driven

Muriithi, Louw, and Radloff (2013) conducted a research in Kenyan indigenous banks on the association between leadership effectiveness and strategic thinking. Their analysis used a survey approach to gather data and was based on positivist survey paradigm that is quantitative. The researchers discovered that strategic thinking capability, together with its sub-construct of hypothesis-driven thinking have a positive relationship. According to the findings of the report, leadership in the indigenous banking sector must also possess hypothesis-driven sub-capabilities if they are to accomplish their banking goals and maintain good performance levels.

Al-Hawary and Hadad (2016) conducted a study on the effect of strategic thinking styles on the enhancement competitive capabilities of selected commercial Banks situated in Jordan whose specific objective was to assess the influence of hypotheses driven on enhancement of competitive capabilities. The study adopted descriptive survey design. The findings showed that like “scientific method”, strategic thinking embraces hypothesis testing and generation as key activities. However, in an era of ever-increasing knowledge accessibility and shrinking thought time, it is important to formulate rational hypotheses and test them efficiently; the ability to complete tasks well with hypotheses is a key competency of consulting organizations' best strategy. Onyango and Theuri (2012) investigated the impact of strategic thinking on organizational success in the Mombasa County Government. Specifically, the researcher sought to establish the influence of hypothesis-driven on organizational performance. A cross-sectional study showed that strategic analysis avoids the analytical-intuitive dichotomy that has taken over many discussions on the importance of formal planning because it is hypothesis-driven.

Intent Focused

To examine whether strategic intent influences organizational performance in the United Kingdom, Stacey (2010) adopted descriptive survey design in her study and established that strategic intent plays a significant role in organizational performance. Second, strategic intent offers direction, allowing individuals within an organization to marshal and optimize their energy, focus attention, avoid distraction, and focus for as long as it takes to achieve a goal. Such psychic energy might well be the scarcest resource an organization has in the disorienting swirl of transition, and only those who use it can succeed. Alaeddin (2017) assessed the strategic intent on organizations' core competencies in Omani industrial companies. Pearson correlation analysis found significant positive relationship between intent focus and core competence. Also, multiple regression analysis found that strategic intent is significantly impacting core competence accomplishment.

Leading Change and Organizational Performance

Employees and administrators must lead and handle transition because it is a vital component of their organization's operations and policies (Witts, 2016). Leaders and managers must lead not only because it is expected of them, but also because it is vital for their effectiveness and performance (Serfontein, 2010). According to Touba, Abdulrab, and Ameen (2015), leaders and managers should be able to provide feedback and create awareness on the ever-changing tasks and roles experienced in the workplace.

Leading people, according to Jalagat (2017), is important in organizations. Change management is critical in assisting workers to cope with the never-ending shifts that occur in the workplace. Workers and employees benefit from the transition because their talents, attitudes, abilities, expertise, and efficiency in their fields increase. To remain competitive and relevant, Jalagat (2017) suggested that organizations should consider leading and managing people as well as general organizational change.

The complexities of change management are highlighted by Revenio and Chelagat (2015). Resistance to change, incompetence of change agents, status quo principle, selective point of view, lack of knowledge, and lack of support from the management are among the challenges. They indicated that any attempt to introduce reforms could be met with opposition. Revenio and Chelagat (2015) argued that organizations should devise strategies to reduce resistance and facilitate a smooth transition. Leaders believe they play a vital role in change implementation and can serve as role models for effectively managing change according to organizational objectives and goals.

Laurentiu (2016) reported that Leading change involved employees, adoption of technology, effective communication, and outsourcing of some services and training. All these significantly influence organizational performance. To underscore this idea, in Zimbabwe, Nyaungwa, Linganiso, and Karodia (2015) established that top managers' committal, support from the management, changes in participation, changes in communication, change in motivation, promotion of teamwork, coaching and management of change resistance had a significant influence on organizational performance. Besides, the authors recommended the use of communication, staff involvement, staff training and monitoring the transition in the management of change. In Nigeria, Olajide (2014) found out that the management of change through leadership significantly influenced organizational performance.

Change implementation often leads to sessions of tension in the organization in the efforts to move from the known to the unknown elements, thus bringing stressful, complex, and risky situation (Laurentiu, 2016). In addition, employees should train to improve their skills, expertise, and knowledge, which is required for the change process, for a smooth and quick-change implementation. Necessary changes need to be implemented through the processes, job roles, and system structures in the organization. Leaders must demonstrate the strong presence and decision making towards motivating and inspiring the workforce in playing active roles in implementing change and thus improve performance (Stouten, Rousseau, & De Cremer, 2018).

In United States, Oreg and Berson (2019) carried out a study on leaders' effect on bridging theoretical and organizational change as well as methodological gaps. The research discovered substantial gaps across disciplines (e.g., strategy/organizational behaviour), analytical methods, and levels of interpretation after conducting systematic review on leadership and change. The study discovered that critical leadership roles are essential in the change processes that leaders use to effectively execute changes. However, this study was conducted in the United States, which is a developed country and hence its findings cannot be generalized to Kenya, a developing country. In addition, the study used a systematic review of literature and hence no primary data was used.

In a critical review of literature, Mansaray (2019) studied the role of leadership style in organizational change management in Malaysia. Several styles of leadership, ranging from authoritarian leadership, laissez-faire leadership, transformational leadership, servant leadership, transactional leadership, strategic leadership, democratic leadership, bureaucratic leadership, to consultative as well as participative leadership, can serve as a promoter in change management processes, according to the literature examined. Leadership is also one of the most significant factors in bringing sustainable change to organizations, according to the literature review. Leadership is shown when a leader, for example, guides employees toward achieving organizational goals. Besides being limited to Malaysia, the study used organizational change management, as the dependent variable, but in this study leading change was used as an independent variable. The study used critical review of literature and hence no primary data was collected.

Ling, Guo, and Chen (2018) in their study on the association between change leadership and employees' commitment to change in Taiwan assessed the mediating influence of change self-efficacy and collective identity. Data was obtained from 647 staffs. Findings revealed that collective identification at company level and change self-efficacy at personal level greatly mediate positive association between change leadership and staff commitment to change, additionally to the positive association between staff commitment to change and change leadership. However, this study was conducted in Taiwan and hence its findings cannot be generalized to Kenya due to differences in macroeconomic environment, business environment and legal framework governing organizations. In addition, the dependent variable in this study was employees' commitment to change, which is different from performance of and administration function.

Another study carried out in Taiwan by Hao and Yazdanifard (2015) sought to examine how leadership can promote change in organizations through improvement as well as innovation in Taiwan. The study used a cross-sectional study design. The findings revealed that collective identification at company level and change self-efficacy at personal level mediate positive association between staff commitment to change and change leadership, in addition to the positive relationship between change leadership and employee commitment to change. However, this study was limited to Taiwan and the dependent variable was innovation and improvement. In addition, the study used a cross-sectional study design, which cannot be used to establish relationships between variables.

Belias and Koustelios (2014) investigated the impact of leadership and strategy of change management on organizational culture in Malaysia. The study found that strategic change, according to the report, comes with a slew of issues. These factors include the amount of time needed to formulate and execute the strategy, as well as assigning people to develop strategies. Different approaches may assist organizations in addressing these issues, which require significant support and participation from senior management to be effective. Strategic changes are often necessary for organizations, but apart from the change's execution, time and the people in the organization are equally critical (Naghibi & Baban, 2011). However, this study was conducted in Malaysia and the dependent variable was organizational culture.

Ghavifekr and Adewale (2019) carried out a study on change leadership impact on staff organizational citizenship behaviour in Malaysia. The study adopted a qualitative survey design. The findings revealed that change leadership builds staff confidence, motivate them, and also assists to ensure trust. Additionally, results revealed that staff organizational citizenship behaviour is influenced greatly by personal, organizational, social-cultural as well as economic forces. To improve organizational citizenship behaviour of staff in institutions of higher learning, leaders need to utilize proper change-oriented style in running their organizations. Findings further revealed that change leaders should serve as role models to their juniors as a way of improving staff organizational citizenship behaviour (Berri & Vigoda-Gadot, 2012). However, the dependent variable in this study was organizational citizenship behaviour, which is different from land administration function. In addition, the study was limited to Malaysia and hence its findings cannot be generalized to Kenya.

Abbas and Asghar (2010), in their systematic review of literature on leadership role in organizational change in Sweden, found that 70 per cent of organizational changes do not achieve their set goals. Since leadership has an essential role in the evolution and cultivating an organization, organizational change calls for a very effective and also competent leadership. This kind of leadership should be well capable of perceiving most desirable shape of an organization and addressing organizational change issues in the most appropriate way. Nonetheless, the study used a systematic review of literature and hence no primary data was collected or used in this study. In addition, the study was conducted in Sweden, which differs from Kenya in terms of macroeconomic environment, human resource index and legal framework among other ways.

Olubayo (2014) investigated change management together with its effect on the organization efficiency of the Nigerian telecoms industry. The research was conducted in Lagos and used a descriptive survey research design. Moreover, target population was 1000 Airtel Nigeria employees in a few selected outlets in Lagos state, as well as Airtel headquarters. Since clients are the reason for successful or profit-oriented business establishments, the findings revealed that effective management of change in clients' tastes would result in overall growth in the output of the organization. To avoid opposition, the human component of change management must be effectively tackled for change to occur. This study discovered that a participative management style that includes educating workers on change during implementation provides them with the information, skills, and experience required during the change process, resulting in the change being implemented quickly and smoothly (Stouten et al., 2018). However, this study was conducted in Nigerian telecoms industry, which covers profit making organizations. In addition, the dependent variable was organization efficiency and the study used a descriptive survey research design, which cannot be used to demonstrate cause and effect between variables.

Change in Organizational Structure

An organization's structure allows it to have shared goals and objectives. Anumba, Baugh, and Khalfan (2017) argued that a well-functioning organizational framework is critical for an organization undergoing transition. Communication flow can be disrupted if the structure has defects (Wang & Ahmed, 2013). When there are unclear roles, conflicts and also misunderstandings occur thus lowering the motivation as well as work morale. Flaws in structure can also drift cause departments to drift away from the common organizational goal, decision making processes becomes slow and employees become ineffective (Anumba, Baugh, & Khalfan, 2017).

Using a cross-sectional study design, Al-Jaradat, Nagresh, and Jadellah (2013) investigated the impact of change in organizational structure, technology, and individuals on the staff performance in Jordanian universities' libraries. The results indicated a positive relationship between areas of change (organizational structure, technology, individuals) and performance of employees in the universities' libraries. However, change in the organizational structure was not flexible. Therefore, the organizational structure used by the libraries was not appropriate for the business requirements, hence leading to overlapping powers and responsibilities.

Onono (2018) assessed the effect of change in organizational structure on performance of General Electric Africa. Moreover, a descriptive survey design was employed, and results found that change in the organizational structure had an influence on the speed of decision making, internal organizational complexities and bureaucracy as well as efficient information exchange within the company. In addition, the study found that the type of change in organizational structure embraced in an organization affected the speed and accuracy of decision making and directly influenced the learning and growth culture as well as the efficiency of information exchange within the organization (Onono, 2018).

Wanza and Nkuraru (2016) examined the influence of organizational structure change management on employee performance in University of Eldoret, Kenya. The researcher adopted case study research design and revealed that change in organizational structure has positive and significant influence on staff performance in the University of Eldoret. The researcher also found three types of change in the organization structure: transactional, transitional, and transformational changes. Minor steps, such as preparation, modifying the reward scheme, or switching software, are all needed for transactional changes. Transitional change is more difficult because it necessitates a shift in roles/responsibilities, power structures, and processes. To respond to global business demand, transformational change necessitates redesigning the whole organization, particularly essential beliefs, and norms (Wanza & Nkuraru, 2016).

Adoption of Information Technology

Globally, the quest for improved and efficient public services is becoming an important agenda for most governments. The implementation of information and communication technology (ICT) has provided new opportunities for both the government and those governed (Munyao, 2017). Successful delivery of online services has quickly become a key indicator of successful public sector management, prompting many governments to turn to information technology as a means of achieving this goal (Tumuti, 2011).

Arduini et. al. (2018) examined the technology adoption and innovation in public services in Italy. Using a case study design, the researchers found a positive relationship between technology the adoption and service delivery in Italy. They also found that the breadth and quality of e-government services provided by local public administrations (PAs) tend to rise in tandem with their stock of ICT capabilities, efforts to train staff, and capacity to organize effective end-user interfaces.

Gyaase, Anokye-Sarfo, and Bediako (2013) examined the adoption of ICT in the delivery of services in Ghana Education Service (GES) and found that ICT adoption had a positive effect on service delivery. Nonetheless, there was a low level of ICT adoption in financial management, with major roadblocks including lack of ICT awareness, insufficient and outdated facilities, and the high cost of ICT expenditure.

Munyao (2017) investigated the impact of ICT adoption on community-based organization success in Kitui County, Kenya. The study found that, even though community-based organizations lacked computer hardware and workers lacked adequate information and communication skills, ICT infrastructure had aided them in improving communication among themselves and other stakeholders. The research also discovered that implementing ICT improved organizational efficiency in terms of beneficiary satisfaction, donor satisfaction, and project completion timeliness.

Yator and Shale (2014) studied the role of ICT on service delivery at Ministry of interior as well as coordination of Kenyan government. Using a descriptive research approach, researchers, found that despite of the positive relationship between ICT adoption and service delivery, transparency and accountability, adoption, and utilization of ICT in the Ministry of interior and coordination was low. The low adoption was attributed to lack of ICT infrastructure and lack of technical skills among staff.

Innovation

According to Agnieszka and Woldu (2012), innovation is all about applying better ideas to address new requirements, unarticulated needs, or current business. It entails the deliberate usage of knowledge, creativity, and initiative to derive greater or distinct values from resources, and it encompasses processes that generate and turn new ideas into useful items (Lo, 2014). Various studies have shown that innovation has a positive influence on organizational performance. For instance, Zhang, Khan, and Salik (2019) assessed the influence of management and technological innovation on organizational performance in China using a descriptive research design. The results revealed that management and technological innovation positively and significantly contribute to organizational performance measured in terms of client satisfaction and efficiency in service delivery. In addition, Suhag et al. (2017) studied the relationship between innovation and organizational performance of the telecommunication sector. The results indicated that process innovation, product innovation, and organizational innovation influence the organizational performance positively.

In Kenya, Muigai and Gitau (2018) examined the effect of innovation strategies on financial performance in the banking industry. This research used a descriptive survey design and found that product innovation (new products, new services, and improved products) and organizational innovation strategies (automated voice response, call centres, and e-client information database) positively and significantly impacts an organization's financial performance in the banking industry. In addition, Kiptoo and Koech (2019) examined whether strategic innovations influences organizational performance of manufacturing companies in Kwale County. They noted that strategic innovations have positive and insignificant relationship with the performance of the manufacturing organizations. In terms of product innovation as part of strategic innovation, the study discovered that manufacturing companies have been developing new products to boost their performance, and they have invested in automating repetitive activities to increase productivity.

In Kenya, Wangila (2017) studied the influence of innovation practices on public sector performance within Nairobi County. Using a descriptive research design, the researcher found that product innovation (new products, quality improvement, training, innovative activity, and research and development), process innovation (resource mobilisations, revenue collection, and monitoring and evaluation), technological innovation (information sharing, commercialisation, information technology), market innovation, and organizational innovation influence the public sector performance measured in terms of effectiveness, efficiency, accountability, and transparency.

Resistance to Change

The action taken by a person or community who perceives a change as a threat is known as resistance to change. When employees have no other option but to adapt due to external conditions, they are more likely to do so. In this case, the employees of the company are forced to adapt (Franklin & Aguenza, 2016). Change resistance is divided into three categories: technological resistance, political resistance, and cultural resistance (Mukolwe, 2017). The habit of observing existing protocols and concentrating actions on preserving the status quo causes technical resistance. When major stakeholders such as top executives are threatened by transition, political opposition emerges. Systems and practices that perpetuate the status quo, encouraging adherence to traditional beliefs, traditions, and expectations on how things should work are examples of cultural resistance.

A study conducted by Franklin and Aguenza (2016) on obstacles, resistance, and impact of change in the Saudi Telecommunication Company (STC) in Nigeria found that the underlying barriers to progress in the organization are an inadequate change management team, insufficient management support, lack of funding and preparation, and lack of communication.

The findings also showed that employees' satisfaction with the status quo, change implemented by coercion, lack of clarification, multiple changes occurring at the same time, and fear of the future state are all factors that contribute to change resistance in the workplace. Furthermore, the study found that transition has a negative overall effect on STC. Change in the workplace reduces efficiency and competition. Additionally, it creates chaos within the organization and hinders operations from running smoothly or easily (Franklin & Aguenza, 2016).

Mukolwe (2017) also conducted a study on effects of change management on organizational performance of selected hotels in Nairobi, Kenya. Using descriptive survey design, the study revealed that resistance to change affects organizational performance of hotels which is supported by the fact that resistance introduces costs and delays into the change process, hence hindering its implementation. Findings also revealed that training employees on new changes open communication, emotional support and participation can go a long way towards managing resistance to change.

Strategic Direction and Organizational Performance

Strategic direction refers to the central forces that propel an organization towards its intended objectives and goals. According to Mahdavian, Mirabi, and Haghshenas (2014), the vision and purpose of an organization streamline the employee behaviour, in the entire organization. The establishment of the vision enables all individuals to understand it and live with it. It also provides energy and drive among employees and leaders and makes them be of their organizational vision and purpose. However, Jalagat (2017) argued that one of the most prominent traps organizations falls to is when an organization is so sure of its vision and hence fails to recognize new business opportunities. Therefore, when the leadership of an organization has failed in continuously addressing all issues likely to affect its performance, there is the likelihood that the organization will come across unforeseeable challenges. Thus, organizational leadership provides certain as well as uncertain scenarios (Revenio & Jalagat, 2015). Besides, it is crucial for the leadership of an organization to create a link between a desirable future and the present that can hinder progress. To ensure that this is achieved, leaders must consciously develop burning platforms to make it impossible for an organization to sustain or maintain a status quo.

Various studies show how strategic direction influences organizational performance. In Pakistan, Khan et al. (2010) highlight a positive relation between the mission and performance. Organizational performance increases owing to employees focus towards attaining the set goals in the mission statement. Organizations seeking to make performance improvement are taken through the definition of the organization mission, and the employees are required to focus in discharging their duties and responsibilities.

According to Wadhwa (2016), vision and mission have a huge impact on company performance in India. It is not only the creation of a vision and mission statement that is essential, but also its substance, communication, execution, and commitment. In Nigeria, Odita, and Bello (2015) highlight that the dimensions of strategic intent such as objectives, vision and mission have positive significant impact on performance of an organization. Results indicated that the mission dimension of strategic intent influenced organizational performance most, followed by vision dimension and external dimension. Opusunju and Nwaiwu (2016) pointed out that strategy direction (vision and mission) contributes to the sales levels of toothpaste in Nigeria. These findings were supported by Olalekan et al. (2015) arguments that organizational objectives of strategic intention are positively related with the organizational performance. In Ghana, Darbi (2012) reported that most employees in an organization get first-hand information on the organizational vision and mission, even though they, most of the times, do not see them. In addition, knowledge on the contents and components of the vision and mission and perception on the small organization is often low.

In Ghana, Poku (2012) evaluated the impact of strategic direction on operations of the Agricultural Development Bank. The study used survey and interviews in the collection of data, and the population of the study comprised of 500 managers and staff of the greater Accra regional branches of ADB and the Head Office. The findings revealed that corporate strategic direction is an important tool for planning and forecasting, and positioning the organization to meet demands and adjustments that may arise when providing services. According to the findings, ADB has a transparent strategic strategy that is communicated to all its employees at different levels and divisions within the bank. However, this study was limited to agricultural development bank in Ghana, the dependent variable was operations and the population comprised of managers and hence low-level management was not involved in the study.

Ng'ang'a, Waiganjo, and Njeru (2016) indicated that strategic direction regarding vision, mission, goals, objectives, and values had a significant influence on the organizational performance in tourism agencies. More so, Kitonga, Bichanga, and Muema, (2016) indicated that strategic direction tends to have a positive impact on organizational performance in organizations that are not-for-profit. They further noted that leaders in organizations that are not-for-profit determine the strategy of direction, with the likelihood of significant improvement in the organizational performance.

Muthaa (2018) conducted research in Meru County on the impact of strategic direction on performance of technical training institutions. In this study, cross-sectional descriptive survey research design was used. This researcher targeted 90 representatives of management from Meru National Polytechnic, Nkabune Technical Training Institute, and Kirua Technical Training Institute. The study discovered that the strategic direction of technical training institutions had a major impact on their performance. The implementation of government policy had a moderating impact, allowing the model to improve in terms of organizational direction. As a result, the performance of Technical Training Institutions increases when institutional strategy, goals, technologies, and partnerships are aligned with the institutional strategic path. However, this study was conducted in technical training institutions, whose objectives, mission and vision differ from those of land administration function in Kenya. In addition, the study used descriptive survey research design, which cannot show the cause and effect between variables. In addition, this study conceptualized strategic direction in terms of institutional strategy, goals, technologies, and partnerships.

Kitonga, Bichanga, and Muema (2016) investigated the role of strategic direction on not-for-profit organizational performance in Nairobi County in Kenya. Embedded mixed method research was used during the study. The target population included 328 managers. It was evident that successful strategic direction gives all workers a common goal to work for to achieve organization's goals. According to the results, companies that use strategic direction (mission, vision, and objectives) have a better chance of growing their market share and maintaining financial stability. However, this study was conducted in not-for-profit organizations in Nairobi County. In addition, it was conducted among managers and hence the executives and the low-level management staff were not included in the study.

The impact of strategic direction on organizational performance in Kenyan tourism-government agencies was investigated by Ng'ang'a, Waiganjo, and Njeru (2018). The research used a cross-sectional survey design with both quantitative and qualitative data. The study discovered that tourism agencies' strategic direction (vision, purpose, goals, and values) has a major impact on their organizational performance (client satisfaction, tourist arrivals, and growth rate). Most roles related to providing strategic direction to organizations were overseen by top and middle-level managers. Workers at the lower levels were less interested in the strategy formulation process and were mainly involved in execution exercise. This study conceptualized strategic direction in terms of vision, purpose, goals, and values. In addition, the study was conducted in Kenyan tourism-government agencies, whose mission, vision and goals differ from those of the land administration function.

In Kenya, Munyao, Chiroma, and Ongeti (2020) studied the effects of strategic direction on performance of Africa Inland Church (AIC) theological training institutions. The findings established that strategic direction had positive impact on performance of AIC theological training institutions in Kenya. Results of previous studies indicated that many organizations had been facing performance challenges at the hands of leaders who are unable to shape their future destiny. Some of the challenges include declining number of students, declining financial support from donors, and poor utilization of resources, among others. These challenges call for leaders who can let the strategic direction of their organizations to continue achieving their objectives. The four aspects of strategic direction are vision, mission, core values and objectives, which have all been proven to have a positive effect of organizational performance in AIC theological training institutions. Nonetheless, this study was limited to Africa Inland Church (AIC) theological training institutions and hence its findings cannot be generalized to the public sector in Kenya. Also, the study used a descriptive research design and hence did not show cause and effect between variables.

Waithaka and Makori (2019) investigated the impact of strategic direction on strategy execution at a group of multinational agrochemical organizations in Kenya. An exploratory research design was used in this analysis. The strategic representatives of Kenya's seven multinational agrochemical organizations, numbering 70 in all, were the target population. Strategic direction has a major impact on strategy execution at multinational agrochemical organizations in Kenya, according to the findings. This study was conducted among multinational agrochemical organizations and hence its findings cannot be generalized to the land administration function. In addition, the dependent variable was strategy execution.

Strategic direction was investigated as an antecedent between strategy execution and performance of manufacturing SMEs organizations by Kihara, Bwisa, and Kihoro (2016) in Thika area, Kenya. In the study, a survey questionnaire was employed to obtain data from 115 businesses in Thika town and its environs from two main industrial subsectors. The findings revealed that strategic direction as a moderating variable between strategy execution and output of SME manufacturing organizations situated in Thika, has positive but negligible correlation. While strategic direction is an insignificant variable in deciding manufacturing SME organization success on its own, the findings revealed that it is frequently embedded in other main variables influencing performance for instance leadership styles, structure, human capital, and innovation. However, this study was conducted in the private sector among SMEs manufacturing organizations. In addition, a structured survey questionnaire was used and hence no qualitative data was collected to support quantitative findings.

Mission

A mission statement is a short statement that explains why an organization exists, what its ultimate purpose is, and what its operational goals are (Muthaa, 2018). Employees, clients, suppliers, and other stakeholders should be able to understand the organization's intent and vision through a mission statement. A mission statement also gives workers a sense of belonging. Using a descriptive survey design, Babu and Chalam (2016) assessed the impact of an organizational mission statement and its potential on the performance of employees. The study established that mission statement plays an essential role in leadership as well as management of organizations. The employees of the organizations perceive the mission, and these insights relate to other organizational attitudes including satisfaction and behaviours.

Muthaa (2018) conducted a study on influence of organization mission on organizational performance. This study found that a mission statement has a positive effect on an organization's performance and can improve shareholder value using a descriptive survey design. However, nearly 40% of workers are unaware of or misinformed about their company's purpose.

Bart, Bontis and Taggar (2011) examined the impact of mission statements on organizational performance of large Canadian as well as US organizations and revealed that mission statements can influence financial performance, but the influence was weak as well as insignificant. Impact of a mission statement on success is measured by an organization's dedication to mission and the extent to which internal structure, strategies, and practices are aligned with the mission.

Using a positivism approach and a correlational research design, Jonyo, Ouma, and Mosoti (2018) examined the effect of mission and vision on organizational performance within private universities-Kenya. The results indicated that the mission statement explained a significant proportion of variance in organizational performance. The study concluded that there was a significant relationship between mission statement and organizational performance within the private universities in Kenya.

Vision

Vision statement refers to a statement of organization's goals that serves as a guide for internal decision-making processes (Mapetere et al., 2012). The purpose of the vision statement is to assist the organization in making decisions that are consistent with its ideology and stated objectives. Various studies show the influence of vision statement on organizational performance. In India, the influence of successful vision attributes on staff satisfaction was studied by Mahmood and Rehman (2016), who discovered that employee satisfaction is significantly influenced by five vision attributes: transparency, brevity, complexity, stability, and abstractness, whereas two attributes, potential orientation and desirability, are statistically negligible. Orhan and Durmaz (2014) examined the influence of vision statement on staff performance in Turkey using descriptive survey design. The study was conducted among the employees in TAV Airports and found that vision statements had a significant influence on employee performance. Employees' opinions on TAV's vision vary depending on their educational level, according to the study. As a result, workers with a high school or lower-level education rate, the accuracy of their company's vision statement is higher than those with a postgraduate degree.

Using a pragmatic research approach, Fontanella and Chandra (2018) assessed the effect of vision statement on performance of accounting program of state polytechnics in Indonesia. The results indicated that there was no relationship between vision statement and the performance of the program. However, this could be explained by the fact that most of the employees accounting program of state polytechnics did not know the organizations' vision. In Zimbabwe, Mapetere et al. (2012) investigated the link between an organizations' vision and success of strategy implementation in Enterprises Owned by the State and found that there was a positive influence of organization vision on strategy implementation leading to strategy success. According to the results, leaders must be able to create a vision for every strategic strategy, build effective communication mechanisms, and model behaviour improvements that are compatible with new strategies.

Goals and Objectives

Goals and objectives, according to David (2007), are concrete outcomes that an organization aspires to accomplish to fulfil its basic purpose. Goals and goals are critical for an organization's success because they provide a broad foundation for successful planning, organizing, encouraging, and managing operations. They also help in assessment, build teamwork, expose priorities, and communication (Odita & Bello, 2015). Various studies show that goals and objectives of an organization influence its performance.

In Singapore, Choon and Kim (2016) examined the impact of setting goal on staff effectiveness to enhance effectiveness of an organization in High-Tech Company. The results revealed that goal setting had positive and significant impact on employee effectiveness and organization effectiveness in High-Tech Company. Hoek (2018) studied goal setting and goal clarity in teams and team performance in Public Sector and results discovered that goal clarity as well as goal setting positively influenced team performance. However, the impact of goal clarity on team performance is not influenced by teamwork.

Core Competencies and Organizational Performance

Strategic leaders are corporate managers who make decisions in helping the respective organizations in the developing, maintaining, strengthening, leveraging, and exploiting core competencies (Laurentiu, 2016; Djalil, Sule & Masbar, 2015). The exploitation of core competencies in an organization involves the sharing of resources in all units. Core competencies, in any organization, cannot be adequately developed or even exploited devoid of the appropriate human capital (Wadhwa, 2016). Core competencies can be described as skills and resources that provide a company with a competitive advantage.

In Pakistan, Heilmann, Vanhala and Salminen (2016) demonstrated that perceived competence development opportunities positively associated with organizational commitment and this relationship mediated with job satisfaction. Opportunities for developing one's competencies are a way to influence employees' job satisfaction and to increase attachment to the organization. Similarly, Jabbouri and Zahari (2014) indicated that there is an association between core competencies such as organizational resources, capabilities, and human resource on organizational performance (leaning and growth, internal processes, and client satisfaction) in the Iraqi private banking sector. In Saudi Arabia, Djalil, Sule, and Masbar (2015) showed that developing core competencies has a significant impact on Islamic financial institutions' performance.

Puteh, Kaliannan, and Alam (2015) conducted a study on employee core competencies and organizational excellence in Malaysia. A qualitative approach using in-depth interview was deployed during the study with a target population of Fifteen HR Directors and Managers from different sectors in Malaysian service-based industry. The study indicated that irrespective of distinct positions, roles, and nature of businesses that are service based; core competencies play a salient role for organizational excellent performance. However, the study was to Malaysia and the dependent variable was organizational excellence. In addition, the study adopted qualitative approach using in-depth interview and was conducted among middle and top-level management.

Jabbouri and Zahari (2014) conducted a study on the role of core competencies on organizational performance in the Iraqi private banking sector. Descriptive-statistical research was employed during the study. Moreover, target population was 10 Banks registered in the Iraqi market financial asset and 43 Bank workers in the Iraqi environment. The results indicated that the core competencies relevant to improving organizational performance include a well-trained workforce and flexibility to allow organizations to respond to market its' needs in a timely manner. However, this study was conducted in the Iraqi private banking sector and hence its findings cannot be utilized in the public sector organizations. In addition, the study used a descriptive research design, which cannot be used to show causation between variables in a study.

In Jordan, Izzoh and Osman (2014) investigated the impact of core abilities in enhancing organization commitment of staffs in Mutah University. The study employed descriptive analytical approach and target population was 2100 workers in Mutah University in Jordan. The findings revealed that in Mutah University, competency management concepts (competency of administrative tasks, competency of administrative positions, competency of communications skills, competency of self-development) influence enhancing organizational engagement (knowledge of job requirements, quantity of work completed, quality of work completed, perseverance). The study concluded that providing competency and productivity in all university activities requires the availability of elements of competency, which can take many forms, ranging from accessible technology and management skills to the implementation of modern educational methods. Besides being limited to Mutah University, the dependent variable in this study was organization commitment of staffs

In Jordan, Salah (2016) conducted a study on impact of training and progress on staffs' performance and productivity of Private Sector transportation companies. A descriptive research design was used in this analysis. Training and growth were found to be positively correlated and to have a statistically significant association with staff performance and productivity, according to the findings. Training and growth (on-the-job training, training design, and delivery style) according to the report, have significant impact on staff efficiency and productivity. However, the study was conducted in the Private Sector transportation companies, which is different from the land administration function. In addition, the dependent variable was staffs' performance and productivity.

Mufti et al. (2015) assessed human resource competencies and organizational efficiency among banking sector managers in Pakistan. The research study used cross-sectional non-experimental survey design. Results indicated that HR competencies are more significantly related to the organizational performance than other competencies. Consequently, critical aspects of HR distribution, for instance executives, should be properly addressed to attract, encourage, and retain the best people for the right job. Furthermore, all workers must adhere to legal requirements and use performance-based assessment methods for compensation and benefits. Organizations should define significant competencies before deciding whether to focus on or adjust basic success factors. Furthermore, they may accomplish their goals and objectives by recruiting educated and skilled personnel, or they can need additional skills and competencies to advance. However, the population of this study was banking sector managers, and hence the middle level management and the top-level management were not involved in the study. In addition, the dependent variable was organizational efficiency, which is different from performance of land administration function.

The effect of training and growth on staff performance in Pakistan banks was investigated by Muhammad and Tanveer (2015). Data was collected using convenience and referral sampling with a sample size of 150 employees and 104 valid responses. The results revealed that most workers agreed with the item claims, indicating that T and D had a positive effect on their job awareness, work quality and quantity, functional abilities, motivation, and loyalty, all of which are strongly or moderately related to their success in a supporting direction. As a result, the study concluded that T and D have positive impact on employee performance in Pakistan banks. Besides being limited to Pakistan banks, the dependent variable was staff performance and convenience and referral sampling were used in the selection of the sample size.

In Ghana, Ackah (2014) studied the effects of training and development on staff performance in public sector. The study used a case design. Employees of Ghana Ports and Harbours Authority (GPHA) were not well educated about the organization's training as well as development programs, according to the findings. Training and growth are seen as useful strategies for both personal and organizational success by most of the employees. The results showed that GPHA's training practices, processes, and activities are contrary to industry best practices in terms of expected and structured design of training process. However, this study was conducted in Ghana, was conducted as a case study of Ghana Ports and Harbours Authority (GPHA) and the dependent variables was staff performance.

Rajeswari and Palanichamy (2014) investigated the effect of training as well as development on staff performance in several government agencies. A standardized questionnaire was created to obtain data from workers in a few public sector organizations. Training and development are seen as effective strategies for personal and organizational success by most employees. The results showed that the effect of training on employee satisfaction in the public sector is not in line with best practices for expected and systematic performance levels after training and improving employees' skills and knowledge, as is commonly understood. However, this study was conducted in Ghana and the dependent variable was staff performance.

Kum, Cowden, and Karodia (2014) used a pragmatic research methodology to investigate the effect of training and growth on employee performance at Escon Consulting in South Africa. Results indicated that training and development had positive effect on staff productivity, reduction of project defects and failures, reduction of staff turnover, minimal needs of supervision, capability to progress and positive changes in employee behaviour. Furthermore, the ineffectiveness of employee training and development decreases efficiency of an organization, since organizations rely on providing people with proper skills, attitudes as well as capacities to achieve their objectives. However, the study was conducted in Escon Consulting in South Africa and the dependent variable was employee performance, which is different from land administration function.

Kinisa (2019) conducted a research at the National Bank of Commerce (NBC) in Mwanza City on the effect of employee training and growth on organizational success. A self-administered standardised questionnaire was used to survey 75 employees from three NBC bank branches in Mwanza region. While some workers were dissatisfied with some of the training approaches used, such as lecture form and role play strategies, the results show that training procedures and methods were organised and structured in nature and followed. Despite this, most workers assumed that T&D services are valuable resources for both individuals and organizations. Employees prefer mentoring and coaching, as well as work rotation, over other types of on-the-job preparation, according to the report, since these methods help them acquire skills as well as experience to execute their specific daily tasks effectively and efficiently. T&D systems, according to employees, have strengthened their expertise and capabilities. Overall, the T&D systems increased employee job performance as well as the overall performance of the company. However, this study was conducted in the National Bank of Commerce (NBC), which is in the private sector and hence its findings cannot be used in the public sector. In addition, the focus of this study was low level management staff and hence did not focus on middle level management and top-level management.

In Nigeria, Ukenna, Ijeoma, and Anionwu (2010) highlighted that skills development and training are strong predictors of the effectiveness of human capital as compared to education and knowledge. These had a significant effect on the financial and non-financial performance of small businesses. Besides, Wuim-Pam (2014) state that employees' abilities, knowledge and skills influence performance management and job descriptions. Other factors influencing performance management and job descriptions include workforce planning, training, and development, staffing and selection, succession planning, and compensation. Brenya (2014) indicated that development of human capital in Judicial Service in Ghana was low as well as shallow. The results indicated a high affective commitment level, although normative organizational dedication and continuous organizational dedication were poor. Besides, retention of human capital at the service was poor. Human capital development relates to learning, coaching, job rotation, and enlargement influences employee commitment, hence organizational performance.

In Kenya, Mugo (2016) reported that a significant relationship exists between organizational core competencies such as resources and abilities, strategic intent, fundamental work processes and knowledge management systems and performance of insurance companies in Kenya. Muniu (2013) highlighted that most organizations focus on the development of the human resource. The study reports that organizational internal resources and capabilities positively influence small and medium enterprises' performance in Nairobi County. Besides, most of the organizations focus on the development of human capacity for strengthening new ideas and encouraging employees to gain proficiency in their jobs which significantly impacts performance.

In addition, Sifa (2009) carried out a study on the influence of core competencies on association between co-alignment variables and the performance of profit-oriented parastatals. The study used cross-sectional correlational survey design, and target population was 46 profit-oriented parastatals in Kenya. The findings established that relationship between core-alignment and organizational performance depends on core competencies. The effect of core competencies is significant in as much as it shows that core competencies can help organizations in achieving their missions and objectives and enhance corporate strategies and structures since there are indications that this can create synergy and add value leading to more incredible corporate performance. To make the organization more vibrant and to improve its performance, proper organization strategy, and structure re-aligned with environment need to be put in place. However, core competencies in this study were used as a moderating variable and the study was limited to profit-oriented parastatals.

Manani and Ngui (2019) performed a study on the effects of staff competencies on staff job performance in humanitarian organizations, a case study of world food programme, Kenya. The study employed descriptive research design, and target population was 400 staff of World Food Programme. The researcher found that academic competencies improve employee job performance. Employees with the requisite academic competencies can critically analyse given information and make accurate assessment of it and can use existing facts to solve a problem. Leadership competencies improve employee job performance. Nonetheless, this study was conducted as a case study of the world food programme and hence its findings cannot be generalized to other organizations. In addition, the study used a descriptive research design, which cannot be used to establish associations between variables in a study.

Using a cross-sectional study design, Samwel (2018) examined the impact of staff training on organizational performance among drilling companies located in Geita, Shinyanga as well as Mara Regions in Tanzania. A total of 219 people were chosen for the analysis using purposive and simple random sampling techniques. Employee training and development has a major impact on drilling company success, according to the findings of the report. However, the findings of the study revealed that drilling organizations lacked appropriate training and development policies. However, this study used a cross-sectional study design, which cannot be used to show cause and effect between variables in a study. In addition, the study was conducted among drilling companies in Tanzania, whose measures of performance and objectives differ from the land administration function.

Staff Development Policies

The primary goal of employee development policies is to improve and enrich each employee through organizational, work, and personal development (Maesaroh & Genoni, 2010). The policy aims to provide learning opportunities for all employees so that they can contribute to the mission, vision, and values by doing their jobs well. In Ethiopia at the District 5 Administrative Office, Asfaw, Argaw, and Bayissa (2015) conducted a report on impact of staff development policies on staff efficiency as well as effectiveness. Data was gathered using a comprehensive method, and 94% response rate showed there was a link and important association between employee development policies and staff performance.

Cherono (2017) conducted a study on personnel development policies and organizational success of Unilever Tea Company in Kericho County. The study used a descriptive research design and discovered that there was a significant link between the organization's staff development policies and its performance. Training and mentorship policies were significant in influencing the performance while delegation and participation were insignificant in affecting the performance. In Kenya, Mohamud (2014) studied the impact of training policies on staff performance in public sector organizations and found that training policies that covered capacity building, improvement in job performance, and increased organizational efficiency had an influence on staff performance in the public sector-organizations in Kenya.

On-the-job Training programmes

On-the-job training (OJT) is a program that allows workers to obtain practical experience in the workplace. Employees participate in this form of training by using the tools available to them at the place of work, allowing them to learn while remaining integrated into their daily work environment (Swart et al., 2005). Studies conducted on on-the-job training show that it influences performance. In Tanzania's Geita, Shinyanga, and Mara regions, Samwel (2018) investigated the effect of employee training on organizational efficiency in drilling companies. The study discovered that employee preparation had a significant impact on drilling company results using a descriptive survey design. Despite the value of employee training, drilling organizations lack a realistic employee training and development strategy, and also on-the-job training programs.

In addition, Wright and Geroy (2011) conducted a study on influence of on-job training on organizational performance using a descriptive survey design. Employee competencies change because of successful on-the-job preparation, according to the results of the report. As a result, it not only increases employees' overall performance in their current employment, but it also improves workers' awareness, abilities, and attitudes, resulting in superior organizational performance.

Swart et al. (2005) researched the influence of on-the-job training on employee performance. The study deployed descriptive survey design, and findings revealed that on-job training influence employee productivity. However, the study established a gap between employee training and performance. According to the results, closing the performance gap necessitates the introduction of a related training intervention aimed at strengthening employees' skills and abilities and improving employee performance. The study also revealed that training facilitated the organization to recognize that its workers are not performing well besides revealing that in such situation, their knowledge, skills as well as attitudes require to be moulded in relations to the needs of the organization.

Scholarships

Organizational scholarship improves the capability for persons at workplace to have self-efficacy. This means that the organization has individuals who can achieve complex tasks due to dedication, persistence, and good work ethic (Ross, Robinson & Francis-Smythe, 2015). Another study was conducted by Adekunle (2017) on the effect of scholarships on organizational performance in Nigerian bottling company to examine the influence of scholarships on organizational performance. Using a questionnaire, the study used a survey research design to collect data. The study population therefore was the staff of Nigerian Bottling Company Plc. The study findings revealed that scholarships influence employee productivity positively. However, the study revealed that the organization did not offer fully paid scholarships. Further, the study findings established that not all employees in the organization received scholarships.

Moderating Effect of Organizational Culture

Interest in organizational culture arises from the assumption that it leads to improvement in organizational performance (Laurentiu, 2016). Positive performance of an organization is dependent on how values are widely shared and communicated in the organization. Organizations that have strong cultures perform better than those with weak cultures. Literature on performance and organizational culture shows that the culture of an organization could have a significant positive influence on an organizations' economic value (Pantouvakis & Bouranta, 2013; Arayesh et al., 2017). The ethics of the organization influence conscious actions and policies as a strong culture determinant.

According to Lee and Kamarul (2009), lack of appropriate cultural nurturing makes organizations fail to produce consistent and sustainable results. Culture transformation necessitates leaders' relentless commitment because this role cannot be outsourced or delegated. The top-level management of an organization is responsible of driving its culture since culture plays major role in creation and sustenance of the performance of an organization. Organizational culture encompasses the beliefs, behaviours, and values of an organization whether bad or good, culture results from the past leadership of an organization. Tseng (2017) indicated that when disciplined culture gets intertwined with entrepreneurship ethics, it results to an excellent performance. The transformation of a culture necessitates top management's commitment as it cannot be outsourced or delegated.

Various studies show the moderating influence of the culture of an organizational in influencing leadership towards organizational performance. In Iran, Soleyman and Zadeh (2016) argued that while leadership style positively influences organizational culture, organizational culture plays an intermediary role between leadership styles and financial performance. Organizational culture dimensions positively and significantly influence financial performance. In Yemen, Mahmood and Gelaidan (2012) established that an organizational culture plays key role in moderation the influence of leadership style on the individuals' committal to change.

In Malaysia, Hamzah, Othman and Shahril (2013) pointed out that organizational culture dimensions have the moderating effect on the impact of leadership competencies on job performance of employees. Furthermore, according to Lee and Kamarul (2009), leadership behaviour is strongly linked to organizational engagement, and organizational culture moderates this relationship. Additionally, the research indicated that commitment of an organization has a positive association with job satisfaction. However, the commitment of an organization has no significant influence on employee performance. In addition, supportive culture significantly influences an association between organizational loyalty and employee job contentment.

Juma, Minja and Mageto (2016) observed that the culture of an organization moderates the relationship of strategic thinking and organizational performance. They indicated that culture leads to increased employee commitment, reinforces organizational values, shapes employee behaviour and promotes strategic thinking and creativity. Besides, Arayesh et al. (2017) stated that organizational culture significantly influences strategic thinking at the organizational level. However, while these studies show the relationship between organizational culture and organizational performance, they did not outline the moderating effect of organizational culture on the relationship between strategic leadership and performance.

Obajil Cross and Olaolu (2017) investigated impact of organizational culture and strategic management on organizational performance. The study population was 259 employees of Diamond Bank PLC in Abuja Bank. The findings revealed that organizational culture was an essential component of organizational performance and a source of sustainable competitive advantage. Organizational cultures show that employees are on the same wavelength and embrace similar beliefs and ethical values. When these principles as well as beliefs are in line with business goals, they can be successful in creating teams because affinity as well as confidence develops rapidly. Furthermore, good organizational cultures ensure that roles and obligations are communicated to all employees. Employees learn what is expected of them, how management evaluates their work, and what types of incentives are available. However, besides being limited to Diamond Bank PLC, the population of this study was employees in the bank and hence the study did not focus on the top and middle level management.

The effect of leadership styles and organizational culture on organizational performance in Turkish multinational companies was examined by Zehira et al. (2011). The study's target population was 295 workers from national and international companies across a variety of industries (manufacturing, finance, and telecommunication). The study discovered that organizational culture has a direct impact on performance. Performance is linked to the three types of culture (competitive, bureaucratic, and community). The relationship between competitive type of culture and organizational performance is found to be direct, solid, and optimistic. The fact that culture of the community, elements of staff engagement, teamwork as well as self-management was positioned high among organizational values may explain the positive association between community culture and success, according to the report. However, this study was conducted among manufacturing, finance, and telecommunication organizations, whose objectives differ considerably from those of land administration function. In addition, this study conceptualized culture in terms of competitive, bureaucratic, and community.

Daryoush (2014) investigated the role of organizational culture in moderating the association between learning in place of work and job performance in a sample of Malaysian government agencies. Three styles of workplace learning (formal, incidental, and informal), five categories of organizational culture (result orientation, teamwork orientation, employee orientation creativity orientation, communication orientation), and two types of job performance were studied in this regard (contextual performance, task performance). The results indicated that the moderating effect of teamwork, innovation, communication, and staff orientation culture on the association between informal place of workplace learning and job performance (duty as well as contextual) were significant. Additionally, moderating effect of staff orientation culture and innovation on the association between incidental place of work learning and contextual performance were significant. However, besides being limited to Malaysian government agencies, this study conceptualized organizational culture in terms of result orientation, teamwork orientation, employee orientation creativity orientation, communication orientation.

In China, Kim (2011) investigated the association between leadership style, organizational culture, and learning organizations. As moderator variables, four forms of organizational culture (adhocracy, clan, hierarchy, and business culture) were used. The results study were as follows: (a) transformational leadership as well as adhocracy culture had significant positive impacts on development of learning organization; (b) organizational culture (hierarchy culture) had moderating effect between transformational leadership and the learning organization; (c) impacts of leadership style and organizational culture on development of learning organization did not differ between subordinates and middle managers; (d) leadership components (idealized influence attributes, idealized influence behaviour and individual consideration) in transformational leadership had significant effects on the learning organization; and (e) leadership style, organizational culture and learning organization were different among the industry types. Besides being limited to China, this study conceptualized organizational culture in terms of adhocracy, clan, hierarchy, and business culture.

Ehtesham, Muhammad, and Muhammad (2011) performed a study to determine the relationship between organizational culture and performance management practices in Pakistan. An exploratory research approach was adopted. The target population in this study was 140 employees of COMSATS Institute of Information Technology. The results indicated that organizational culture is an essential aspect of an organization, as it affects employee’s behaviours, motivation, and values. Employees' career paths and groups of people who stay in the business long enough for a company culture to form are created by an organizational performance management system. This viewpoint indicated that businesses should use management strategies that promote job stability and internal career growth to reduce turnover and preserve the social phenomena that make up organizational culture (values, beliefs, norms, and assumptions) within the company, resulting in a strong organizational culture. However, in this study organizational culture was used as an independent variable and was limited to COMSATS Institute of Information Technology in Pakistan.

Alharbi (2012) conducted a cross-sectional study in public hospitals in Saudi Arabia to assess the moderating impact of organizational culture on the relationship between leadership styles and quality management practices. The findings revealed that the relationship between leadership styles and quality management practices is moderated by organizational culture (adhocracy culture and business culture). However, this study was limited to public hospitals in Saudi Arabia. In addition, it used cross-sectional study design, which cannot be used to show cause and effect in a study.

Hamzah, Othman, and Shahril (2013) investigated the role of organizational culture in moderating the relationship between leadership competencies and job role performance in Malaysia. In addition, 530 academicians from Malaysia's major public universities were polled for information. Factor analysis, reliability analysis, Pearson correlation, and hypotheses testing using hierarchical multiple regression were documented after descriptive statistics. Each organizational culture dimension was discovered to have moderating effect on association between leadership competencies and employee job performance. However, the focus of this study was academicians from Malaysia's major public universities and hence its findings cannot be generalized to government institutions dealing with land administration.

Norms and Traditions

Ahmed and Shafiq (2017) examined the impact of organizational norms and traditions on organizational performance in the telecom sector in Pakistan. The research study used descriptive survey design. A balanced scorecard was used to measure the organizational performance. The quantitative approach was adopted, and the findings indicated that organizational norms and traditions play an important role in attaining organization's objective. The findings also revealed that the more an organization has a high level of uncertainty avoidance, the better the organizational performance.

In Ghana, Poku and Owusu-Ansah (2013) investigated the influence of organizational norms and organizational performance in the banking industry. The findings revealed that though there were significant disparities among the banks in terms of organizational norms and traditions, there was no substantial difference between them in terms of performance. In Ghana's banking industry, there was a positive correlation between organizational norms and performance. Indiya and Obura (2018) used a correlation research design to investigate the impact of organizational norms and practices on organizational performance in public universities in Kenya. They discovered a clear positive significant correlation between organizational norms and organizational performance.

Theoretical Literature

The study was anchored on five theories: Strategic Leadership Theory, the Upper Echelons Theory (UET), Resource-based View Theory (RBVT), Transformational Leadership Theory (TLT), and the Human Capital Theory (HCT). It also utilized the SERQUAL model. The study adopted Strategic Leadership Theory as the lead theory.

Strategic Leadership Theory

House and Baetz are credited with developing Strategic Leadership Theory in 1979. According to the theory, strategic leadership allows corporate leaders to establish and re-create explanations for their organizations' persistent existence (Zia-ud-Din et. al., 2017). In addition, the theory indicates that strategic leaders shape formation of mission and intent, and influence successful strategic actions for formulation and execution of strategy that yields competitiveness in their organizations. In addition, the theory suggests that leaders have potential to influence their followers to help them achieve pre-determined goals and objectives.

In an organization, strategic leadership involves the ability of a leader to provide direction and opportunities for development of core competencies so as to ensure growth and improvement in performance (Samimi, Cortes, Anderson & Herrmann, 2020). In order to successfully deal with organizational change, leaders in an organization need tools and skills to formulate and implement strategy. However, management of change requires leaders who not only provide direction and think strategically, but also those who build alignment and ownership within teams to implement change (Amir & Muathe, 2018). For an organization to remain successful, it requires a different way of thinking about how to mobilize resources and efficiently deliver services.

In this study, Strategic Leadership Theory was used to show how strategic leadership influences the performance of the land administration function. Strategic leadership framework is driven by strategic thinking, which means having a vision for the organization and seeing innovative ways to overcome challenges. Mintzberg (1994), one of the leading authorities in the area of strategic management, observes strategic thinking as a particular way of thinking with specific and clearly discernible characteristics. Therefore, leaders in land administration function in Kenya play a major role in enhancing strategic thinking in terms of creativity and innovativeness. In addition, strategic leadership involves working with others to initiate and manage changes that will create a viable future for the organization and improve service delivery in the land administration function. In the land administration function, managing change and ambiguity requires strategic leaders who not only provide a sense of direction, but who can also build ownership and alignment within their workgroups to implement change. Further, leaders in land administration function in Kenya have been empowering their followers by using training programmes and offering scholarships.

The Upper Echelons Theory

The Upper Echelons Theory (UET) is a management theory developed by Hambrick and Mason in 1984. It states that the Top Management Team (TMT) members tend to affect strategic and organizational decisions. They have the characteristics and strength of past experiences. UET stands on the principal that the outcomes of an organization have direct impact on knowledge, expertise, and experiences of the individuals taking prominent managerial roles (Yamak, Nielsen & Escriba-Esteve, 2014). The authors introduced a model for management to address organizational life. Strategic choices made from this function were of unique characteristics exhibiting the individuals themselves. There is a direct impact on the organizational performance resulting from choices made by the individuals. Hambrick and Mason (1984) argued that focus needs to be directly related to the readily observable data that reflects on individual characteristics regarding professional, educational, and social backgrounds by these prominent managers in the context of the organization (Liu, Gong & Liu, 2014).

Through collection and analysis of data, UET can state the outcomes in the organization, and make predictions to some degree based on executive management characteristics. Owing to the fact that the cognitions, perceptions, and values of TMT employees are tough to measure, UET tends to lay focus on examining the demographics in the suggestion that managerial characteristics have resonated proxies to tackle the core variances in the aspects of values, cognition, and perceptions (Paradis & Sloss, 2011). The variables of age, years and specific work experience, as well as educational background are of use in predicting actions of the TMT employees in strategic organizational decision making.

Upper echelons theory was used in the present study to explain the association between strategic leadership and performance. The characteristics of strategic leadership are built up within leaders out of their experiences, personalities and values. Therefore, the ability of leaders in land administration function to think strategically, develop the core competencies of the employees, provide strategic direction as well as lead change is influenced by the managerial background characteristics and the experience of a leader. As indicated in this theory, the outcome of an organization (performance) depends of the managerial background characteristics of a leader as it influences the ability of a leader to provide direction, motivate employees and lead change.

Resource-Based View (RBV) Theory

The Resource-Based Theory was developed by Birger Wernerfelt in 1984. It primarily relates to the application of a bundle of valuable capabilities and the intangible and tangible resources at the organization’s disposal. Zacharias et al. (2015) suggest that resources embedded in the organization aim at improving productivity in the organization. These resources include the stocks of items available that are controlled or owned by the organization, whereas capabilities represent the capacity of an organization in deploying its resources (Steinle & Schiele, 2008). Every organization has a likelihood of success and excellence if given the best and most appropriate stock resources relevant for the business and the strategy (Sarason & Tegarden, 2013). In RBV, organizational capabilities refers to how the organization deploys its resources and/or knowledge.

RBV lays focus on internal factors that an organization controls rather than the external ones that are beyond its control. The capabilities and resources provide a building block towards constructing a strategy for the organization. Its unique relationships and resources define an organizations' competitive position. Organizations differ in the ways they possess unique resources, tangible and intangible assets, and organizational capabilities to use their assets (Zacharias et al., 2015).

In the land administration function, a strategic leader is considered a critical resource to the performance in terms of efficiency in service delivery, client satisfaction, and reduction cost. A strategic leader provides direction in terms of mission, vision, and goals and objectives, which play a key role in improving the performance of an organization. In addition, a strategic leader leads change in an organization and hence brings on board all the stakeholders and gives them a reason which they should embrace change. In addition, a competent team is a critical resource to the land administration function as it ensures efficiency in service delivery, which in turn leads to reduction in cost. To ensure the competence of their employees, strategic leaders provide opportunities for development of core competencies through development of policies, on-job training programs and through scholarships.

Transformational Leadership Theory

The Transformational Leadership Theory was developed by James McGregor Burns (1978), and later elaborated by Bernard Bass (1985). This theory ties into behavioural theories in the line of trait theories (Price & Weiss, 2013). The theory developed from the study by Bernard M. Bass titled "Leadership Success beyond Expectations," in which transformational leadership was described as increased subordinate knowledge on the importance of tasks and good performance, thus causing subordinates to be aware of their personal growth, needs, and achievements, and encouraging them to work for organizational good (Yukl, 2012). Transformational leadership highlights four key components: inspirational motivation, intellectual stimulation, idealized power, and individualized consideration.

According to Berkovich (2016), Transformational Leadership Theory offers a holistic approach. Throughout, a leader considers how the other leaders inspire and reward their subordinates to achieve the organizational vision. The theory has an intrinsic connection towards strategic leadership goal in anticipating, envisioning, maintaining flexibility, and empowering others towards the creation of the strategic changes which are essential to the organization (Price & Weiss, 2013). To understand transformational leadership, it important to study the leaders because leadership is known to instil the feeling of confidence, admiral, committal by the followers, intellectual stimulation, arousal of new problem solving skills, and usage of contingent rewards in reinforcing positive performance (Yukl, 2012). According to Morton et al. (2010), transformational leadership is inspirational, considerate, intellectually stimulating, and charismatic. Transformational leaders help supporters to surpass their interests for the sake of the organizations' broader vision. Transformational leadership is essential and relevant in situations of change related to creativity and motivation. Transformational leadership significantly influences subordinates and plays a key role at renovating the entire organization.

In this study, Transformational Leadership Theory was utilized to show the influence of strategic leadership on the performance of the land administration function. One of the components of transformation leadership theory is inspirational motivation through provision of a vision to the followers. Another key component of transformational leadership is intellectual stimulation that involves influencing followers to become more creative and innovative, which are key indicators of strategic thinking and leading change. Individualized consideration is another aspect of Transformational Leadership Theory. Individualized consideration involves empowering employees to success as well as employee development through coaching and provision or scholarships.

Human Capital Theory

Becker (1964) initially founded the Human Capital Theory but later combined efforts with Jacob Mincer and Theodore Schultz to improve it. The Human Capital Theory indicates that training in any institution improves the skills of employees. Specific training provided to employees provides them with supporting and relevant skills in running the daily activities of their organizations (Zomorrodian, 2014). The main elements in this theory include advancement opportunities, favourable working conditions, and investment in training. Becker highlighted how both specific and general training influence the intentions of employees to either leave or stay in an organization (Buta, 2015). In addition, the Human Capital Theory highlights that labour costs are highly related with the profitability of an organization.

The perspective of Becker regarding Human Capital Theory shows an increase in knowledge and skills of individuals through investments in training, education, and other experiences. He also argued that investing in human capital increases health, skills, and knowledge in an organization, which in turn leads to an increase in profitability (Boon et al., 2018). Becker utilized the tenets of Human Capital Theory to suggest that institutions could generate and obtain compensation for their investment in human capital. According to Buta (2015), Theodore Schultz outlined the need for leaders in an organization to invest in health, job opportunities and health for their employees. Schultz made some advancement in the Human Capital Theory to indicate that in an organization, human capital improved by use of training and education is more effective than physical capital.

The Human Capital Theory has its limitations. In its application at the state and national levels, education is considered as a relatively homogenous input. It assumes that the level and quality of education leads to higher wages and productivity in all institutions. This kind of treatment is wrong because the process of forming human capital varies with groups and individuals. In addition, different individuals learn differently, and the quality of education in one context may give different results in another (Sutia, Sudarma, & Rofiaty, 2013).

In this study, the Human Capital Theory explains the influence of the development of core competencies, strategic thinking, and leading change on organizational performance. The basis of this theory is that investing in the training of employees provides them with supporting and relevant skills in running the daily activities of their organizations. Human capital is an essential resource that represents skills, capabilities, and knowledge of individuals. Coupled with structural capital, human capital represents the total intellectual capital of an organization. It reflects the experience, identifiable skills, and education of a person. The importance of human capital lies in the fact that it contains the knowledge of an organization, and the tacit knowledge.

In an organizational context, mere knowledge is critical in competitive parity. However, tactical knowledge is unique and hard to impersonate, thus contributing to the competitive advantage of an organization. For strategic leaders, social capital is vital to the management of the human capital in an organization in ways that create competitive advantages and increased wealth. Leading change involves training staff on the new changes. Lack of human capital development in an organization leads to resistance to change. In addition, the development of strategic thinking, which involves thinking in time, intelligent opportunism, hypothesis-driven, and intent focused, necessitates human capital development to improve on skills and knowledge in specific areas.

SERVQUAL Model

The SERVQUAL model is a method that captures and measures the service quality experienced by the clients. It is also referred to as the RATER model because it measures reliability, assurance, tangibles, empathy, and responsiveness.

Service Quality

Service quality has sparked considerable interest and debate in the research literature due to the complexity of identifying and judging it, with no consensus emerging on either (Wisniewski, 2001). Furthermore, there are various descriptions of what service quality entails. The concept of service quality which is most common is how well a service fulfils the needs or desires of clients (Lewis & Mitchell, 1990). The variation between client anticipations and perceived service can as well be described as service quality. Moreover, when anticipations exceed results, the perceived output falls short of anticipations, resulting in consumer dissatisfaction (Parasuraman, Zeithaml, & Berry, 1985).

According to Mwangi (2009), service quality in land administration is determined by the speed at which development applications are processed and approved, such as the issuance of consents to charge, lease or sell, and the alienation of land for purposes of development to government-owned institutions as well as individuals. Besides, it is measured using the time taken in processing ownership documents including titles/grants for public as well as community, time taken in setting apart land for use by the public, generation as well as collation of revenue and A.I.A., time taken in retrieving land records, accuracy of recording as well as updating plot features on cards and files, keeping records of public land as well as maintenance of delicate ecosystems. In Finland, Kärkkäinen, Piippo and Tuominen (2001) observed that service quality is also measured using time taken in; land titles issued for all types of land that have been registered under different land registry statutes. Land titles searches are issued, and land boundary disputes are resolved. Preparation of provisional as well as replacement titles, the preparation and issuance of incorporation certificates, the assessment and stamping of instruments with necessary stamp duty, the inspection and regulation of duty franking machines, and the processing of title conversions from one land law to another are all examples of service quality.

Client Satisfaction

Al – Wugayan et al. (2007) argued that satisfaction is a psychological condition that occurs after a client has consumed something. Furthermore, the fundamental conceptualizations concentrate on one or two aspects: initial expectations of the clients in relation to product features, and clients' impressions of product success relative to these expectations. There are various factors that influence client satisfaction: pleasant staffs, courteous staffs, competent staffs, supportive staffs, billing consistency as well as timeliness, reasonable pricing, service quality, good value, billing transparency and fast services (Hokanson, 1995). To achieve client loyalty, businesses must first comprehend and fulfil their clients' expectations and desires (Forza & Filippini 1998). Clients' needs, according to Kotler (2000), depict a client's sense of deprivation. Under land administration, client satisfaction is measured using satisfaction rate which focuses on the perceived quality of services rendered in the land administration department, net promoter score which is concerned on the rate at which clients can recommend the services offered in the land administration to another person, client satisfaction score and the client effort score.

Continuous Improvement

According to Warnest and Bell (2008) land administration has significantly benefitted not only from many of these individual technologies but from the actual convergence and integration of the individual technologies themselves. Examples include the integration of computerized satellite imagery and digital aerial photography into LIS and GIS. Warnest and Bell (2008) further observed that the Internet is now widely used to access land and property-based information, together with other types of mapping and land ownership records. ICT convergence has brought the ability to use cellular phone short message services (SMS) to monitor the processing of land transfers in parts of Indonesia.

Warnest and Bell (2008) indicated once more that land surveyors are now able to directly load precise surveying data recorded from total stations or GPS receivers directly into GIS in the office and transfer this information from a remote field camp to a district or provincial land office. Cutting edge ICT, rapid technological convergence, and state of the art surveying and mapping techniques are bringing a suite of secure, efficient, and accessible government land related services to developing communities in the East Asia Region.

Even more important, in many cases ICT has been used as an effective agent of changes towards good governance in land administration. By the application of a systematic approach (so called Enterprise Architecture), ICT facilitates streamlining business processes, the establishment of one-door land administration services. Enabling broader access to various land-related information (land zoning, land development plan and building ownership in addition to traditional land title information) by all stakeholders to make informed decision at reasonable costs. The World Bank, through its long-term support of land administration programs in the East Asia Region is enabling

ICT to both modernize and strengthen land administration systems in developing countries.

Early observed successes include cost savings through system standardization, the reduction in transaction costs, improved service delivery providing better and more equitable access to services and data, better transparency, and greater public confidence in government services. Secure data storage of land information and mapping is enabling governments to better manage the potential loss of vital land ownership records in the event of a disaster such as a fire, flood or even tsunami. Providing better data security is also enabling government to manage risks from fake land title certificates and better fraudulent land transfers.

In Indonesia, leading innovations include enquiries on property through mobile phone SMS, widespread deployment of Land Office Computerization (LOC), and advanced wireless technology employed in mobile land offices. These technologies have brought direct government services to remote communities. Rural and urban communities in East Asia are being linked through rapid advances in ICT, optic fibre networks, and enhanced telecommunication infrastructure. The groundwork for a slew of e-government services is being laid, as well as a National Spatial Data Infrastructure (NSDI) that will extend beyond cities and rural provinces (Simon & Jennifer, 2013).

According to Frank (2014), in Cambodia, the relatively new Land Management and Administration Program (LMAP) is the first phase of the 5-year US$33.9 million World Bank multilateral project with support from the governments of Canada, Germany, and Finland. Comprehensive and up to date land information systems, including the establishment of geodetic networks, aerial photography, and base mapping are recognized by the Cambodian Government in the 2001 Statement on land policy as central to the country’s poverty alleviation goals. Warnest and Bell (2008) observed that in Vietnam, the World Bank approved funding of US$75 Million World Bank for the Vietnam Land Administration Project (VLAP). The project set forth LIS development and overall modernization of the land administration system as the centrepiece to progressing Vietnam's land reform agenda. The Ministry of Natural Resources and Environment (MONRE) and the Government of Vietnam with Bank support is building a modern, robust, and efficient land administration system to ensure businesses and households have access to efficient, reliable, and transparent land related services. In Philippine, the Second Land Administration and Management Project (LAMP2) commenced in 2005 with support from a World Bank loan of US$18.99 Million and a technical assistance program funded by the Australian government.

Warnest and Bell (2008) noted that improving the efficiency and transparency of land administration is one of the most significant challenges in Indonesia. Lengthy times and costs associated with land registration and transactions restrict the development of a formal land market. Incomplete and duplicate land record management systems provide poor security of tenure, leading to land disputes.

Summary of the Literature and Knowledge Gaps

Various studies have been conducted both locally and globally on strategic leadership and organizational performance. However, these studies refer to specific countries, sectors, and institutions, thus making the generalizability of their findings difficult. In addition, most studies conducted in Kenya on strategic leadership and organizational performance refer to private and non-profit organizations. As a result, the results cannot be applied to public organizations due to gaps in organizational and legal systems.

Table 2. 1: *Summary of Previous Studies and Knowledge Gaps*

Author (s)	Focus of the Study	Methodology	Findings	Knowledge Gaps	How Current Study Addressed the Gaps
Strategic Thinking and Organizational Performance					
Lonca (2017)	Strategic thinking and organizational performance on Tesco Plc retail industry's case study in United Kingdom	Published information in secondary sources such as books, journals, as well as online published materials	Strategic thinking contributes significantly to organizations broadening, generating, as well as overarching conceptual thinking by focusing on future business direction based on anticipated environmental condition	Besides being conducted in the United Kingdom, the study was limited to Tesco Plc, which is an organization in the private sector The study used critical review of literature from secondary sources such as books, journals, as well as online published materials, and hence no primary data was used in the study	This study focused on the NLC and Ministry of Lands and Physical Planning Primary data was collected by use of semi structured questionnaires and key informant interviews
Mahdaviana, Mirabib, and Farideh (2014)	Strategic thinking impact on performance of Mashhad municipal managers in Nigeria	Descriptive-correlational method with a target population of 90 senior managers	It is essential to promote initiative and innovations among employees	This study was conducted among Mashhad municipal managers The study conceptualized strategic thinking in terms of creativity and	The current study used all levels of management This study conceptualizes strategic thinking in terms of thinking in time,

				innovation.	intelligent opportunism, hypothesis-driven and intent focused
Muriithi, Louw, and Radloff (2018)	Strategic thinking and leadership effectiveness in Kenyan indigenous banks	The used a survey approach to gather data and was centered on positivist research model	Strategic thinking influences leadership effectiveness positively	This study was conducted among the Kenyan indigenous banks, which are in the private sector The dependent variable was leadership effectiveness	This study was conducted in the NLC and Ministry of Lands and Physical Planning The dependent variable was performance of land administration
Leading change and Organizational Performance					
Olubayo (2014)	Change management together with its effect on the organization efficiency of the Nigerian telecoms industry	The research was conducted in Lagos and used a descriptive survey research design	Effective management of change in clients' tastes would result in overall growth in the output of the organization	This study was conducted in Nigerian telecoms industry, which covers profit making organizations The dependent variable was organization efficiency The study used a descriptive survey research design, which cannot be used to demonstrate cause and effect between variables	This study was conducted in the NLC and Ministry of Lands and Physical Planning The dependent variable was the performance of land administration function The study used mixed research methods and explanatory research design

Abbas and Asghar (2010)	Leadership role in organizational change in Sweden	Systematic review of literature	Since leadership has an essential role in the evolution and cultivating an organization, organizational change calls for a very effective and also competent leadership	The study used a systematic review of literature and hence no primary data was collected or used in this study. The study was conducted in Sweden, which differs from Kenya in terms of macroeconomic environment, human resource index and legal framework among other ways	The study used an explanatory research design, cross sectional research design and mixed methods research This study was conducted in the NLC and Ministry of Lands and Physical Planning
Ghavifekr and Adewale (2019)	Change leadership impact on staff organizational citizenship behaviour in Malaysia	The study adopted a qualitative survey design	The findings revealed that change leadership builds staff confidence, motivate them, and also assists to ensure trust	The dependent variable in this study was organizational citizenship behaviour The study was limited to Malaysia and hence its findings cannot be generalized to Kenya.	The study used the performance of land administration function as the dependent variable This study was conducted in the NLC and Ministry of Lands and Physical Planning
Strategic Direction and Organizational Performance					

Poku (2012)	Impact of strategic direction on operations of the agricultural development bank.	The study used survey and interviews in the collection of data, and the population of the study comprised of 500 managers	The findings revealed that corporate strategic direction is an important tool for planning and forecasting, positioning the organizatio n	This study was limited to agricultural development bank in Ghana The dependent variable was operations The population comprised of managers and hence low-level management was not involved in the study	This study was conducted in the NLC and Ministry of Lands and Physical Planning The dependent variable was performance of land administrati on function This study used all levels of managemen t
Muthaa (2018)	Impact of strategic direction on performance of technical training institutions	Cross-sectional descriptive survey research design	The study discovered that the strategic direction of technical training institutions had a major impact on their performanc e.	This study was conducted in technical training institutions, whose objectives, mission and vision differ from those of land administration function in Kenya The study used descriptive survey research design, which cannot show the cause and effect between variables	This study was conducted in the NLC and Ministry of Lands and Physical Planning The research study used a cross-sectional study design, mixed methods research and explanatory research design This study

				This study conceptualized strategic direction in terms of institutional strategy, goals, technologies, and partnerships	conceptualized strategic direction in terms of mission, vision, goals and objectives
Kitonga, Bichanga, and Muema (2016)	The role of strategic direction on not-for-profit organizational performance in Nairobi County in Kenya			This study was conducted in not-for-profit organizations in Nairobi County. It was conducted among managers and hence the executives and the low-level management staff were not included in the study	This study was conducted in the NLC and Ministry of Lands and Physical Planning This study involved all levels of management in NLC and Ministry of Lands and Physical Planning
Development of core competencies and Organizational Performance					
Puteh, Kaliannan, and Alam (2015)	Employee core competencies and organizational excellence in Malaysia.	A qualitative approach using in-depth interview	The study indicated that irrespective of distinct positions, roles, and nature of businesses that are service based; core competencies play a salient role for organizational	The study was to Malaysia The dependent variable was organizational excellence. The study adopted qualitative approach using	This study was conducted in the Ministry of Lands and Physical Planning and the National Land Commission The dependent variable was the performance of land

			excellent performance.	in-depth interview and was conducted among middle and top-level management	administration function The research study used a cross-sectional study design, mixed methods research and explanatory research design
Jabbouri and Zahari (2014)	The role of core competencies on organizational performance in the Iraqi private banking sector	Descriptive-statistical research was employed during the study.	The results indicated that the core competencies relevant to improving organizational performance	This study was conducted in the Iraqi private banking sector and hence its findings cannot be utilized in the public sector organizations. The study used a descriptive research design, which cannot be used to show causation between variables in a study.	This study was conducted in the NLC and Ministry of Lands and Physical Planning The research study used a cross-sectional study design, mixed methods research and explanatory research design
Izzoh and Osman (2014)	Impact of core abilities in enhancing organization commitment of staffs in Mutah University	Descriptive analytical approach and target population was 2100 workers in Mutah University in Jordan	Competency management concepts enhancing organizational engagement	Besides being limited to Mutah University The dependent variable in this study was	This study was conducted in the NLC and Ministry of Lands and Physical Planning The dependent variable in

				organization commitment of staffs	this study was performance of land administration
Obajil Cross and Olaolu (2017)	Impact of organizational culture and strategic management on organizational performance.	The study population was 259 employees of Diamond Bank PLC in Abuja Bank.	The findings revealed that organizational culture was an essential component of organizational performance and a source of sustainable competitive advantage.	The study was limited to Diamond Bank PLC The population of this study was employees in the bank and hence the study did not focus on the top and middle level management	This study was conducted in the Ministry of Lands and Physical Planning and the National Land Commission The study used all levels of management
Zehira et al., (2011)	The effect of leadership styles and organizational culture on organizational performance in Turkish multinational companies	The study's target population was 295 workers from national and international companies across a variety of industries	The study discovered that organizational culture has a direct impact on performance	This study was conducted among manufacturing, finance, and telecommunication organizations, whose objectives differ considerably from those of land administration function. This study conceptualized	This study was conducted in the Ministry of Lands and Physical Planning and the National Land Commission This study conceptualized culture in

				culture in terms of competitive, bureaucratic, and community.	terms of resistance to change and norms and traditions
Daryoush (2014)	The role of organizational culture in moderating the association between learning in place of work and job performance in a sample of Malaysian government agencies.	Descriptive research design	Moderating effect of staff orientation culture and innovation on the association between incidental place of work learning and contextual performance were significant.	The study was limited to Malaysian government agencies This study conceptualized organizational culture in terms of result orientation, teamwork orientation, employee orientation creativity orientation, communication orientation.	The focus of this study was NLC and Ministry of Lands and Physical Planning The study conceptualizes organizational culture in terms of resistance to change and norms and traditions

Source: Author (2021)

Conceptual Framework

Conceptual framework is a diagrammatic representation showing hypothesized associations among crucial factors, variables, and concepts. Figure 2.1 shows the hypothesized associations between strategic leadership, organizational culture, and performance of land administration function. In this study, the independent variable is strategic leadership. The dependent variable is performance of land administration function, and the moderating variable is organizational culture.

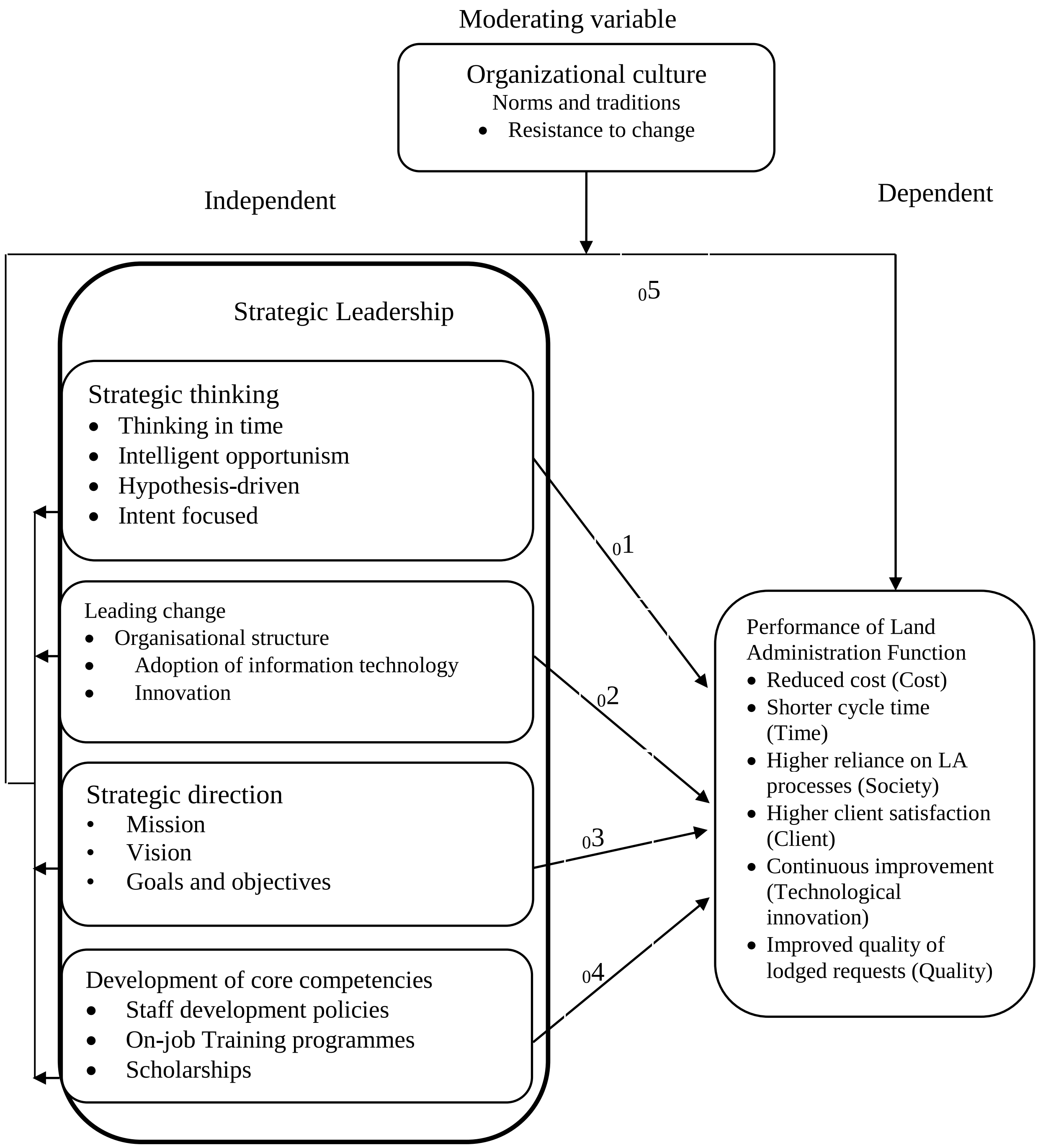

Figure 2. 1: *Conceptual Framework*

Chapter Summary

This chapter covers the literature review on strategic leadership, organizational culture, and performance. It presents the theoretical literature highlighting the theories on which the study is anchored. The chapter deploys strategic leadership theories that include Strategic Leadership Theory, Upper Echelons Theory, Resource-based View Theory, Transformational Leadership Theory, Human Capital Theory, and the SERQUAL model. More so, the literature explores organizational culture, strategic leadership, and performance. The conceptual framework presents the hypothesized associations between strategic leadership, organizational culture, and performance. Also outlined in the chapter are the methodological, conceptual, and contextual gaps that inform the study. In summary, the chapter presents and discusses the research paradigm, and the ontological and epistemological consideration that inform the study.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter presents the research methodology adopted in the study. It discusses the processes, strategies, and steps of gathering and analysing the data that were applied to test the study hypotheses. Specifically, it recounts the research paradigm, research design, population, sample size, sampling design, pre-testing instrument, validity and reliability of the research instruments, data analysis plan, and the operationalization of variables. The chapter also outlines the fundamental ethical concerns that were addressed in the study.

Research Paradigm

The study conceptualized the research paradigm as a set of agreements and beliefs shared among scientists and researchers on how to understand and address research problems. Whereas there are there are three main research philosophies namely pragmatism, positivism and interpretivism (Cooper & Schindler, 2006), this study took the pragmatic approach to inform the research paradigm. Pragmatics recognize that there are different ways of carrying out a research and interpreting the world, and that no single opinion, perspective, or position can provide the entire picture or a phenomenon (Greenfield & Greener, 2016). Pragmatists debate reality continuously. They also renegotiate and interpret each phenomenon towards understanding the reality. Pragmatism lends itself as the best approach in solving research problems. According to Bhattacherjee (2012), pragmatism does not belong to any philosophical system and reality, and hence researchers have the freedom to choose. Moreover, they are "free" to choose the procedures and techniques that best cater for their needs and scientific research goals. Pragmatists do not view world as absolute unity. What is in action currently is the truth; it does not rely on the mind that is not exposed to reality as well as mind dualism.

Like Halfpenny (2015) indicated, this study considered the research problem to be central and used both the approaches of qualitative and quantitative to understand the problem. Pragmatism also helped the study to shed light on best opportunities in getting answers to the key research questions. The combined approaches aimed at complementing each other in cases of limitations.

Research Design

Research design is a wide plan that states the research objectives while providing guidelines of what is to be done in order to accomplish them (Russell, 2013). In other words, design is a master plan for executing a research project. Hair (2011) defined research design as a complete strategy of choice to integrate diverse study constituents logically and coherently to ensure that only the valid research problem was addressed. It contains the blueprint for data collection, measurement, and analysis (Bhattacharjee, 2012). This study used an explanatory and descriptive research design.

In keeping with the requirements of the cross-sectional research, this study used distinct groups of individuals with diverse variables of interest sharing other features including working in the same organization (Bhattacherjee, 2012). A cross-sectional research design has two distinct elements: lack of time factor, and reliance on the existing differences other than opting for change, resulting from the intervention (Russell, 2013). More so, the cross-sectional design only measures the differential elements amongst several people and phenomena. This study used the cross-sectional design to obtain data in a relatively cheaper manner. The researcher had little time to conduct the investigation because the timelines had to fit with the institutional guidelines for a research study of this nature. In addition, a review of the literature reveals that similar strategic leadership studies apply cross-sectional research design (Muzee, Bagire, & Ngoma, 2016; Muraguri, Kimencu, & Thuo, 2017; Gross, 2016).

Descriptive cross-sectional design is a type of research design in which data is collected from many different individuals at a single point in time. In cross sectional research, variables are observed without being influenced or manipulated (Levin, 2006). The choice of this research design in this study, was influenced by the researcher's need for a less costly and time efficient research design to deliver the study within a short time frame.

According to Grey (2014), explanatory research design purposes to account for and explain descriptive information. This is done through the appreciation of description questions that respond to "what", while the explanatory questions respond to the "why" and "how" questions. As explained in the previous sections, this study explored the relationship between strategic leadership and performance of the land administration function in Kenya. The research design therefore draws on statistical and quantitative data while using the qualitative data to support justification on the relationships between the study variables.

Mixed methods research is a method of research, analysis, and integration of both qualitative (interviews and focus groups) and quantitative (questionnaires) research approaches (Cooper & Schindler, 2006). Quantitative research involves data analysis regarding numbers, while qualitative research involves describing people, events, and phenomena scientifically without necessarily using numbers. Since both methods are useful and valid, it is possible for a study to make use of both of them. Though the primary focus of this study was the quantitative approach, qualitative approaches were used to increase an understanding and insight in interpreting the quantitative results.

One of the advantages of the quantitative research approach is that the results of the study are limited because they provide numerical descriptions instead of detailed narrative, and they also give less detailed accounts of human perception. On the other hand, one of the disadvantages of qualitative research approach is that the quality of data obtained is subjective (Hair, 2011). To address the disadvantages of both research approaches, the study applied mixed research methods approach where the two research approaches were used to complement each other.

This study also employed the explanatory research design, which is also referred to as the causal research design. This is explained by the fact that the study aimed at determining the nature and extent of cause-and-impact relationships. The objective of an explanatory research is to identify associations and causal relationships among different variables. An explanatory research can also be carried out in order to examine the effects of particular changes on several processes and present norms (Cooper & Schindler, 2006). The emphasis of an explanatory research is to analyze a particular situation in order to describe the patterns of correlation between variables. The explanatory research design is therefore suitable given that the objective of this research is to analyze the relationship between strategic leadership, organizational culture and performance of land administration.

Study Population

Population refers to a group of individuals, objects, or cases with observable features from which the researcher generalizes the study findings (Bhattacherjee, 2012). The unit of analysis in current study was the National Land Commission and the Ministry of Lands and Physical Planning. The unit of observation was staff working in these two institutions. Therefore, all the staff working in the Ministry of Lands and Physical Planning and the National Land Commission, as well as their clients in each of 47

Counties (987 per day) were the target population. The study took the view that strategic leadership is the concern of all involved in service delivery and not simply that of According to the National Land Commission (2019) report, an average of 21 individuals visits land offices per day. Besides, the National Land Commission has 462 staff distributed in 11 departments. Ministry of Lands and Physical Planning has 1431 staff distributed in five directorates: Directorate of land, Directorate of Survey, and Directorate of Physical Planning, Land Registration, and Land Adjudication and Settlement. Therefore, the target population was two thousand eight hundred and eighty (2880).

Table 3. 1: *Study Population*

	Category	Study Population
National Land Commission	Audit & Risk Management	42
	Finance & Administration	34
	Human Resource Management	32
	Information and Communication Technology	54
	Land Administration	47
	Land Information Management System	53
	Land Use Planning	43
	Legal Affairs & Enforcement	22
	Natural Resource	54
	Research	34
	County Coordinators	47
Ministry of Lands and Physical Planning	Directorate of Land Administration	333
	Directorate of Physical Planning	332
	Directorate of Survey	306
	Land Registration	228
	Land Adjudication and Settlement	232
Clients (21 per county)		987
	Total	2880

Sample Size and Sampling Procedure

Study sample refers to the part of study population on which data obtained estimates the features of the study population. Sampling is a process of choosing a group of people from the study population. As indicated by Bhattacherjee (2012), it is essential to employ a sample generated from a formula that considers error of margins as well as confidence levels. The present research employed Slovin's Formula to estimate the sample size of the study. Random sample formula was employed since it considers the study population.

$$n = \frac{N}{1 + Ne^2}$$

Where:

n = no. of samples

N = entire population (in this study it is 2880)

e = error margin at 95 percent confidence level

$$n = \frac{2880}{1 + 2880 * 0.05^2}$$

$$n = 351$$

The study used multistage sampling method in the selection of the sample size. In the first stage, the study sampled 10 per cent of the 47 counties. The selection of 10% was in line with Mugenda and Mugenda (2003) and Lavrakas (2008) argument that 10% of the population is an appropriate sample size, and can be used in making conclusions about a population. The study employed purposive sampling to select five counties servicing the highest number of clients per day in land administration functions according to the records in the Ministry of Lands and Physical Planning. The Counties include Nairobi, Mombasa, Kiambu, Machakos, and Kajiado.

In the second stage, the study utilized the stratified random sampling in selecting a sample of 351 respondents. Stratified random sampling involves categorizing the study population into small groups (strata). The strata in this study comprised of various departments in the Ministry of Land and Physical Planning, departments in the National Land Commission, and clients from the five selected Counties. Stratification or categorization of data is typically done based on collective features of members of a study population (Russell, 2013). The sampling method minimized the selection bias. Sample size stratification assists in ensuring that the sample size represents the study population.

In the third stage, the study used convenience sampling to select 24 clients from each of the five selected Counties. Convenience sampling is a form of non-probability sampling in which a sample is taken from a population segment that is close at hand. Convenience sampling was used because the clients in the land offices were not frequent visitors.

Table 3. 2: *Stratum Size*

	Category	Study Population	Sample Size
National Land Commission	Audit & Risk Management	42	5
	Finance & Administration	34	4
	Human Resource Management	32	4
	Information and Communication Technology	54	7
	Land Administration	47	6
	Land Information Management System	53	6
	Land Use Planning	43	5
	Legal Affairs & Enforcement	22	3
	Natural Resource	54	7
	Research	34	4
	County Coordinators	47	6
Ministry of Lands and Physical Planning	Ministry of Lands and Physical Planning		0
	Directorate of Land Administration	333	41
	Directorate of Physical Planning	332	40
	Directorate of Survey	306	37
	Land Registration	228	28
	Land Adjudication and Settlement	232	28
Clients (21 per county)		987	120
	Total	2880	351

Research Instrument

There are two types of data: secondary and primary data. Primary data is one that is collected directly from first-hand events. Primary data can be qualitative or quantitative (Orodho, 2007). This study made use of both primary data and secondary data. Interview guides and semi-structured questionnaires generated the primary data. On the other hand, various reports available in the National Land Commission and the Ministry of Lands and Physical Planning provided the secondary data sources.

Questionnaires

Semi-structured questionnaires were employed to collect data from staff working in audit and risk management, finance and administration, human resource management, information and communication technology, land administration, land information management system, land use planning, legal affairs and enforcement, natural resources, and research and county coordination departments in the National Land Commission. In addition, the questionnaires were administered to staff working in the Directorate of Land Administration, Directorate of Physical Planning, Directorate of Survey, Land Registration Department, and Land Adjudication and Settlement Department in the Ministry of Lands and Physical Planning. Open-ended questions were employed to encourage respondents to give in-depth and in-felt responses without feeling restricted to provide essential information concerning the study objectives. The study also employed closed-ended questions since they conserve resources and time. They also facilitate more straightforward analysis in a quick stable form. Moreover, a questionnaire encourages anonymity (Singpurwalla, 2013).

The questionnaires had four main sections. The first section covered the demographic information. The second section covered questions on the independent variable (strategic leadership), the third section covered questions on the moderating variable (organizational culture), while the fourth section covered questions on the dependent variable (performance of land administration function).

Interview Guide

Qualitative in-depth interviews were also conducted among people with an understanding of the setting of a community or organization in the relation to the objectives of the study. The primary purpose of conducting key informant interviews is to obtain information from different groups of people in an organization including professionals, residents, and community leaders (Russell, 2013). Face to face interviews were conducted with the Commissioners in National Land Commission, and eight heads of various departments in the Ministry of Lands and Physical Planning. The Departments include Department of Physical Planning, Department of Survey, Department of Land Registration, Department of Land Adjudication Settlement, Department of Land Valuation, Department of Land Administration, Department of Administration and Support Services, and the Departmental support sections. The key informants addressed questions related to strategic leadership and performance of the land administration function.

Instrument Pre-testing

Before collecting data, a pre-test of the research instruments was conducted to examine their validity and reliability. The researcher carried out a pilot test in the Ministry of Lands and Physical Planning as well as the National Land Commission in the County Government of Kiambu. Kiambu County was selected because of its proximity to Nairobi County, which hosts the headquarters of the Ministry of Lands and Physical Planning and the National Land Commission. The study involved a pilot group of 10 per cent of the sample size. According to Hertzog (2008), 10 per cent of the sample size should apply in the pilot test.

Validity of the Instruments

Validity refers to the ability of a research tool to measure what it is purported to measure (Creswell, 2014). The most used validity measures include face validity and content validity. Content validity, which is the ability to measure a construct to depict all the facets of a social construct, was only used on the questionnaire. The arrangement of questionnaires followed the objectives of the study. Face validity, which applies to both the questionnaire and the interview guide, is the probability that questions in a research instrument will be misunderstood or misinterpreted. To enhance both the face and content validity, the researcher sought the help of the experts in the field of strategic leadership who played the role of supervisors in guiding the enumerators. In addition, the document went through the various stages of supervision and presentations at the University, and the validity was enhanced by faculty members, discussants, readers, supervisors, and panellists. During the pilot test, the established issues such as unclear statements and sensitive areas were edited, removed, or replaced.

Reliability of the Instruments

The overall accuracy of a measure is referred to as reliability. According to Russell (2013), a measure is highly reliable if it produces the same results if tested in the same conditions. The study measured the reliability of the questionnaire using the internal consistency of various statements to measure a construct or variable. According to Kultar (2007), internal consistency also refers to how closely a group or set of items are related. The Cronbach's alpha values range from 0 to 1. The higher the values of Cronbach's alpha, the more reliable the research instrument is. While Cronbach's alpha values of 0.7 and above are reliable, values below 0.7 are considered unacceptable (Cooper & Schindler, 2006).

The study was guided by Ongeti (2014) who looked at the moderating impact of corporate governance systems on the relationship between organizational capital and performance of Kenyan state corporations in a report that used a Cronbach's alpha of 0.5 and above. On his part, Kitonga (2017) investigated the impact of strategic leadership on the success of not-for-profit organizations in Kenya's Nairobi County using a Cronbach's alpha of 0.7 and above. This study adopted Cooper & Schindler (2006) rule of the thumb of Cronbach's alpha of 0.7 and beyond.

Staff Questionnaire

The staff questionnaire covered the four independent variables (strategic thinking, strategic direction, leading change, and development of core competencies), the moderating variable (organizational culture), and the dependent variable (performance of the land administration function). Table 3.3 to Table 3.8 presents the staff questionnaire's reliability results for the main survey.

Table 3. 3: *Cronbach's Alpha for Performance of the Land Administration Function*

Indicator	Cronbach's Alpha	Number of items
Financial performance	0.767	4
Client satisfaction (higher reliance on LA processes)	0.900	5
Internal process	0.765	4
Learning and growth	0.797	2
Average	0.807	

From the findings, Table 3.3 shows that the construct performance of the land administration function had average Cronbach's alpha of 0.807. The figure denotes that the question passed the reliability criterion of $\alpha<0.7$.

Table 3. 4: *Cronbach's Alpha for Strategic Thinking*

Indicator	Cronbach's Alpha	Number of items
Thinking in time	0.753	3
Intelligent opportunism	0.750	3
Hypothesis-driven	0.764	3
Average	0.755	

From the findings indicated in Table 3.4, the construct Strategic Thinking had average Cronbach's alpha (0.755). The results imply that the question met the reliability criteria of α<0.7.

Table 3. 5: *Cronbach's Alpha for Strategic Direction*

Indicator	Cronbach's Alpha	Number of items
Mission	0.719	4
Vision	0.946	4
Goals and objectives	0.840	3
Average	0.835	

From the findings, as indicated in Table 3.5, the construct Strategic Direction had average Cronbach's reliability alpha of 0.835. The results show that the question met the reliability criteria of α<0.7.

Table 3. 6: *Cronbach's Alpha for Leading Change*

Indicator	Cronbach's Alpha	Number of items
Organizational structure	0.729	3
Adoption of information technology	0.745	1
Innovation	0.818	
Average	0.764	

According to the findings displayed in Table 3.6, the construct Leading Change had average Cronbach's reliability alpha of 0.764. The results show that the question met the reliability criteria of α<0.7.

Table 3. 7: *Cronbach's Alpha for Development of Core Competencies*

Indicator	Cronbach's Alpha	Number of items
Staff development policies	0.837	3
On-job training programs	0.879	3
Scholarships	0.973	3
Average	0.896	

According to the findings in Table 3.7, the average Cronbach's reliability alpha for the build core competencies production was 0.896. The query met the reliability criterion of α<0.7, according to the results.

Table 3. 8: *Cronbach's Alpha for Organizational Culture*

Indicator	Cronbach's Alpha	Number of items
Organizational values	0.790	3
Patterns of behaviours and norms	0.926	4
Average	0.858	

As indicated in Table 3.8, the construct Organizational Culture had an average Cronbach's reliability alpha of 0.858. The results show that the question met the reliability criteria of α<0.7.

Clients' Questionnaire

The clients' questionnaire covered the three independent variables (strategic thinking, strategic direction and leading change), moderating variable (organizational culture), and the dependent variable (performance of the land administration function). Table 3.9 to Table 3.13 presents client's questionnaire's reliability results for the pilot test.

Table 3. 9: *Cronbach's Alpha for Performance of the Land Administration Function*

Indicator	Cronbach's Alpha	Number of items
Financial performance	0.776	2
Client satisfaction (higher reliance on LA processes)	0.829	4
Internal process	0.718	4
Learning and growth	0.763	3
Average	0.8025	

From the findings as indicated in Table 3.9, the construct performance of the Land Administration Function had average Cronbach's reliability alpha of 0.8025. The results show that the question met the reliability criteria of α<0.7.

Table 3. 10: *Cronbach's Alpha for Strategic Thinking*

Indicator	Cronbach's Alpha	Number of items
Thinking in time	0.706	4
Intelligent opportunism	0.791	3
Hypothesis-driven	0.841	3
Average	0.7485	

The findings in Table 3.10 revealed that the construct Strategic Thinking had average Cronbach's reliability alpha of 0.7485. The results show that the question met the reliability criteria of α<0.7.

Table 3. 11: *Cronbach's Alpha for Strategic Direction*

Indicator	Cronbach's Alpha	Number of items
Mission	0.751	4
Vision	0.908	4
Goals and objectives	0.871	3
Average	0.829	

As indicated in Table 3.11, the construct Strategic Thinking had average Cronbach's reliability alpha of 0.829. The results show that the question met the reliability criteria of α<0.7.

Table 3. 12: *Cronbach's Alpha for Leading Change*

Indicator	Cronbach's Alpha	Number of items
Organizational structure and adoption of information technology	0.761	7

According to the findings, Table 3.12 indicates that the construct Leading Change had average Cronbach's reliability alpha of 0.761. The results indicate that the question met the reliability criteria of α<0.7.

Table 3. 13: *Cronbach's Alpha for Organizational Culture*

Indicator	Cronbach's Alpha	Number of items
Organizational values	0.710	3
Patterns of behaviours and norms	0.709	4
Average	0.7095	

As shown in Table 3.13, the construct Organizational culture had average Cronbach's reliability alpha of 0.7485. The results indicate that the question met the reliability criteria of α<0.7.

Data Collection Procedures

The researcher obtained notification letters for collecting data from Pan Africa Christian University prior to collecting data. A research permit was granted by NACOSTI. The researcher sought permission to collect data from the management of the National Land Commission as well as the Ministry of Lands and Physical Planning. After that, research assistants were recruited and trained on the purpose and objectives of the study over a period of three days to assist in collecting data. Data from the staff working in the National Land Commission and the Ministry of Lands and Physical Planning was collected through the drop and pick method. Besides, the researcher held face to face interviews with the Commissioners in the National Land Commission as well as the Cabinet Secretary and the Principal Secretary in Ministry of Lands and Physical Planning. The data collection process took two months.

Data Analysis Plan

Quantitative data was generated from the close-ended questions, while qualitative data was generated from open-ended questions and the key informant interviews. Thematic analysis was employed to analyse qualitative data and the results were presented in form of a narrative. Thematic analysis involved the assessing, identifying, and recording of patterns in a data set. Quantitative data analysis began with data preparation that encompassed checking the research tools, data editing, coding, data entry, as well as data cleaning and performing diagnostic tests.

SPSS version 22 was employed to analyse data from the closed-ended questions. Descriptive and inferential statistics were employed to analyse quantitative data. Moreover, to explain the responses on indicators of the dependent variable, moderating factor, the independent variable, and respondents' demographic information, descriptive statistics was used. Descriptive statistics included frequency distribution of mean, standard deviation (the measure of dispersion), and percentages (Bhattacherjee, 2012).

Inferential statistics in this study included Univariate Regression Analysis, Pearson Correlation Analysis, and Multivariate Regression Analysis. P-values was used in hypothesis testing since it assists in making decisions regarding null hypothesis, and also gives further insights into the strength of the decision. The study applied a 95% confidence interval, and hence the alpha value or significance level of 0.05.

Regression Models

The Multivariate Regression Analysis was used in examining the relationship between the variables in this study. A Multivariate Regression model has one outcome (dependent variable) and more than one predictor (independent variable). Regression analysis provides r-squared, F-test, student t-test and regression coefficients. Diagnostic tests were carried out to test the following assumptions: linear relationship, multivariate normality, no or little multicollinearity, no autocorrelation, and homoscedasticity.

The regression models for testing the hypotheses were as follows:

Regression model 1.

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$ (Bhattacherjee, 2012) ………………… (3.1)

Whereby,

Y = Performance of land administration function in Kenya

β_0 = Constant

$\beta_1 - \beta_4 \beta_i$ = Coefficients of X_i, where $i = 1, 2, 3, 4$

X_1 = strategic thinking

X_2 = leading change

X_3 = strategic direction

X_4 = development of core competencies

ε = Error term

A moderator variable is one that can affect the strength and direction of the relationship between the dependent variable and the independent variable (Singpurwalla, 2013). A moderating variable can enhance or even reduce the strength of an association between an independent variable and dependent variable. It can also change the direction of an association from negative to positive or from positive to negative (Russell, 2013).

The study used multiple regressions analysis (stepwise method) to establish the moderating effect of organizational culture (z) on relationship between independent variable and dependent variable.

Regression Model 2:

$Y = \delta_0 + \delta_1 Z + \delta_2 M + \delta_3 C + \varepsilon$ (Baron & Kenny, 1986) .... (3.2)

Whereby,

Y = Performance of land administration function in Kenya

δ_0 = Constant

$\delta_1 \delta_1$ =Coefficients of Z, where Z= Strategic Leadership, a composite variable of (X_1, X_2, X_3, X_4)

= Coefficient of M, the moderating variable (Organizational Culture)

= Coefficient of C, the Interaction variable between Strategic Leadership and Organizational Culture

ε = Error term

Ethical Considerations

This study considered ethical issues including plagiarism, anonymity, voluntary participation, and confidentiality of data collected. The researcher ensured that ideas borrowed from other writers and researchers were acknowledged to ensure that plagiarism was dealt with effectively. To encourage voluntary participation, only willing participants were required to fill in the questionnaires. The unwilling study respondents were not coerced or compelled to respond whatsoever. Moreover, the participants were made aware of the objectives of the study beforehand, and were duly informed that information they provided would be used solely for academic purposes. Additionally, the researcher acquired data collection letter from Pan African Christian University and a research permit from NACOSTI. The researcher assured respondents that information provided would be handled with confidentiality. Moreover, the information given by the participants was protected with a password to limit access to authorized persons only. The respondents' anonymity was aimed at ensuring that no information would be attributed to a particular person. Further, respondents were requested not to indicate their names during the interviews or in the questionnaires.

Operationalisation of Variables

Operationalisation refers to the process of defining the variables of a study into measurable factors. It implies that findings are quantifiable, measurable, and valid index for the independent, moderating, and dependent variables. The independent variable for the study is strategic leadership, whereas moderating variable is organizational culture. The dependent variable is performance of land administration function. The operationalisation was carried out in accordance with the study's goals and hypotheses. Table 3.14 indicates the operationalisation of independent variable, moderating variable, and dependent variable. It covers the indicators of variables, measuring scale, research approach to be used, and the tools of analysis.

Table 3. 14: *Operationalization of Study Variables*

Type of Variable	Variables	Indicators	Measuring Scale
Independent variable	Strategic thinking	-Thinking in time -Intelligent opportunism -Hypothesis-driven	Ordinal Ratio
Independent variable	Leading change	-Organizational structure -Adoption of information technology -Innovation	Ordinal Ratio
Independent variable	Strategic direction	-Mission -Vision -Goals and Objectives	Ordinal Ratio
Independent variable	Development of core competencies	-Staff development policies -On-job training programs Scholarships	Ordinal Ratio
Moderating variable	Organizational culture	-Norms and traditions (attitude towards work) -Resistance to change (adoption of changes, incorporation of newcomers)	Ordinal Ratio
Dependent variable	Performance of the land administration function	-Reduced cost (Cost) -Shorter cycle time (Time) -Higher reliance on LA processes (Society) -Higher client satisfaction (Client) -Continuous improvement (Technological innovation) -Improved quality of lodged requests (Quality)	Ordinal Ratio

Chapter Summary

The study adopted a pragmatic approach that combined both qualitative and quantitative data to reflect action consequences, with a focus on the problem as stated, and the application in the real world. The research paradigm was therefore driven ontologically by a set of categories in strategic leadership, performance of land administration function, and the relationship between them. The epistemology is informed by the five theories of knowledge in strategic leadership and service delivery to inform methods, validity, and scope, while drawing distinctions between justified belief and opinion. The target population was two thousand, eight hundred and eighty (2880), comprising of staff and consumers of land administration services in the National Land Commission and the Ministry of Lands and Physical Planning. The sample size was determined using Slovin's Formula. Multistage sampling was used in the selection of the sample size. The study employed purposive sampling to select five (5) Counties servicing the highest number of clients per day in land administration functions. The study utilized stratified random sampling in selecting a sample of three hundred and fifty-one (351), while convenience sampling was used to select clients from each of the five selected Counties. The data collection instruments included a questionnaire and a key informant interview guide that was applied to generate information from high-level staff including top executives. Research procedures encompassed a pilot study that provided information on the validity and reliability of the research instruments. The ethical considerations covered ethical aspects such as informed consent, confidentiality, privacy, and anonymity.

Qualitative data was analysed using thematic content analysis, and the results were presented in a narrative form. Descriptive and inferential statistics were used in analysing quantitative data with the help of the Statistical Package for Social Sciences (SPSS version 24) statistical software. Descriptive statistics included frequency distribution, percentages, measures of central tendency (mean), and measures of dispersion (standard deviation). In the analysis of nominal data (demographic information), the study used descriptive statistics such as frequencies and percentages, while in the analysis of ordinal data (Likert scale questions), the study used frequency distribution, percentages, mean, and standard deviation. Inferential data analysis was done using Pearson Correlation Coefficient and Multiple Regression Analysis (stepwise method). The study used a composite index for each variable in the inferential data analysis. This is because the composite index is in continuous form as required in the Pearson Correlation and Linear Regression Analysis.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

Introduction

This chapter addresses the presentation of the collected data, data analysis, as well as the interpretation of the study findings. It also covers discussion on the study objectives. The study sought to assess how strategic thinking, leading change, strategic direction, and development of core competencies influence the performance of the land administration function in Kenya. More so, the study sought to assess how organizational culture moderates the association between strategic leadership and performance of the land administration function in Kenya. The first section of this chapter reports on the questionnaire response rate. The second and third sections cover the reliability and validity tests and the background information on the National Land Commission and the Ministry of Lands and Physical Planning. The chapter also captures the personnel and clients visiting the offices in the Ministry of Lands and Physical Planning as well as the National Land Commission, respectively. The fourth section presents the descriptive results of the dependent variable, independent variables, and the moderating variable. The fifth section spells out the results of the inferential statistics covering diagnostic tests, correlation analysis, and multivariate regression analysis, as well as the moderating effect analysis. The results are presented in figures and tables.

Response Rate

The study sample size comprised of 351 staff working in the Ministry of Lands and Physical Planning and the National Land Commission. Others targeted included clients visiting the Ministry of Lands and Physical Planning as well as the National Land Commission offices in the five selected Counties in Kenya. The five Counties included Nairobi, Mombasa, Kiambu, Machakos, and Kajiado. They were selected on the account of their size, and the fact that they were among the Counties in which the land administration services attract the highest number of clients per day. The research assistants disseminated the questionnaires. The research assistants agreed with the respondents who included staff and clients on when to return to pick the filled-in questionnaires. The response rate is shown in Table 4.1.

Table 4.1: *Response Rate*

Category	Sample Size	Response	Response rate (per cent)
National Land Commission			
Audit & Risk Management	5	4	80.0
Finance & Administration	4	3	75.0
Human Resource Management	4	3	75.0
Information and Communication Technology	7	4	57.1
Land Administration	6	4	66.7
Land Information Management System	6	3	50.0
Land Use Planning	5	3	60.0
Legal Affairs & Enforcement	3	2	66.7
Natural Resource	7	5	71.4
Research	4	3	75.0
County Coordinators	6	3	50.0
Ministry of Lands and Physical Planning			
Directorate of Land Administration	41	32	78.0
Directorate of Physical Planning	40	31	77.5
Directorate of Survey	37	35	94.6
Land Registration	28	24	85.7
Land Adjudication and Settlement	28	22	78.6
Clients (21 per county)	120	105	87.5
Total	351	286	81.5

Out of the 351 questionnaires distributed by the research assistants, 286 were dully filled and returned. The Drop and Pick Up (DoPU) technique yielded a high response rate of 81.5%. According to Orodho (2003), response rate is the ratio of the interviewed respondents to the sample size intended to be covered by the study. Nulty (2011) suggested that a 75% response rate is sufficient for analysis to inform conclusions and make inferences about a population. Additionally, Fincham (2010) proposes that a 60% and above response rate is acceptable for purposes of analysis. Further, Kothari

(2012) indicated that a 50% response rate ought to be deemed average, 60 % to 70% deemed sufficient, whilst that above 70% should be considered excellent. In his study on the connection between strategic leadership and the performance of commercial and financial state corporations in Kenya, Nthini (2013) considered a response rate of 77.1% as acceptable. In addition, in an assessment on influence of strategic direction on SMEs performance in Kenya, Nyamao (2016) considered 56% response rate as acceptable. In this study, the response rate of 81.5% was considered adequate for the purpose of analysis, making conclusions, and reporting.

Demographic Information

The demographic information of the staff and clients visiting the offices was collected in the first part of the questionnaire. The section used nominal scale. The demographic information consisted of the gender of the respondents, age bracket, and highest education level.

Respondents' Gender

The respondents (employees working in the National Land Commission and in the Ministry of Lands and Physical Planning, as well as clients visiting the offices) were requested to specify their gender. The findings are presented in Figure 4.1.

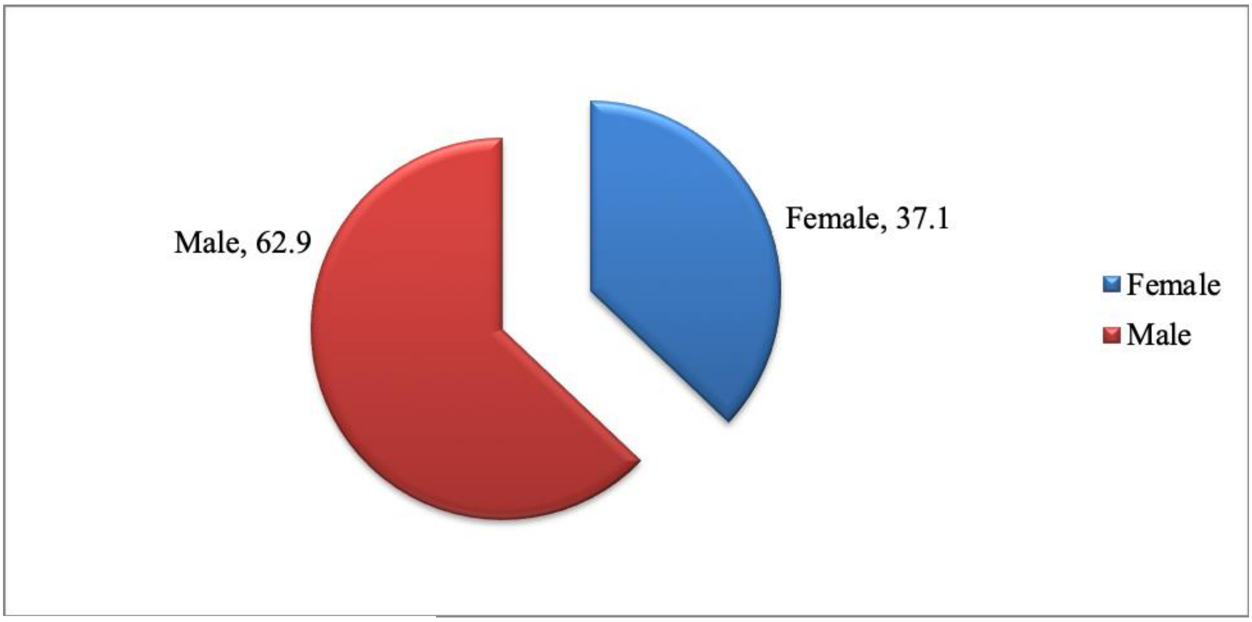

Figure 4. 1: *Respondents' Gender*

According to the results, 62.9% were male and 37.1% were female. This implies that majority of the respondents were male. A further observation arising out of the Constitution of Kenya (2010) is the fact that results indicated that the Ministry of Lands and Physical Planning and the National Land Commission have adhered to the third gender rule. According to Article 81(b) of the Constitution of Kenya 2010, all public bodies are required to have not more than two-thirds of one gender among their staff.

Age of the Respondents

Respondents were asked to specify their age bracket as part of the general information. Results obtained are depicted in Figure 4.2.

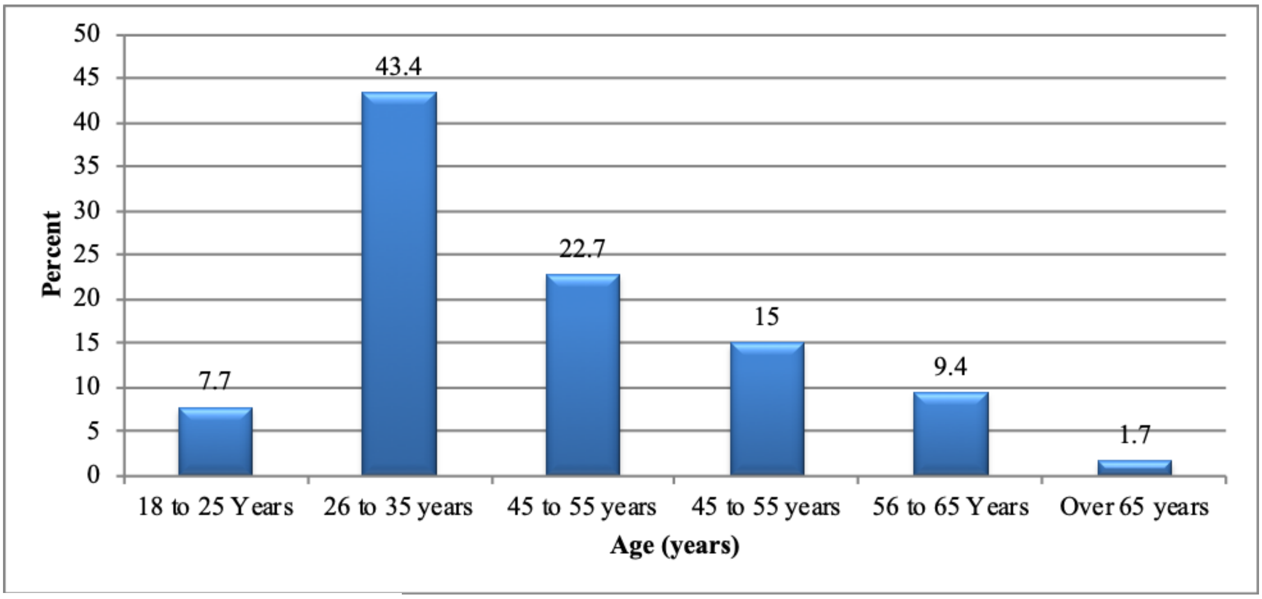

Figure 4. 2: *Respondents' Ages*

From the results, 43.4 % of the respondents specified that they were aged from 26 years to 35 years, 22.7% specified they were between 36 years and 45 years of age. Further, 15% of the respondents specified they were between 46 years and 55years of age. In addition, the results showed that 9.4% of the respondents were aged between 56 years and 65 years, 7.7% were aged between 18 years and 25 years, while 1.7 % specified they were above 65 years of age. These findings are in line with that of Mwangi (2011) that most of the staff and clients in the Ministry of Lands and Physical Planning were aged between 28 years and 37 years.

Highest Education Level

The respondents were also asked to state their highest level of education. The results obtained are indicated in Figure 4.3.

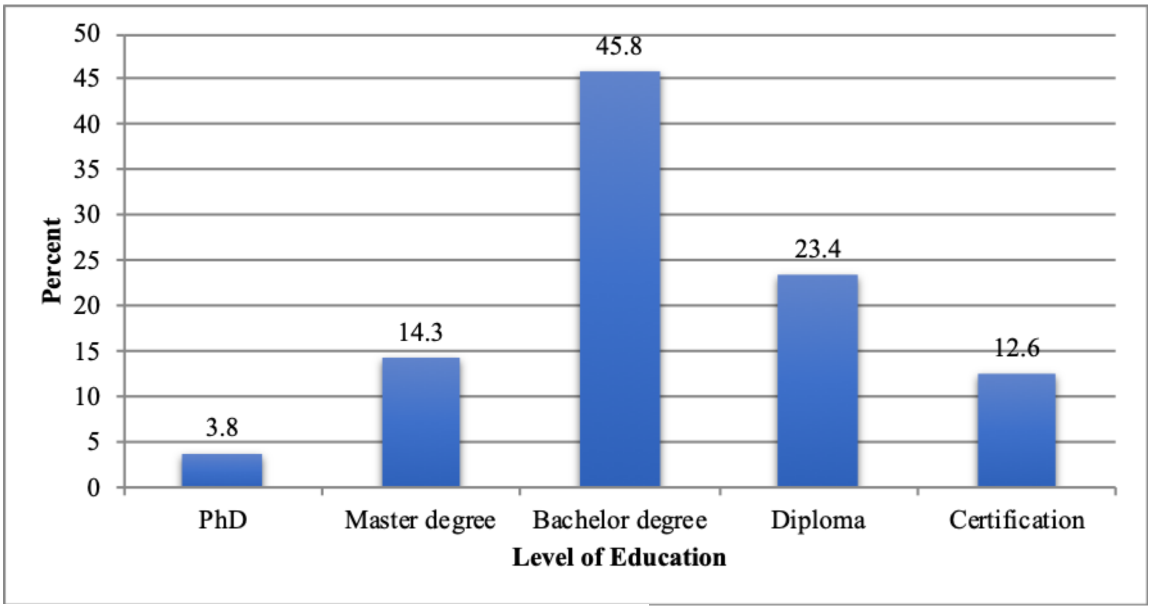

Figure 4.3: *Respondents' Highest Education Level*

The results indicated that 45.8% of the respondents held a university degree qualification, 23.4% had college diplomas, 14.3% had masters' degree, and 12.6% indicated that they had certificates as their highest level of education. 3.8% had Doctor of Philosophy (Ph.D.) degrees. The findings imply that most of the respondents in this study had bachelor's degrees. However, Muthaura (2014) argues that one of the challenges facing the Ministry of Lands and Physical Planning and National Lands Commission is the lack of adequate skills and knowledge. This shows that despite the staff working in the Ministry of Lands and Physical Planning and the National Lands Commission having bachelor's degrees, they lacked skills necessary in the delivery of services within the land administration function.

Variable Descriptive Characteristics

This section presents the descriptive characteristics of performance of land administration function, strategic thinking, leading change, strategic direction, development of core competencies, strategic leadership, performance of land administration function, and organizational culture.

Performance of the Land Administration Function

Organizational performance of land administration function was measured in terms of internal business processes (cost of registration, survey and physical planning, processes involved, and their efficiency). The client quality was measured through the rate of processing and approval of development applications and continuous improvement (technological innovation in land registration, survey, and physical planning). Respondents were asked to rate how much they agreed with statements about the results of the land administration function. Table 4.2 shows the results.

Table 4. 2: *Performance of Land Administration Function*

	1	2	3	4	5	Mean	Std. Deviation
The Land registration process is simple	9.8	36.0	12.2	35.7	6.3	2.927	0.166
The Land valuation process is simple	7.3	34.3	15.0	37.8	5.6	3.000	0.115
The land subdivision process is simple.	9.1	35.3	15.7	34.6	5.2	2.916	0.127
The land use policy and regulations are understandable	4.9	27.6	19.9	37.1	10.5	3.206	0.106
The process of change of land use is simple	7.7	37.8	16.4	33.2	4.9	2.899	0.099
The Land development control process is simple	5.9	34.3	20.3	33.6	5.9	2.993	0.076
Clients find the Ministry officials reliable	5.6	19.9	19.9	45.1	9.4	3.329	0.071
Clients find the NLC officials reliable	5.6	15.4	22.7	45.1	11.2	3.409	0.055
Clients are satisfied with responsiveness in (Land Administration) LA service delivery	5.2	21.3	25.5	41.3	6.6	3.227	0.026
The Ministry officials demonstrate empathy for LA Clients	7.3	19.9	22.0	41.3	9.4	3.255	0.106
The NLC officials demonstrate empathy for LA Clients	5.6	18.2	24.1	42.7	9.4	3.322	0.054
The Ministry officials offer and honour their assurances to LA service clients.	6.6	17.8	19.9	45.8	9.8	3.344	0.086
The NLC officials offer and honour their assurances to LA service clients.	4.5	16.4	24.5	46.2	8.4	3.374	0.003
The Ministry officials demonstrate competence in dealing with their clients	2.8	13.6	19.6	51.4	12.6	3.573	0.970
The NLC officials demonstrate competence in dealing with their clients.	2.8	11.2	18.5	55.2	12.2	3.629	0.934
Clients have ease of access to the Ministry officials	6.6	18.9	9.8	46.9	17.8	3.504	1.078
Clients have ease of access to the NLC officials	7.0	19.2	10.1	43.7	19.9	3.504	0.207
The Ministry officials are polite to clients	4.2	12.6	16.1	52.8	14.3	3.605	1.016
The NLC officials are polite to clients	3.5	12.2	16.8	52.1	15.4	3.636	0.999

The Ministry officials are reliable	5.6	10.8	17.8	51.0	14.7	3.584	0.045
The NLC officials are reliable	3.1	14.3	17.1	50.7	14.7	3.594	0.007
The Ministry officials communicate information clearly, honestly, and promptly to their clients.	4.5	12.9	16.4	52.4	13.6	3.577	0.026
The NLC officials communicate information clearly, honestly, and promptly to their clients.	3.5	11.9	21.7	49.0	14.0	3.580	0.987
Process backflows in the Ministry are low indicating quality work	4.2	20.6	23.4	47.7	8.7	3.339	1.124
Process backflows in the NLC are low indicating quality work	3.1	20.6	25.5	43.4	7.3	3.311	0.983
Returned jobs for corrections are low	6.3	14.3	20.6	47.2	11.5	3.434	1.070
Delivery time in the Ministry is low	4.2	13.6	18.2	53.5	10.5	3.525	0.994
Delivery time in the NLC is low	4.2	12.2	19.2	55.6	8.7	3.525	0.961
The waiting time in service delivery is low	5.9	15.0	14.0	52.8	12.2	3.504	1.075
The Ministry has adopted information technology for data capture, processing and management, access, and dissemination	5.9	10.5	25.9	44.8	12.9	3.483	1.039
The NLC has adopted information technology for data capture, processing and management, access and dissemination	3.8	12.9	27.6	42.7	12.9	3.479	1.001
There is adequate funding for staff training	24.2	35.0	4.8	25.1	10.8	2.434	1.009
The Ministry staff are skilled in technology and innovation	5.6	11.2	23.1	48.3	11.9	3.497	1.025
The NLC staff are skilled in technology and innovation	6.3	10.1	20.6	48.3	14.7	3.549	1.061

As indicated by the mean of 3.206 and std. dv. 0.106, respondents were neutral that land use policy and regulations were understandable. In addition, with a mean of 3.000, std. dv. 0.115, the respondents were also neutral that land valuation process was simple. With a mean of 2.916 and std. dv. of 0.127, respondents were neutral that land subdivision process was simple. From the results, the respondents were neutral that land registration process was simple as shown by the mean of 2.927 and std. dv. of 0.166. These findings conform to the argument by Ongeti (2014) that the performance of an organization is related to its efficiency, simplicity, effectiveness, and its relevance in the industry.

As shown by the mean of 3.409 and std. dv. of 0.055, it is evident that respondents were neutral that clients found the NLC officials reliable. In addition, with a mean of

3.329 and std. dv. of 0.071, they were neutral that clients found the Ministry officials reliable. Further, with the mean of 2.993 and std. dv. 0.076, they were also neutral that the land development control process is simple. From the findings, the respondents were neutral that the process of change of land use was simple, as indicated by the mean of 2.899 and std. dv. 0.099. In line with these findings, Kitonga, Bichanga, and Muema (2016) observed that client satisfaction is ensured by improving quality of services offered, ensuring simplicity in organizational procedures, and ensuring service reliability.

With a mean of 3.322 and std. dv. of 0.054, respondents were neutral that NLC officials demonstrated empathy for LA clients. Further, with a mean of 3.344 and std. dv. of 0.086, participants were also neutral that the Ministry officials offered and honoured their assurances to LA service clients. The respondents were neutral that clients were satisfied with responsiveness in land administration (LA) service delivery as shown by the mean of 3.227 and std. dv. 0.026. In addition, with a mean of 3.255 and std. dv. 0.106, respondents were also neutral that the Ministry officials demonstrate empathy for LA Clients. These findings agree with the argument by Machuki and Aosa (2011) that for effectiveness, client recognition, quality assurance, and timely services improve client satisfaction level.

The respondents agreed that the NLC officials demonstrated competence in dealing with their clients as indicated by a mean of 3.629, std. dv of 0.934. In addition, respondents also agreed with mean of 3.504 (std. dv = 1.078) that clients had ease of access to the Ministry officials. They also agreed with a mean of 3.573 and a std. dv of 0.970 that Ministry officials demonstrated competence in dealing with their clients. However, by mean of 3.374 (std. dv = 0.003), they were also neutral that the NLC officials offered and honoured their assurances to LA service clients. In line with these findings, Kalantari (2017) argued that service delivery to clients is improved through employee competency in handling clients, quality assurance, and adoption of the ‘client first’ slogan.

With the mean of 3.605 and std. dv of 1.016, the respondents also agreed that Ministry officials were polite to clients. The respondents also agreed with mean of 3.636, std. dv of 0.999 that the NLC officials were polite to clients. In addition, the respondents agreed that clients had ease of access to the NLC officials as indicated by a mean of 3.504 (SD= 0.207). Further, respondents agreed with a mean of 3.584 (SD= 0.045) that Ministry officials were reliable. In concurrence with this finding, Kueng (2010) suggested two likely options for evaluating client satisfaction: to compare the client expectations with perceptions, or use some defining criteria of quality and ask the clients to rate their degree of fulfilment and importance of every criterion.

As depicted in the results, the respondents agreed that the NLC officials were reliable. This is indicated by the mean of 3.594, (SD= 0.007). In addition, they also agreed with mean of 3.577, (SD= 0.026), that Ministry officials communicated information clearly, honestly, and promptly to their clients. The respondents further agreed with a mean of 3.580, std. dv of 0.987 that NLC officials communicated information clearly, honestly, and promptly to their clients. However, by a mean of 3.339 (std. dv = 1.124), they were neutral that process backflows in the Ministry were low, indicating quality work. In concurrence, Machuki and Aosa (2011) argued that for effectiveness, organizations develop unique capabilities as an assurance for achieving their mission. These capabilities include clear communication, hence ensuring quality services.

The respondents also agreed with a mean of 3.525, std. dv of 0.961 that delivery time in NLC was low. Further, as shown by the mean of 3.525, (SD= 0.994), respondents also agreed that delivery time in the Ministry was low. Respondents agreed that waiting time in service delivery was low as depicted by the mean of 3.504 (std. dv = 1.075). However, by a mean of 3.434 (std. dv = 1.070), they were also neutral that returned jobs for corrections were low. Further, respondents were also neutral that process backflows in the NLC were low, indicating quality work. This is indicated by a mean of 3.311(std. dv = 0.983). To validate these findings, Kalantari (2017) argued that service delivery to clients is improved through employee competency in handling clients, quality assurance, and adoption of the slogan ‘client first’.

As shown by the results, the respondents agreed that the NLC staff were skilled in technology and innovation as shown by mean of 3.549 (SD= 1.061). By a mean of 3.497, (SD = 1.025), the respondents were neutral that Ministry staffs were skilled in technology and innovation. By a mean of 3.479 (SD = 1.001), they were also neutral that the NLC had adopted information technology for data capturing, processing and management, access, and dissemination. Further, respondents were also neutral that the Ministry had adopted information technology for data capturing, processing and management, access, and dissemination as shown by mean of 3.483, (SD = 1.039). Nonetheless, as shown by the mean of 2.434 (SD = 1.009), they disagreed that there was adequate funding for staff training. Fimbo (2017) observed that technology advancement has a positive and significant impact on organizational performance. Additionally, effective training of employees equips them with the necessary skills needed to carry out tasks effectively.

Respondents were further requested to describe the performance of the land administration function in Kenya. From the results, the respondents revealed that the performance of land administration was good, and responds to issues accordingly. In addition, there was recognition of the fact that because of devolution, citizens can now get assistance at the county level. Respondents revealed that land administration has improved in terms of service delivery, quality work, and incorporation of technology which has enabled easier access to land administration related information by clients.

Land administration has improved in terms of service delivery, quality work and incorporation of technology (Respondent 1)

The participant suggested that the Ministry of Lands and Physical Planning needed to improve its services in terms of shortening the time taken in processing transactions like issuance of land titles deeds, searches on land related entries, and determination of land boundary disputes. In addition, the respondent indicated that tribalism was one of the major factors influencing performance of land administration. The respondent suggested that improvement and adoption of new technology was required. The respondent further revealed that land administration was riddled with incidences of corruption, and had no interest on the common citizen. Further, land administration was faced by a challenge of lack of cooperation from officials to process documents. The respondent further indicated that performance was very slow, and that there was no privacy in handling of documents.

There are long queues in the waiting bay which need to be worked on to improve service delivery, further a *lot of time is consumed in collecting documents hence many clients end up wasting a lot of time as well as money in travelling* (Respondent 2)

Further, the respondents indicated that there were long queues in departments offering services such as preparation of provisional titles as well as their replacement, preparation and issuance of certificates of incorporation in relation to trust deeds, assessment and stamping of instruments with requisite stamp duty, control and inspection of duty franking machines, and processing conversion of titles from one land statute to another. The respondents further argued that the Ministry should shorten the process followed during valuation for stamp duty purposes, assessment of rent for government leasing, determination of disputed rent, valuation of government owned properties on foreign mission, valuation for rating, valuation of fixed and loose assets for all government agencies, and ground rent determination upon subdivision. Al – Wugayan et al. (2017) argued that there are numerous diverse factors affecting client satisfaction. They include courteous employees who are helpful and competent, billing consistency, reasonable pricing, billing timeliness, billing transparency, service quality, good value, and fast services.

Strategic Thinking

The employees and clients of the National Land Commission and the Ministry of Lands and Physical Planning were asked to specify their agreement level on statements pertaining to strategic thinking and the performance of the land administration function. The results are depicted in Table 4.3.

Table 4.3: *Aspects of Strategic Thinking*

	1	2	3	4	5	Mean	Std. Deviation
Leaders in the Ministry make decisions on time	5.2	12.9	9.4	66.1	5.9	3.556	0.982
Leaders in the Ministry demonstrate the future they want to create	3.1	10.5	9.4	72.4	4.5	3.647	0.849
Leaders in the NLC demonstrate the future they want to create	2.8	9.4	18.2	64.7	4.9	3.594	0.836
Leaders in the Ministry consider what the organization has to keep from its past	2.8	14.3	15.7	54.5	12.6	3.598	0.975
Leaders in the NLC consider what the organization has to keep from its past	1.4	8.7	24.8	55.9	9.1	3.626	0.823
The leadership considers what the Ministry must lose from the past	2.8	9.8	15.4	62.6	9.4	3.661	0.883
The leadership considers what the NLC must lose from the past	5.2	9.4	23.4	48.6	13.3	3.552	0.010
Leaders in the Ministry clearly connect the present and the future of the organization	3.5	8.4	20.6	53.8	13.6	3.657	0.937
Leaders in the NLC clearly connect the present and the future of the organization	8.4	11.5	22.7	48.6	8.7	3.378	1.071
The leadership exhibits Intelligent opportunism	4.9	9.1	21.3	55.6	8.7	3.685	2.574
The Ministry often conducts SWOT analysis to identify available opportunities to improve service delivery	49.1	11.2	16.4	11.4	11.9	2.458	1.022
The NLC often conducts SWOT analysis to identify available opportunities to improve service delivery	43.1	20.1	21.8	9.7	4.2	2.458	0.8143
The Ministry responds to arising opportunities to improve service delivery	52.1	25.9	3.8	9.1	9.1	2.471	0.806
The NLC responds to arising opportunities to improve service delivery	50.6	16.6	5.4	6.7	20.6	2.320	1.072
The leadership of the Ministry listens to different perspectives from different stakeholders	2.4	7.3	17.8	50.3	22.0	3.822	0.940
The leadership of the NLC listens to different perspectives from different stakeholders	3.8	7.0	13.3	51.7	24.1	3.853	0.991
The Ministry leadership considers many solutions to one problem	3.5	9.8	20.6	46.9	19.2	3.685	0.005
The NLC leadership considers many solutions to one problem	1.7	9.4	22.7	53.8	12.2	3.654	0.876
The leadership considers many responses to respond to a problem and then select the best	3.5	11.5	17.8	52.1	15.0	3.636	0.988
Decisions in the Ministry are knowledge-based	5.6	5.9	15.4	53.5	19.6	3.755	0.017
Decisions in the NLC are knowledge-based	5.2	8.0	23.8	46.2	16.8	3.612	0.026

The respondents agreed with mean of 3.647 (SD= 0.849) that leaders in the Ministry demonstrated the future they wanted to create. In addition, as indicated by the mean of 3.594 (SD= 0.836), they further agreed that leaders in NLC demonstrated the future they wanted to create. Further, the respondents agreed that leaders in the Ministry considered what the organization must keep from the past. This is depicted by the mean of 3.598, SD of 0.975. The respondents also agreed that leaders in the Ministry make decisions on time as indicated by a mean of 3.556, std. dv of 0.982. This was in line with the revelation by Olaniyi and Elumah (2016) that strategic thinking aids in decision making that has significant influence on organizational performance.

The respondents agreed that leaders within the NLC considered what the organization must keep from the past as indicated by mean of 3.626, (SD=0.823). They also agreed with a mean of 3.661 (SD= 0.883) that the leadership considered what the Ministry must lose from the past. Further, the respondents agreed that leaders in the Ministry clearly connected the present and the future of the organization. This is shown by the mean of 3.657, (SD=0.937). As indicated by a mean of 3.552, (SD = 0.010), they further agreed that leadership considered what the NLC must lose from the past. In concurrence, Mahdavian, Mirabi, and Haghshenas (2014) found that municipal managers in the Mashhad City who were making use of strategic thinking and other strategic thinking factors (opportunism, transformational leadership, conceptual thought, foresight, systemic approach, and cognition,) improved their performance.

As the results show, the respondents agreed that the leadership exhibited intelligent opportunism as indicated by mean of 3.685 (SD= 2.574). With mean of 3.378 (SD = 1.071), respondents were neutral that leaders in the NLC clearly connect the present and the future of the organization. However, as indicated by mean of 2.458 (SD = 1.022), they disagreed that the Ministry often conducted SWOT analysis to identify available opportunities to improve service delivery. Further, the respondents disagreed with the statement indicating that the NLC often conducted SWOT analysis to identify available opportunities to improve service delivery. This is indicated by a mean of 2.458 (std. dv =0.8143). According to Juma, Minja, and Mageto (2016), effective examination of an organization's strengths, limitations, opportunities, and risks, help it to make informed decisions.

The respondents also agreed with a mean of 3.822 (SD = 0.940) that the leadership of the Ministry listened to different perspectives from different stakeholders. Further, the respondents agreed that the leadership of the NLC listened to different perspectives from different stakeholders. This is shown by a mean of 3.853, (SD= 0.991). In addition, with a mean of 3.685, (SD = 0.005), the respondents agreed that the Ministry leadership considered many solutions to one problem. From the findings, the respondents however disagreed that the Ministry responded to arising opportunities to improve service delivery as indicated by a mean of 2.471 (SD = 0.806). The respondents also disagreed with mean of 2.320 (SD = 1.072) that NLC responded to arising opportunities to improve service delivery. In agreement with this finding, Salih and Alnaji (2014) indicated that strategic thinking is an intellectual method or technique of leading that involves intuition, foresight, and development of alternatives for problem solving and promotion of strategic agility and strategic performance.

As indicated by mean of 3.755 (SD = 0.017), respondents agreed that decisions in the Ministry were knowledge-based. Further, respondents agreed that decisions in the NLC were knowledge-based, as indicated by mean of 3.612 (SD =0.026). They also agreed that NLC’s leadership considered many solutions to one problem as indicated by mean of 3.654, (SD = 0.876). With a mean of 3.636, (SD =0.988), the respondents also agreed that leadership considered many responses to respond to a problem, and then select the best. Mahdavian, Mirabi, and Haghshenas (2014) argued that strategic thinking helps the leadership in an organization to implement different approaches of solving problems, hence aids in making informed decisions.

Leading Change

The employees working in the National Land Commission and Ministry of Lands and Physical Planning and the clients visiting the offices were required to specify their agreement level on statements pertaining to leading change and performance of land administration function. The results obtained were as shown in Table 4.4.

Table 4. 4: *Aspects of Leading Change*

	1	2	3	4	5	Mean	Std. Deviation
There are frequent changes in the structure of the Ministry	5.2	14.7	23.8	45.8	10.5	3.416	0.032
There are frequent changes in the structure of the NLC	3.8	16.1	27.6	42.0	10.5	3.392	0.002
Task allocation in the Ministry is fair	4.5	14.7	28.7	42.0	10.1	3.385	0.005
Task allocation in the NLC is fair	5.2	16.4	28.7	39.5	10.1	3.329	0.035
There are no bureaucracies in the organization	18.9	22.4	20.6	28.3	9.8	2.878	0.282
There is easy coordination and supervision in the Ministry	7.3	14.7	24.5	40.6	12.9	3.371	0.109
There is easy coordination and supervision in the NLC	6.3	14.3	26.2	40.6	12.2	3.559	0.179
The Ministry has adopted information technology in human resource management	7.0	15.0	21.7	45.1	11.2	3.385	0.089
The NLC has adopted information technology in human resource management	5.6	12.9	24.5	45.1	11.9	3.448	0.041
The Ministry has adopted information technology in the finance department	6.6	10.8	27.3	42.7	12.6	3.437	0.057
The NLC has adopted information technology in the finance department	8.4	14.7	23.4	40.6	12.9	3.350	0.135
Information technology has been adopted in service delivery to the public	10.5	18.5	15.4	42.0	13.6	3.297	1.019
The NLC encourages creativity among staff	30.1	25.4	15.5	19.5	9.4	2.23	1.134
The Ministry encourages creativity among staff	15.2	56.8	6.8	5.4	15.4	2.49	1.101
There is knowledge sharing in the NLC	4.5	13.3	19.6	44.8	17.8	3.58	1.069
There is knowledge sharing in the Ministry	6.6	16.4	20.6	40.6	15.7	3.42	1.136

The findings showed that the respondents were neutral on the statement that there were frequent changes in the structure of the Ministry as revealed by a mean of 3.416, (SD= 0.032). In addition, with a mean of 3.392, (SD= 0.002), they were also neutral that there were frequent changes in the structure of the NLC. As shown by mean of 3.385 (SD= 0.005), respondents were neutral that task allocation in the Ministry was fair. Further, as shown by mean of 3.329 (SD= 0.035,) respondents were also neutral that task allocation in the NLC was fair. Additionally, the mean of 2.878(SD= 0.282) reveals that respondents were neutral that there were no bureaucracies in the organization. Touba, Abdulrab, and Ameen (2015) indicated that leaders and managers need the capability to give guidance, allocate tasks fairly, and intensify on the awareness towards constantly dynamic roles and responsibilities encountered in the work place.

From the results, the respondents agreed that there was easy coordination and supervision in the NLC as the mean of 3.559 (std. dv = 0.179) indicates. By the mean of 3.448, (SD= 0.041), respondents were neutral that NLC has adopted information technology in human resource management. Further, with a mean of 3.437, (SD= 0.057), they were neutral that the Ministry had adopted information technology in the finance department. As shown by the mean of 3.371 (SD= 0.109), participants were neutral that there was easy coordination and supervision in the Ministry and NLC. In addition, as shown by mean of 3.385 (SD= 0.089), respondents were neutral that the Ministry had adopted information technology in human resource management. Jalagat (2017) argued that adoption of information technology in an organization improves service delivery by increasing the quality of the services offered, and reducing queuing.

The respondents also agreed with a mean of 3.58 (SD= 1.069) that there was knowledge sharing in the NLC. However, by a mean of 3.42, std. dv of 1.136, they were neutral that there was knowledge sharing in the Ministry. In addition, with a mean of 3.350, std. dv of 0.135, they were also neutral that NLC had adopted information technology in the finance department. By a mean of 3.297 (SD = 1.019), they were neutral that information technology had been adopted in service delivery to the public. However, with a mean of 2.49 (SD= 1.101), respondents disagreed that the Ministry encouraged creativity among staffs. In addition, as shown by the mean of 2.23 (SD= 1.134), the respondents also disagreed that the NLC encouraged creativity among staff. In line with these findings, Revenio and Jalagat (2015) pointed out that change brings about improvement of skills, attitudes, abilities, and knowledge in employees, hence making them more productive in their fields. Further, through knowledge sharing, teamwork, and creativity among employees, productivity is improved.

Strategic Direction

The employees and clients of the National Land Commission and the Ministry of Lands and Physical Planning were required to specify their agreement level on diverse statements pertaining to strategic direction and performance of land administration function. The results are presented in Table 4.5.

Table 4.5: *Aspects of Strategic Direction*

	1	2	3	4	5	Mean	Std. Deviation
The Ministry's mission clearly states its purpose.	1.0	3.5	7.3	59.1	29.0	4.115	0.766
The NLC's mission clearly states its purpose.	1.0	4.5	12.6	53.8	28.0	4.032	0.827
The Ministry's mission serves as a guide in decision-making.	1.4	5.6	20.3	50.8	14.7	3.790	0.811
The NLC's mission serves as a guide in decision-making	0.3	9.8	14.0	58.0	17.8	3.832	0.846
The Ministry's mission targets stakeholders, employees, and leaders	1.0	5.2	12.9	61.5	19.2	3.927	0.789
The NLC's mission targets stakeholders, employees and leaders	1.0	3.5	21.7	54.9	18.9	3.871	0.791
The Ministry's mission shapes strategy	2.1	8.0	20.6	48.3	21.0	3.780	0.939
The NLC's mission shapes strategy	1.0	5.2	17.8	53.1	22.7	3.913	0.839
The Ministry's vision inspires people into action	2.1	9.1	23.4	49.0	16.4	3.685	0.925
The NLC's vision inspires people into action	1.4	6.6	27.3	50.7	14.0	3.692	0.844
The vision of the Ministry pulls in people, ideas, and other resources	2.8	9.1	21.7	52.1	14.3	3.661	0.929
The vision of the NLC pulls in people, ideas, and other resources	2.1	7.7	20.6	51.7	17.8	3.755	0.908
The Ministry's vision inspires staff to give their best.	2.8	9.8	23.8	47.2	16.4	3.647	0.961
The NLC's vision inspires staff to give their best.	3.1	7.0	16.8	52.1	21.0	3.808	0.952
The vision of the Ministry assists staff to focus and work together	3.1	8.0	20.6	51.0	17.1	3.710	0.949
The vision of the NLC assists staff to focus and work together	2.4	5.9	19.2	54.2	18.2	3.797	0.891
The Ministry's goals and objectives facilitate planning	1.7	3.5	18.2	51.7	24.8	3.944	0.852
The NLC's goals and objectives facilitate planning	1.0	2.8	18.2	50.7	27.3	4.004	0.814
The Ministry's goals and objectives motivate and inspire employees	2.1	5.9	21.9	51.0	19.2	3.794	0.892
The NLC's goals and objectives motivate and inspire employees	0.7	8.4	38.5	40.9	11.5	3.542	0.831
The Ministry's goals and objectives enable it to evaluate and control performance	1.0	5.6	30.8	44.1	18.5	3.734	0.862
The NLC's goals and objectives enable it to evaluate and control performance.	3.1	5.9	26.2	52.1	12.6	3.650	0.889

As shown by the results, the respondents agreed that the Ministry's mission clearly stated its purpose as indicated by a mean of 4.115, (SD= 0.766). Respondents also agreed with a mean of 4.032 (SD= 0.827) that NLC's mission clearly stated its purpose.

Further, the respondents agreed that the NLC's mission served as a guide when making decision. This is indicated by a mean of 3.832 (SD= 0.846). They further agreed with a mean of 3.790 (SD= 0.811) that the Ministry's mission served as a guide in decision-making. Khan et al. (2010) highlighted a positive relationship between the mission and performance. Organizational performance increases owing to employees' focus on attaining the set goals in the mission statement.

As indicated in the findings, the respondents agreed that the Ministry's mission targeted stakeholders, employees, and leaders. This is shown by a mean of 3.927, (SD= 0.789). Further, participants agreed that NLC's mission shaped strategy. This is shown by a mean of 3.913, SD= 0.839. By a mean of 3.87, (SD= 0.791), the participants also agreed that NLC's mission targeted stakeholders, employees, and leaders. The participants further agreed with a mean of 3.780 (SD = 0.939) that the Ministry's mission shaped strategy. Revenio and Jalagat (2015) revealed that the mission statement of an organization should target the interest of all the stakeholders.

From the findings, the respondents agreed that the vision of the NLC pulled in people, ideas, and other resources. This is shown by a mean of 3.755, (SD= 0.908. Further, the respondents also agreed with mean of 3.685 (SD= 0.925) that the Ministry's vision inspired people into action. The also agreed with a mean of 3.692 (SD = 0.844), that the NLC's vision inspired people into action. As indicated by a mean of 3.661, (SD= 0.929), they also agreed that the vision of the Ministry pulled in people, ideas, and other resources. Jalagat (2017) argued that the establishment of the vision enables all the individuals to understand it and live it. It also provides energy and drive among employees and leaders, and aligns them with the organizational vision and purpose.

The respondents agreed with a mean of 3.808 (std. dv = 0.952) that NLC's vision inspired staff to give their best. They further agreed with a mean of 3.710, (SD= 0.949) that the vision of the Ministry assisted staff to focus and work together. In addition, the respondents agreed that the vision of the NLC assisted staff to focus and work together. This is indicated by the mean of 3.797 (std. dv =0.891). As indicated in the findings, the respondents agreed that the Ministry's vision inspired staff to give their best. This is shown by a mean of 3.647 (std. dv = 0.961). According to Mahdavian, Mirabi, and Haghshenas (2014), team performance is improved through inspiration of the team members and encouragement of teamwork among the members.

As shown by the results, the respondents agreed that the NLC's goals and objectives facilitated planning as shown by the mean of 4.004, (SD= 0.814). They also agreed with a mean of 3.944 (SD= 0.852) that the Ministry's goals and objectives facilitated planning. Respondents further agreed with a mean of 3.794 (SD= 0.892) that the Ministry's goals and objectives motivated and inspired employees. In addition, the respondents agreed that the Ministry's goals and objectives enabled the Ministry to evaluate and control performance as indicated by the mean of 3.734 (SD= 0.862). With a mean of 3.650, (SD= 0.889), the respondents also agreed that NLC's goals and objectives enabled it to evaluate and control performance. Further, the respondents agreed that the NLC's goals and objectives motivated and inspired employees as indicated by the mean of 3.542, std. dv of 0.831. Wadhwa (2016) found that formulation of hard but achievable goals motivated the employees to give their best towards attaining those goals.

Development of Core Competencies

The respondents were asked to specify their level of agreement on statements pertaining to development of core competencies and performance of the land administration function. Findings are shown in Table 4.6.

Table 4. 6: *Various Aspects of Development of Core Competencies*

	1	2	3	4	5	Mean	Std. Deviation
The Ministry has staff development policies	7.0	14.0	32.9	39.2	7.0	3.652	1.015
The NLC has staff development policies	4.9	12.9	31.8	39.9	10.5	3.381	1.001
Staff development policies are frequently revised	5.6	17.1	32.2	39.2	5.9	3.227	0.988
The Ministry strictly adheres to staff development policies	3.1	18.2	30.4	30.8	10.5	3.343	0.995
The NLC strictly adheres to staff development policies	4.9	18.5	34.3	34.3	8.0	3.220	1.000
The Ministry has mentorship and coaching programs	2.4	19.6	32.9	33.6	11.2	3.585	1.028
The NLC has mentorship and coaching programs	5.6	17.8	33.2	34.3	9.0	3.559	0.147
The Ministry offers training programs for all staff	23.1	37.1	13.2	16.7	9.4	2.427	0.005
The NLC offers training programs for all staff	25.6	37.1	10.4	17.1	9.4	2.343	0.515
Training in the Ministry improves employee productivity and performance	4.2	12.9	32.9	35.0	15.0	3.437	0.030
Training in the NLC improves employee productivity and performance	5.6	15.0	28.7	37.4	13.3	2.378	0.068
The Ministry offers scholarships to all staff	25.6	36.8	15.3	11.8	10.5	2.248	0.035
The NLC offers scholarships to all staff	37.0	34.7	7.6	9.2	11.5	2.336	0.082

The findings showed that the respondents agreed that the Ministry had staff development policies as indicated by a mean of 3.652, (SD= 1.015). Additionally, with a mean of 3.381 (SD= 1.001), the respondents were neutral that the NLC had staff development policies. Further, as indicated by a mean of 3.343, std. dv of 0.995, they were also neutral that the Ministry strictly adhered to staff development policies. As indicated by a mean of 3.227, std. dv of 0.988, they were neutral that staff development policies were frequently revised. In addition, as shown by a mean of 3.220 (SD= 1.000), they were neutral that the NLC strictly adhered to staff development policies. Djalil, Sule, and Masbar (2015) revealed that formulation and implementation of staff development policies ensures that employees are equipped with the relevant skills needed for task execution.

By a mean of 3.437 (SD= 0.030), respondents were neutral that training in the Ministry improved employee productivity and performance. They were also neutral that the Ministry had mentorship and coaching programs as shown by the mean of 3.385, (SD= 1.028). In addition, with a mean of 3.259 (SD= 0.147), the respondents were neutral that the NLC had mentorship and coaching programs. However, with a mean of 2.427, (SD= 0.005), they disagreed that the Ministry offered training programs for all staff. Further, with a mean of 2.343, (SD= 0.515), they disagreed that NLC offered training programs for all staffs. Heilmann, Vanhala, and Salminen (2016) demonstrated that perceived competence development opportunities positively associated with organizational commitment improves employee productivity and ensures improved general performance of the organization.

Respondents disagreed that training in the NLC improved employee productivity and performance as indicated by the mean of 2.378 (SD= 0.068). Further, the respondents disagreed with a mean of 2.336 (SD= 0.082) that NLC offered scholarships to staff. In addition, the respondents also disagreed with a mean of 2.248 (SD= 0.035) that the Ministry offered scholarships to staff. Jabbouri and Zahari (2014) indicated that employee training and development strategies including scholarships, training programs, and workshops equips them with the needed skills and knowledge that makes task execution easier.

Strategic Leadership and Performance of Land Administration

The respondents were requested to indicate the impact of strategic leadership on land administration performance. From the findings, they revealed that strategic leadership had a significant impact as it enabled the organization to understand its role and identify the best ways of performing. Further they revealed that strategic leadership positively influenced performance as it brings change.

Strategic leadership has a positive influence as it enables proper decision making across all levels (Respondent 2).

The respondents further revealed that strategic leadership had a positive influence as it led to proper management, and enabled attainment of organizational objectives, hence resulting to organizational growth. The respondents revealed that strategic leadership encouraged innovation and enhanced proper delivery of duties. Witts (2016) established that strategic thinking, strategic direction, and development of core competencies significantly influences the effectiveness of the top management team, and organizational financial performance.

Strategic leadership has great impact as it results to good performance of land related issues. (Respondent 3)

On the other hand, staff revealed that strategic leadership had negative impact on performance of land administration, but if well implemented, key issues may be addressed.

Strategic leadership has negative impact since the government transfer staffs from one department to another but does not train them (Respondent 4)

From the results, the respondents argued that strategic leadership had significant influence as it gave staff a chance to advance their career and embrace innovation. Further, it increased the number of service providers. In addition, strategic leadership had a significant impact as it ensures that the organizational objectives were easily achieved. It also increased productivity and performance of staff members. Strategic leadership brought in new ideas which were shared across the board and among the staff members. Strategic leadership ensured accountability of assigned tasks. Further, it ensured that policies and regulations were followed. Through strategic leadership, there was good coordination among different departments and stakeholders. Serfontein (2010) established that strategic leadership had positive significant influence on employee productivity.

Organizational Culture

The respondents were requested to indicate their level of agreement with various statements on organizational culture in the land administration function in Kenya. The results obtained are presented in Table 4.7.

Table 4. 7: Various *Aspects of organizational Culture*

	1	2	3	4	5	Mean	Std. Deviation
There is respect for all staff in the Ministry	3.5	7.3	17.1	51.7	20.3	3.780	0.968
There is respect for all staff in the NLC	3.8	5.2	15.7	51.7	23.4	3.857	0.965
Staff in the Ministry have a positive attitude towards work	3.1	8.4	15.0	53.8	19.6	3.783	0.960
Staff in the NLC have a positive attitude towards work	3.8	5.6	17.8	49.7	23.1	3.825	0.976
There is a specific way(tradition) of doing things in the Ministry	1.7	8.7	19.6	48.6	21.3	3.790	0.935
There is a specific way (tradition) of doing things in the NLC	1.7	8.7	19.6	47.2	22.7	3.867	1.476
There is a culture of continuing to work on a problem until it is resolved	3.8	9.1	21.0	48.6	17.5	3.668	0.994
Staff in the Ministry help each other in case of a problem in conducting daily activities	3.5	7.3	17.5	51.4	20.3	3.776	0.969
Staff in the NLC help each other in case of a problem in conducting daily activities	3.8	6.3	19.6	53.1	17.1	3.734	0.947
Newcomers in the Ministry are always incorporated appropriately	2.4	9.1	19.2	48.3	21.0	3.762	0.966
Newcomers in the NLC are always incorporated appropriately.	2.8	7.7	21.7	42.7	25.2	3.797	0.995

The respondents agreed with a mean of 3.857 (SD= 0.965) that there was respect for all staffs in the NLC. Further, respondents agreed with a mean of 3.825 (SD=0.976) that staff in the NLC had a positive attitude towards work. In addition, the respondents agreed that there was respect for all staff in the Ministry as indicated by the mean of 3.780 (SD= 0.968). They further agreed with a mean of 3.783 (SD= 0.960) that staff in the Ministry had a positive attitude towards work. Laurentiu (2016) revealed that positive performance of an organization is dependent on how values are widely shared, and how employees are treated in the organization.

The respondents further agreed with a mean of 3.867, std. dv of 1.476 that there was a specific way (tradition) of doing things at the NLC. In addition, the respondents also agreed that there was a specific way (tradition) of doing things at the Ministry as indicted by the mean of 3.790 (SD=0.935). Further, as shown by the mean of 3.776 (SD=0.969), respondents agreed that personnel in the Ministry help one another in case of a problem in the daily activities. As indicated by the mean of 3.734 (SD= 0.947), the respondents also agreed that staff in the NLC helped one another in case of a problem in the daily activities. Respondents agreed with a mean of 3.668, std. dv of 0.994 that there was a culture of seeking solution to a problem until it was resolved. Arayesh et al. (2017) established that organizational culture influences organizational performance. It dictates the way of doing things in an organization.

The respondents further agreed that newcomers in the Ministry were always incorporated appropriately, as indicated by the mean of 3.762, (SD= 0.966). With a mean of 3.797 (SD= 0.995), the respondents also agreed that newcomers in NLC were always incorporated appropriately. Tseng (2017) confirmed that when disciplined culture is intertwined with orientation ethics, it results to an excellent employee relationship, hence improved organizational performance.

The respondents were requested to indicate the influence of organizational culture on performance of land administration. As shown in the findings, the respondents revealed that organizational culture enhanced better services. According to Nthini (2013), organizations that have strong cultures perform better than those with weak cultures. Literature on performance and organizational culture show that the culture of an organization has a significant positive influence its economic value. In addition, organizational culture has a huge impact as it increases productivity and encourages employees to work towards achieving the defined goals. Further, organizational culture ensures everyone is working towards the benefit of the organization.

Organizational culture has great impact as it creates a good working environment and enhances teamwork (Respondent 5)

The respondents revealed that organizational culture ensured that issues that arose were handled in good time, hence resulting to proper coordination of work. Further, organizational culture motivated staff and enhanced teamwork that creates a good working spirit. In turn, this leads to good workflow. The respondents, however, revealed that organizational culture had no influence on performance of land administration since there were some challenges that had not been solved yet.

Organizational culture has no influence on performance of land administration since there is no respect among staffs (Respondent 6).

The findings further revealed that organizational culture helped in ensuring continuity in case there was change of staff in different departments. Further, it created unity within an organization, hence ensured that employees and employers were happy. In addition, organizational culture created peace and order in the departments, and enhanced coordination between them. However, the respondents revealed that organizational culture had a negative influence as it slowed down some functions. According to Lee and Kamarul (2009), lack of appropriate cultural nurturing makes the organization fail to produce consistent and sustainable results.

Diagnostic Tests

In linear regression, the underlying assumptions include lack of autocorrelation, normality, lack of/or little multicollinearity, homoscedasticity, and linear relationship. The confidence intervals, regression assumptions, and other scientific insights obtained from the regression model may be considered as misleading, inefficient, or biased in case of violation, and hence the inferences derived cannot be applied on other data.

Test for Normality

Shapiro-Wilk test was employed to test normality of research data. The null hypothesis in Shapiro–Wilk test indicates that research data are acquired from population that is normally distributed (Cooper & Schilndler, 2006). Thus, p-value ought to be more than 0.05 (significant level) for the data to be normally distributed. Findings were as presented in Table 4.8.

Table 4. 8: *Tests for Normality*

	Statistic	Df	Sig.
Performance of the land administration function	.969	286	.061
Strategic thinking	.987	286	.115
Leading and managing change	.981	286	.097
Strategic direction	.985	286	.101
Development of core competencies	.976	286	.064
Organizational culture	.979	286	.079

As shown in Table 4.8, respective p-values were performance of the land administration function (p value=0.061); strategic thinking (p value=0.115); leading change (p value=0.097); strategic direction (p value=0.101); development of core competencies (p value=0.064); and organizational culture (p value=0.079). The p-values are not less than 0.05 (p-value significance threshold) hence, the null hypothesis that research data were acquired from a population that is normally distributed is not rejected. This means that data for all study variables were distributed normally.

Auto-correlation Test

Durbin–Watson statistic was employed to test auto-correlation. This is a statistical method deployed to determine the autocorrelation level among residuals of regression analysis. Moreover, in Durbin–Watson statistic, the general principle is that values between 1.5 and 2.5, indicate non- auto-correlation in the research data. The findings for the Durbin-Watson test are presented in Table 4.9.

Table 4.9: *Autocorrelation Test*

Model	Durbin-Watson
1	1.689

In this study, the Durbin–Watson statistic was 1.689. This value is between 1.5 and 2.5, implying that the research data does not auto-correlate. Hence, there is no serial auto-correlation in the research data.

Multi-collinearity Test

Multi-collinearity is employed to examine the probability of independent study variables (greater than or equal to 2) in multivariate regression model being significantly or highly correlated. This implies that one study variable can be forecasted from the other. The standard error of coefficients is likely to increase in case correlations among independent study variables are relatively strong, thus leading to undesirable events (Singparwalla, 2013). Moreover, the study employed VIF to measure level of association among study variables. The general assumption is that VIF that is not less than 10 necessitates further study. Table 4.10 summarizes the findings.

Table 4.10: *Collinearity Statistics*

	Tolerance	VIF
Strategic Thinking	.521	1.920
Strategic Direction	.556	1.799
Competencies Development	.920	1.087
Leading and Managing Change	.687	1.456

The VIF, as depicted in Table 4.10, indicates that multicollinearity was not present among the study independent variables. This is because the VIF values were not more than 6 (acceptable threshold), hence signifying absence of multicollinearity. Strategic thinking had a VIF of 1.920, strategic direction had a VIF of 1.799, and development of competencies had a VIF of 1.087, while leading change had a VIF of 1.456. This denotes that independent study variables are not highly related.

Homoscedasticity and Heteroscedasticity Test

Violating homoscedasticity is likely to impede essential assessment of forecast errors of standard deviation which leads to extremely wide or narrow confidence intervals. In this study, heteroscedasticity was computed using the Breusch-Pagan test. For this test, null hypothesis was that error variances were equal, and there was a multiple function of study variables. Homoscedasticity normally takes place when the p-value is not less than 0.05 (significance level) (Bryman & Cramer, 2012). Results are depicted in Table 4.11.

Table 4.11: *Breusch-Pagan test for Heteroscedasticity*

Ho: Constant variance	
Chi2 (1)	0.60
Prob>chi2	0.4404

Regarding the results presented in Table 4.11, the significance level of 0.05 was below p-value (0.4404), hence homoscedasticity principle was not violated in the data.

Linearity Test

One of the assumptions in regression analysis is that the predictor (independent) variables and predicted (dependent) variable relationships are linear in nature. When plotted on a graph, the values of dependent variable (Y) and independent variables (X) appear to be in a straight line. The line could be in a negative or positive slope. The results for the relationship between strategic thinking and performance of land administration function were as depicted in Figure 4.4.

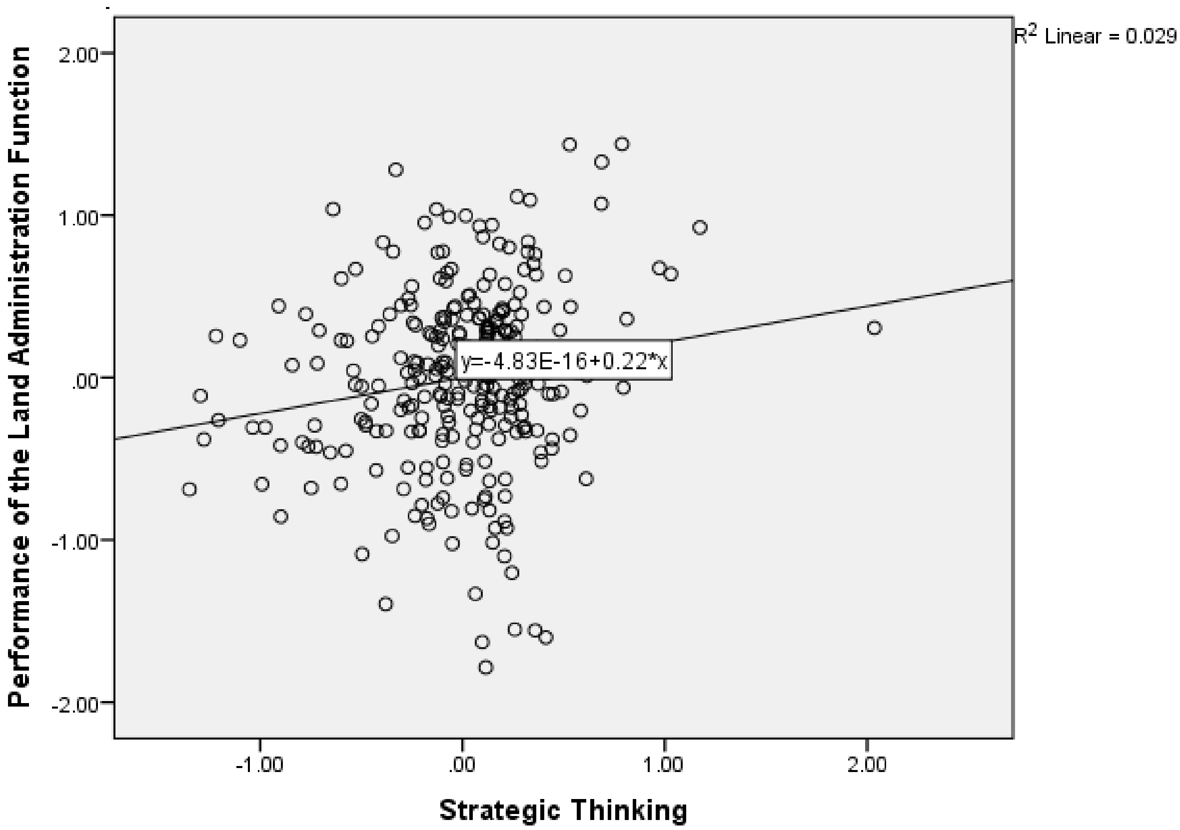

Figure 4. 4: *Scatter plot for Strategic Thinking and Performance of the Land Administration Function*

As shown in Figure 4.4, strategic thinking has a positive linear relationship with performance of the land administration function in Kenya. The findings imply that increased strategic thinking leads to an increase in the performance of the land administration function. The results further indicated that strategic thinking could explain the 2.9% of the performance of the land administration function. The results are consistent with those of Salih and Alnaji (2014) which reveal that strategic thinking regarding system perspective, strategic intent (intent focus), thinking in time, intelligent opportunism, and hypothesis-driven has a significant influence on the performance. In addition, according to Touba, Abdulrab, and Ameen (2015), strategic thought has a positive impact on organizational success. The relationship findings between strategic direction and performance of land administration function are shown in Figure 4.5.

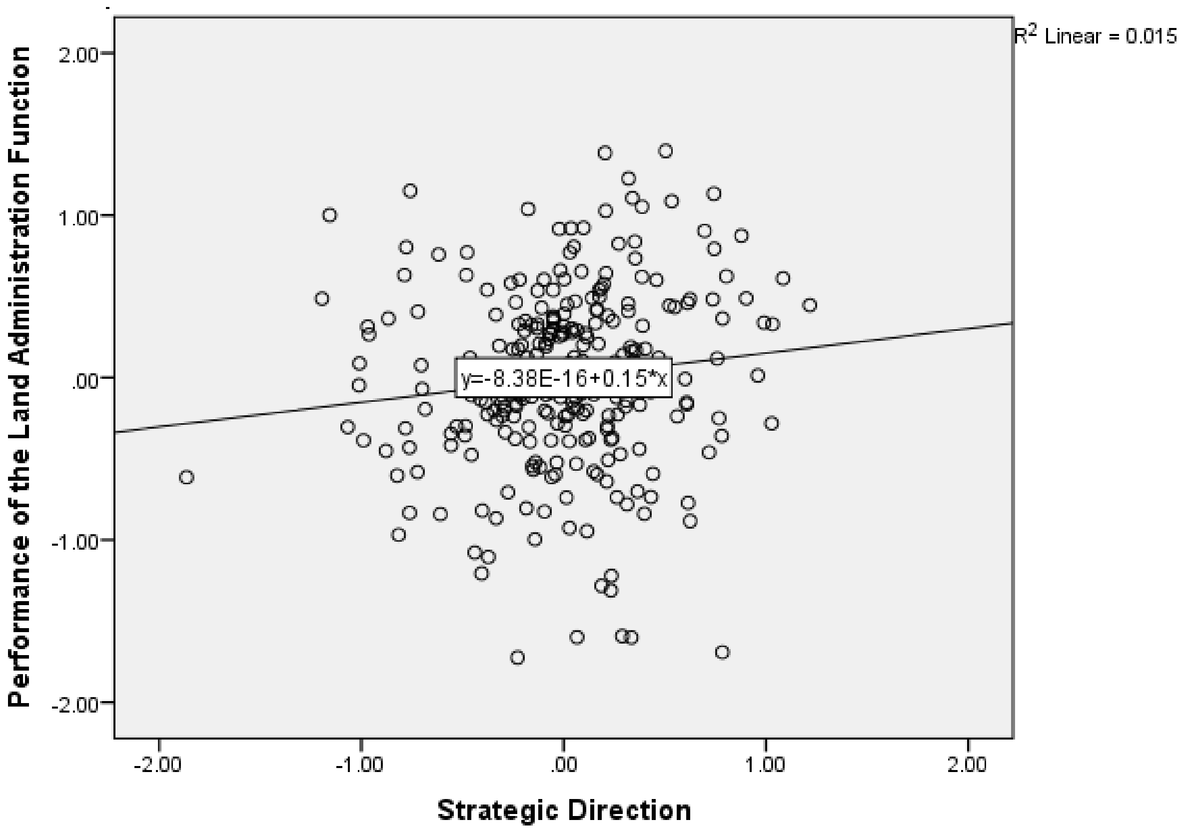

Figure 4.5: *Scatter Plot for Strategic Direction and Performance of the Land Administration Function*

As shown in Figure 4.5, strategic direction has a positive linear relationship with the performance of the land administration function in Kenya. The findings suggest that enhancing strategic direction improves the efficiency of the land administration role. The results further indicated that 1.5% of land administration function may be explained by the strategic direction in Kenya. These findings concur with those of Wadhwa (2016) that vision and mission significantly influence organizational performance. It is not just about the formation of vision and mission statement, but also its content, communication, implementation, and contribution. They are all equally important. Also, Ng'ang'a, Waiganjo and Njeru (2016) revealed that strategic direction regarding vision, mission, goals, objectives, and values had significant influence on the organizational performance.

The results for the relationship between the development of competencies and performance of land administration function are depicted in Figure 4.6.

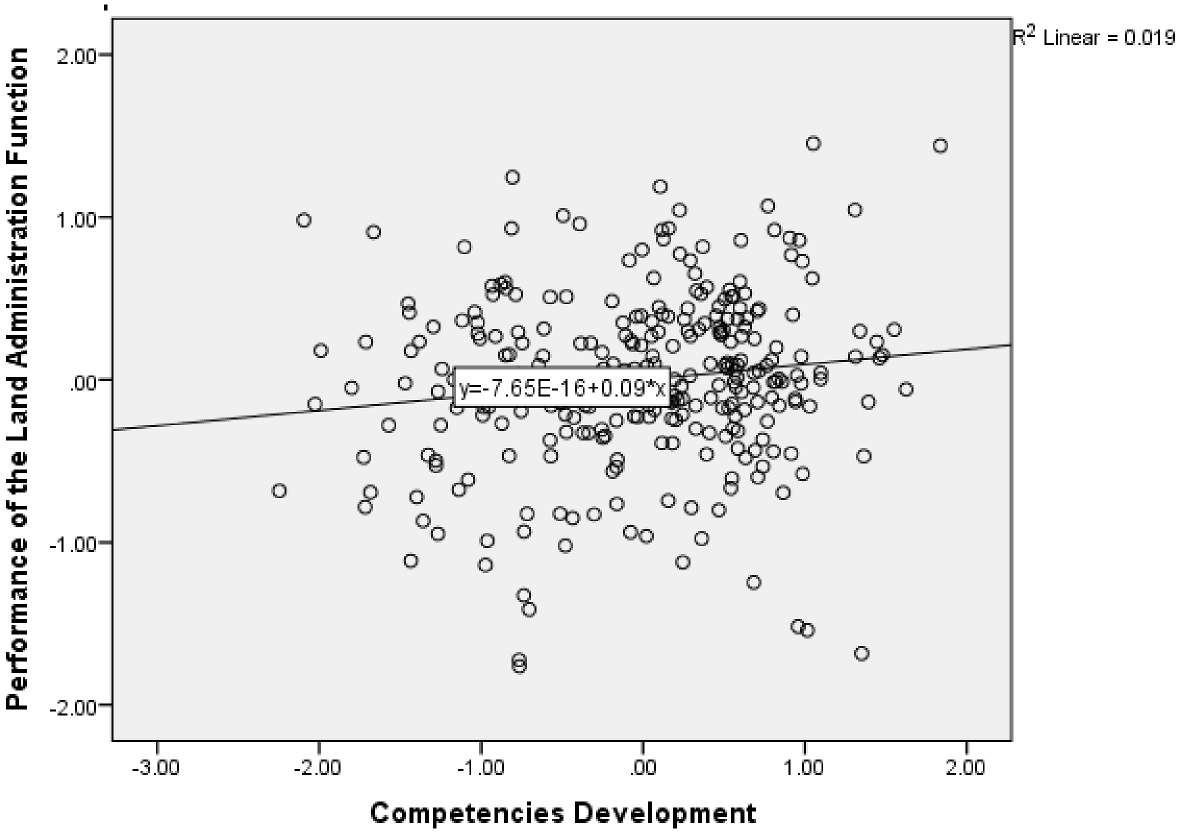

Figure 4.6: *Scatter Plot for development of Core Competencies and Performance of the Land Administration Function*

From the results shown in Figure 4.6, development of core competencies has a positive linear relationship with performance of the land administration function in Kenya. The findings imply that development of core competencies leads to an increase in the performance of the land administration function. The results further indicate that development of core competencies could explain the 1.9% of the performance of the land administration function in Kenya. These findings are in line with the argument by Heilmann, Vanhala, and Salminen (2016) that perceived competence development opportunities are positively associated with organizational commitment, and this relationship is mediated with job satisfaction. Further, Brenya (2014) argued that core competencies in any organization cannot be adequately developed or even exploited without the appropriate human capital.

The results for the relationship between leading change and performance of land administration function are presented in Figure 4.7.

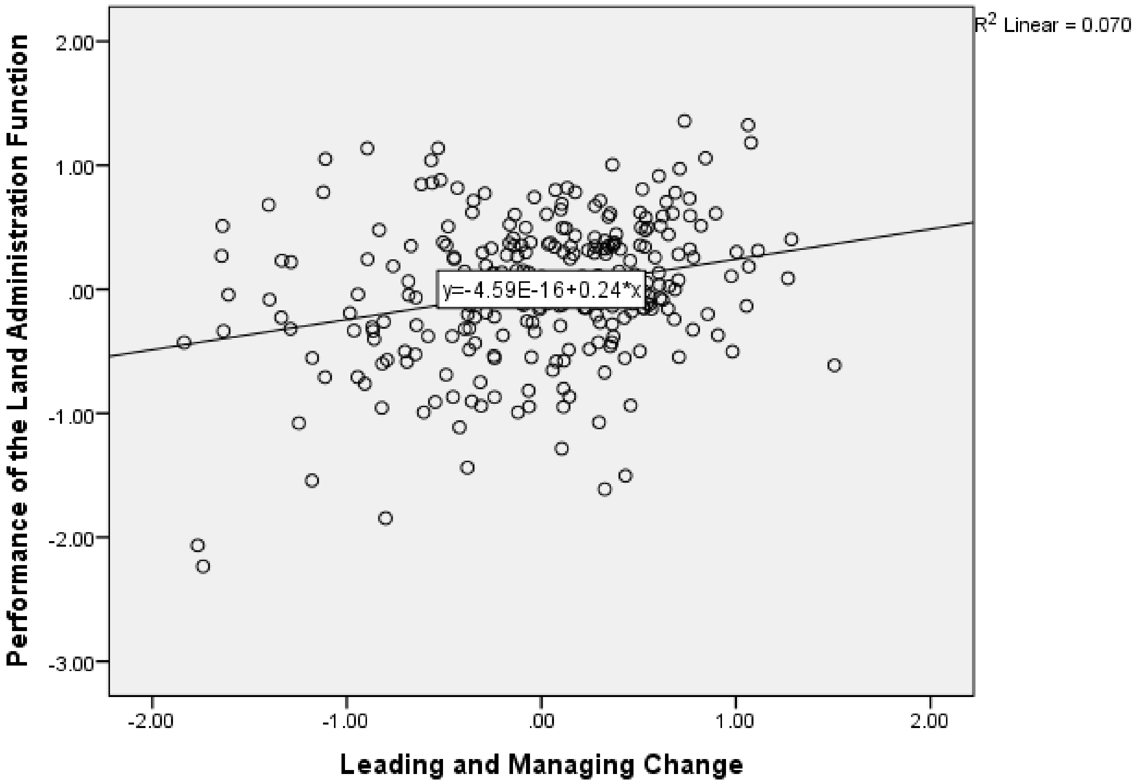

Figure 4.7: *Scatter Plot for Leading Change and Performance of the Land Administration Function*

According to the results as depicted in Figure 4.7, leading change has a positive linear relationship with performance of the land administration function in Kenya. The findings imply that leading change leads to an increase in the performance of the land administration function. The results also further indicate that leading change could explain the 7.0% of the performance of the land administration function in Kenya. The results support Jalagat's (2017) findings that there is a significant positive relationship between leading change and organizational performance. In addition, Laurentiu (2016) reported that leading change involved employees, adoption of technology, effective communication, and outsourcing of some services and training. All these significantly influence the organizational performance. The results for the relationship between organizational culture and performance of land administration function are illustrated in Figure 4.8.

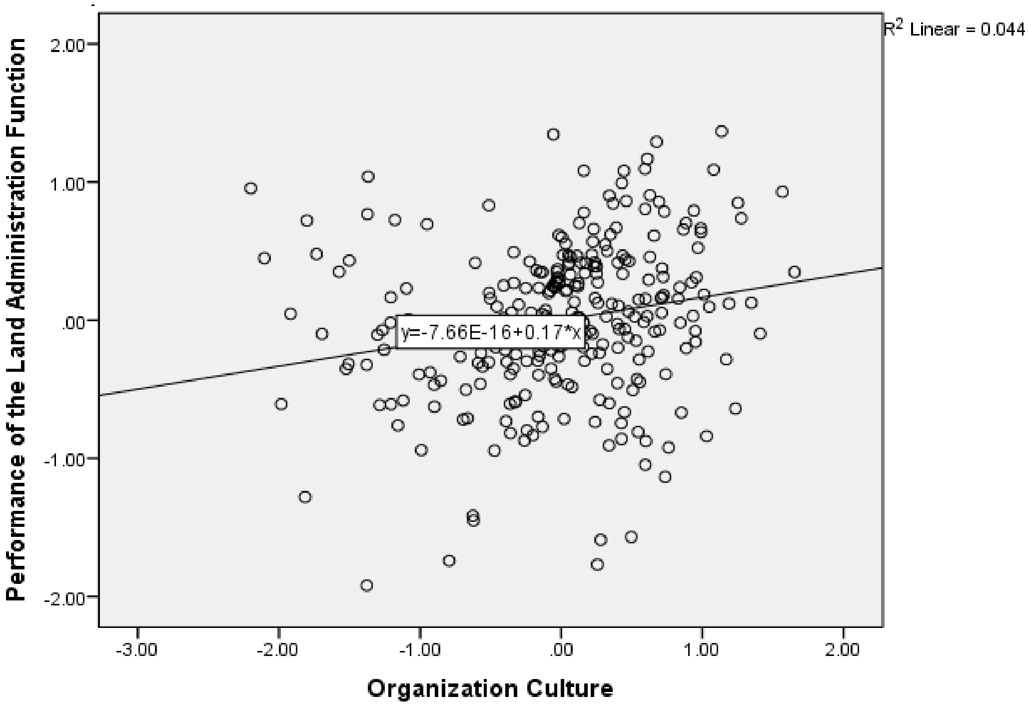

Figure 4.8: *Scatter Plot for Organizational culture and Performance of the Land Administration Function*

Figure 4.8 shows that organizational culture has positive linear relationship with the performance of the land administration function in Kenya. The findings imply that increase in organizational culture leads to an increase in the performance of the land administration function. The results further indicated that organizational culture could explain the 4.4% of the performance of the land administration function in Kenya. These findings conform to those of Arayesh et al. (2017) that there is a positive relationship between organizational culture and performance. Soleyman and Zadeh (2016) indicated that while leadership style positively influences organizational culture, organizational culture plays an intermediary role between leadership styles and financial performance. Hamzah, Othman, and Shahril (2013) pointed out that organizational culture dimensions have a moderating influence on the impact of leadership competencies on employees’ job efficiency.

Analysis of Likert Scale

Quantitative data was derived from closed questions and items measured by use of a 5-point Likert scale where 1 connoted strongly disagree, 2 connoted disagree, 3 connoted neutral, 4 connoted agree, while 5 connoted strongly agree. Bhattacherjee (2012) proposed that the arithmetic mean in five-scale Likert questions be interpreted as follows: strongly agree starts from 4.5 - 5.0, agree starts from 3.5 - 4.5, moderately agree starts from 2.5 - 3.5, disagree starts from 1.5 - 2.5, and strongly disagree starts from 1 - 2.5. Furthermore, since the Likert scale is made up of categorical data, it cannot be used in inferential statistics, correlation analysis, and regression analysis that necessitate the use of continuous research data. In Likert questions, the averages of the respondents' responses were obtained in each of the study variables. Using the transformation option, SPSS was designed to provide averages automatically by employing the formula below.

$$Composite\ index = Mean\ (Statement\ 1, Statement2, Statement3, \dots .StatementK)$$

Test of Direct Effects Hypotheses

Correlation Analysis

This study deployed Pearson Correlation Analysis to examine the correlation between dependent (the performance of the land administration function) and independent variables (strategic thinking, leading change, strategic direction, and development of core competencies). Pearson correlation coefficients in this study are from 0 - 1 whereby positive correlation coefficients denote a direct or positive correlation whilst negative correlation coefficients represent indirect relationship. According to Creswell (2014), a correlation coefficient of below 0.29 is considered weak, between 0.30 and 0.49 is considered moderate, between 0.50 to 0.69 is considered strong and 0.7 and above is considered very strong. The findings are depicted in Table 4.12.

Table 4. 12: *Correlations Coefficients*

		Performance of the Land Administration Function	Organizational culture	Strategic Thinking	Strategic Directions	Competencies Development	Leading and Managing Change
Performance of the Land Administration Function	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	286					
Organizational culture	Pearson Correlation	.419	1				
	Sig. (2-tailed)	.000					
	N	286	286				
Strategic Thinking	Pearson Correlation	.491	.416	1			
	Sig. (2-tailed)	.000	.000				
	N	286	286	286			
Strategic Direction	Pearson Correlation	.454	.418	.135	1		
	Sig. (2-tailed)	.000	.000	.072			
	N	286	286	286	286		
Competencies Development	Pearson Correlation	.256	.137	.102	.145	1	
	Sig. (2-tailed)	.000	.020	.087	.069		
	N	286	286	286	286	286	
Leading and Managing Change	Pearson Correlation	.498	.318	.195	.131	.176	1
	Sig. (2-tailed)	.000	.000	.061	.074	.065	
	N	286	286	286	286	286	286

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

As depicted in Table 4.12, strategic thinking has a moderate positive association with land administration function's performance. (r=0. 491, p value =0.000). Additionally, the association was also significant as p value (0.000) was above 0.05 (significant level). The findings conform to Salih and Alnaji’s (2014) argument that strategic thinking factors (conceptual thinking, opportunism, foresight, cognition, systematic approach as well as transformational leadership) significantly influence organizational performance. The findings also agree with Olaniyi and Elumah (2016) argument that strategic thinking had significant impact on organizational performance in Nigeria.

The results revealed that strategic direction has a moderate positive significant association with the performance of land administration function (r=0.454, p value=0.0000). The relationship was also significant as p value (0.000) was below 0.05 (significant level). Moreover, the results concur with Khan et al. (2010) who found a positive relationship between strategic direction and performance. They indicated that organizational performance increases owing to employees focus towards attaining the set goals in the mission statement. Additionally, the findings are in line with Wadhwa's (2016) findings that strategic direction in terms of vision and mission had a huge impact on company performance in India.

Further, the findings of the study revealed that development of core competencies has a weak positive as well as significant association with the performance of land administration function (r=0.256, p value=0.000). Moreover, the correlation was significant as p value (0.000) was below0.05 (significant level). The results conform to the suggestions of Heilmann, Vanhala and Salminen (2016) who found positive significant effect of competence development on organizational performance. In addition, Djalil, Sule, and Masbar (2015) showed that development of core competency has significant effect on the performance of Islamic financial institutions.

The findings further showed that leading change has a moderate and positive significant association with the performance of land administration function (r=0.498, p value=0.000). Moreover, correlation was significant as p value (0.000) was below significant level of 0.05. The findings conform to Touba, Abdulrab, and Ameen (2015) that performance is positively influenced through leadership and management change. These results are consistent with those of Nyaungwa, Linganiso, and Karodia (2015) that top managers' committal, support from the management, changes in participation, changes on communication, change in motivation, promotion of teamwork, coaching and management of change resistance had a significant influence on organizational performance.

Further, the study findings revealed that organizational culture has a moderate and positive significant association with performance of land administration function ($r=0.419$, p value$=0.000$). The correlation was also significant as p value (0.000) was below 0.05 (significant level). The results differ with the argument by Laurentiu (2016) who stated that the culture of an organization has a significant positive influence on an organization's economic value. The findings here are in line with Nyaungwa, Linganiso, and Karodia's (2015) argument that committal by top managers, support from the management, changes in participation, changes in communication, changes in motivation, promotion of teamwork, coaching, and management of change resistance had a significant influence on organizational performance.

Multivariate Regression Analysis

Correlation coefficients show the association between variables. Correlation does not denote causal association between study variables which, therefore, calls for more regression analysis to assist establish a particular nature of correlation. The researcher conducted multiple regression analysis for all dependent and independent variables. This analysis aimed at identifying variables that are simultaneously related with the dependent variable and to estimate distinct and separate effect of every variable on the dependent study variable. Thereafter, all dependent and independent variables were subjected to a multiple regression analysis. The R-squared measures the proportion of variance in a dependent study variable that can be explained by an independent variable: the higher the R-squared, the greater the influence of the independent variable on the dependent variable. R-Square values vary from 0.000 to 1.000, with 1.000 denoting perfect match, indicating that all points are on the line.

The ANOVA was employed to establish whether regression model is good fit for the data. Moreover, it gives F-test statistics. The linear regression's F-test has null hypothesis which means that that there is no linear association between the two study variables. The Beta coefficients weights for every variable enable the researcher to compare relative significance of every independent variable. Standardized coefficients and unstandardized coefficients in this study are given for multiple regression equations. Nonetheless, the discussions focus on unstandardized coefficients.

The R-squared results for the relationship between strategic leadership and performance of land administration function are presented in Table 4.13.

Table 4. 13: *Model Summary for Strategic Leadership and the Performance of the Land Administration Function*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.599[a]	.359	.350	.56033

a. Predictors: (Constant), Leading Change, Development of Competencies, Strategic Direction, Strategic Thinking

The R squared for the relationship between strategic leadership and performance of the land administration function was 0.359, which implied that 35.9% of the performance of the land administration function can be explained by strategic leadership components such as strategic thinking, strategic direction, competencies development and leading change. This implies that 64.1% of the performance of the land administration function can be explained by other factors not considered in this study.

The results of the analysis of the variable for the relationship between strategic leadership and performance of land administration function are presented in Table 4.14.

Table 4.14: *ANOVA for Strategic Leadership and the Performance of the Land Administration Function*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	49.436	4	12.359	39.364	.000[b]
	Residual	88.224	281	.314		
	Total	137.660	285			

a. Dependent Variable: Performance of the Land Administration Function
b. Predictors: (Constant), Leading Change, Competencies Development, Strategic Direction, Strategic Thinking

As shown in Table 4.14, the F-calculated (39.364) was greater than the F-critical (2.4038), and the p-value (0.000) was less than the significance level (0.05), which implies that the model is a good fit for the data, and hence can be used to predict the effect of strategic leadership on the performance of land administration function in Kenya.

The Beta or coefficient weights for every variable enables the researcher to compare the relative significance of all independent variable. The standardized and unstandardized coefficients in this study are given for multivariate regression equations. However, discussions are based on the unstandardized coefficients. The regression coefficients for the relationship between strategic leadership and the performance of land administration function are depicted in Table 4.15.

Table 4. 15: *Coefficients for Strategic Leadership and the Performance of the Land Administration Function*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.426	.254		1.678	.095
	Strategic Thinking	.267	.077	.227	3.491	.001
	Strategic Direction	.204	.074	.173	2.749	.006
	Competencies	.101	.041	.122	2.454	.015
	Leading Change	.261	.054	.277	4.828	.000

a. Dependent Variable: Performance of the Land Administration Function

As shown in Table 4.15, by substituting the Beta values and the constant term, the regression model would be as follows:

$$Y = 0.426 + 0.227X_1 + 0.173X_2 + 0.122X_3 + 0.277X_4$$

As depicted in Table 4.15, the findings show that the performance of the land administration function in Kenya reflect an index of 0.426 when strategic leadership (leading change, development of core competencies, strategic direction, and strategic thinking) remain constant.

The Beta coefficient was 0.577 for the relationship between strategic thinking and the performance of the land administration function in Kenya. This shows that a unit improvement in strategic thinking would lead to a 0.577 improvement in the performance of the land administration function in Kenya. Moreover, the relationship is significant as P-value (0.000) was below significance level of 0.05. Since the P-value (0.000) was less than the significance mark, the relationship is important (0.05). Therefore, the null hypothesis $H_0 1$ that strategic thinking has insignificant effect on the performance of LA function in Kenya was rejected. These results conform to the argument by Olaniyi and Elumah (2016) that strategic thinking has a significant influence on organizational performance. Juma, Minja, and Mageto (2016) suggested that successful strategic thinking requires the enthusiastic and intimate involvement of all staff in an organization. Besides, the results indicated that strategic thinking regarding system perspective, strategic intent (intent focus), thinking in time, intelligent opportunism, and hypothesis-driven has a significant influence on organizational performance.

The Beta coefficient for the relationship between strategic direction and the performance of land administration function in Kenya was 0.537. This shows that a unit improvement in strategic direction would lead to 0.537 improvements in the performance of land administration function in Kenya. The relationship is significant as P-value (0.000) was below the significance level of 0.05. Therefore, the null hypothesis $H_0 3$ that strategic direction has insignificant effect on the performance of the land administration function in Kenya was rejected. The results conform to the argument by Khan et. al.

(2010) that strategic direction influences organizational performance. To concur with these findings, Wadhwa (2016) indicated that organizational performance increases owing to employees' focus towards attaining the set goals in the mission statement. Organizations seeking to make performance improvement are taken through the definition of organizational mission, and the employees are required to have focus in discharging their duties and responsibilities. Opusunju and Nwaiwu (2016) pointed out that strategy direction (vision and mission) contributes to the performance of an organization.

The Beta coefficient for the relationship between development of core competencies and the performance of the land administration function in Kenya was 0.213. This shows that unit improvement in development of core competencies would lead to a 0.213 improvement in the performance of the land administration function in Kenya. The relationship is significant as P-value (0.000) was below significance level of 0.05. Therefore, null hypothesis H_04 Development of core competencies has insignificant effect on performance of the land administration function in Kenya was rejected. These findings agree with the findings of Brenya (2014) who established that competence development has positive and significant influence on organizational performance. Wuim-Pam (2014) found that employees' abilities, knowledge, and skills influence the performance management and job descriptions. Jabbouri and Zahari (2014) indicated that there is an association between core competencies such as organizational resources, capabilities, and human resource on organizational performance (leaning and growth, internal processes, and client satisfaction).

The Beta coefficient for the relationship between leading change and the performance of the land administration function in Kenya was 0.468. This shows that a unit improvement in leading change would lead to a 0.468 improvement in the performance of land administration function in Kenya. The relationship is significant as

P-value (0.000) was below significance level of 0.05. Therefore, the null hypothesis H_02 that leading change has an insignificant effect on performance of the land administration function in Kenya was rejected. These findings agree with those of Jalagat (2017) that managing and leading people is essential in organizations and has positive significant influence on performance. Change management is important in assisting the staffs to cope with unending organizational changes. For employees and staff, change leads to improvement in skills, abilities, knowledge, and attitudes in being more useful in their fields. Revenio and Jalagat (2015) indicated that change management improves performance although it faces challenges like resistance to change from staffs, the incompetence of agents of change, the concept of status quo, selective perception, lack of management support and lack of information.

Test of Moderated Effect Hypothesis

Moderation happens when correlation between the dependent variable and independent variables is dependent on the third variable (moderating variable). Since it influences the course or intensity of the relationship between the dependent and independent variables, this variable's influence is referred to as interaction.

The combined impact of strategic leadership on the performance of the land administration function was investigated using a Multivariate Regression Analysis and also the moderating effect of organizational culture on the association between strategic leadership and the performance of the land administration function in Kenya.

The null hypothesis stated:

H_05: Organizational culture does not moderate relationship between strategic leadership and performance of land administration function in Kenya.

Table 4.16 shows the R-squared results on the impact of strategic leadership on the performance of land administration function, and moderating effect of organizational culture on the association between strategic leadership and the performance of the land administration function in Kenya.

Table 4. 16: *Model Summary for Organizational Culture, Strategic Leadership, and the Performance of the Land Administration Function*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.583[a]	.340	.338	.56551
2	.612[b]	.375	.368	.55243

a. Predictors: (Constant), Strategic Leadership

b. Predictors: (Constant), Strategic Leadership, Organizational culture, Strategic Leadership*Organizational culture

The first model, as shown in Table 4.16, shows the relationship between strategic leadership and the performance of Kenya's land administration. The R-squared for the relationship between strategic leadership and land administration function performance was 0.340, which implied that 34% of the performance of the land administration function can be explained by strategic leadership.

Nonetheless, in the second model, as shown in Table 4.25 which comprised of strategic leadership, strategic leadership, organizational culture, and performance of land administration function, the r-squared was 0.375. The implication is that the introduction of organizational culture in the second model led to an increase in r-squared to 37.5%.

Table 4.17 shows results of ANOVA for association between strategic leadership and the performance of land administration function and moderating effect of organizational culture on the association between strategic leadership and the performance of the land administration function in Kenya.

Table 4.17: ANOVA for Organizational Culture, Strategic Leadership and the Performance of the Land Administration Function

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.836	1	46.836	146.454	.000[b]
	Residual	90.824	284	.320		
	Total	137.660	285			
2	Regression	51.601	3	17.200	56.362	.000[c]
	Residual	86.059	282	.305		
	Total	137.660	285			

a. Dependent Variable: Performance of the Land Administration Function
b. Predictors: (Constant), Strategic Leadership
c. Predictors: (Constant), Strategic Leadership, Organizational culture, Strategic Leadership*Organizational culture

From the findings, the F-calculated for the first model, as depicted in Table 4.17, was 39.364 and for second model was 21.363. Since the F-calculated for two models were more than the F-critical, 3.841 (first model) and 2.605 (second model), the models were good fit for the data and hence they could be used in predicting the moderating effect of organizational culture on the impact of strategic leadership on performance of land administration function.

Table 4.18 shows the regression coefficients for association between strategic leadership and performance of land administration function and moderating effect of organizational culture on the association between strategic leadership and the performance of the land administration function in Kenya.

Table 4. 18: *Coefficients for the Association between Organizational Culture, Strategic Leadership, and the Performance of the Land Administration Function*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.453	.244		1.855	.065
	Strategic Leadership	.831	.069	.583	12.102	.000
2	(Constant)	-.020	.791		-.025	.980
	Strategic Leadership	.779	.247	.547	3.146	.002
	Organizational culture	.247	.217	.281	1.137	.256
	Strategic Leadership*Organizational culture	-.021	.065	-.110	-.314	.754

a. Dependent Variable: Performance of the Land Administration Function

In the first model, as depicted by Table 4.18, by replacing the Beta values and the constant term, model one emanating from the first step in regression modelling would be as follows:

$$Y = 0.453 + 0.831X_1$$

The findings show that strategic leadership has significant statistical influence on performance of the land administration function as indicated by ($r=0.831$, p-value=0.000). The null hypothesis H_06 (strategic leadership has no significant impact on the performance of Kenya's land administration function) was rejected. These findings are supported by qualitative results indicating that strategic leadership positively influences performance as it brings change. This is because strategic leadership has a significant impact as it enables an organization to understand its role, and the best ways of performing.

In terms of strategic thinking, strategic direction, and development of core competencies, strategic leadership significantly influences the effectiveness of the top management team and organizational financial performance. These findings agree with the observation by Witts (2016) that strategic leadership significantly influences the top management team's effectiveness and organizational financial performance. Additionally, these findings conform to those of Serfontein (2010) who established that strategic leadership had a positive and significant influence on organizational performance.

In the second regression model, by replacing the Beta values and the constant term, model 2 derived from the second step in regression modelling was as follows:

$$Y = 0.020 + 0.779X_1 + 0.247Z - 0.021X_1{*}Z$$

The model indicated that strategic leadership had a positive and statistically significant effect on the performance of the land administration function, as indicated by the regression coefficient of 0.779 (p-value=0.002). The results also show that organizational culture did not have a significant statistical effect on the performance of the land administration function as indicated by regression coefficient of 0.247 (p-value=0.256). The iteration between strategic leadership and organizational culture has an inverse effect on the performance of the land administration function as indicated by (r=-0.021, p-value=0.754).

Table 4. 19: *Summary of Moderation*

Parameter	Model 1	Model 2	Change	Observation
Constant (β_0)	0.453	-0.02	-0.473	
Strategic Leadership (β)	0.831	0.779	-0.052	Reduced effect
Organizational Culture (β)		0.247		
F	146.454	56.362	-90.092	
R^2	0.34	0.375	0.035	Increased explanatory power
Adjusted R^2	0.338	0.368	0.03	
Interaction term (B)		-0.021	-0.021	No evidence of moderation

From the results, introduction of organizational culture in the relationship between strategic leadership and performance of the land administration function led to an improvement of the R-squared from 34% to 37.5%. In addition, the regression coefficient for the relationship between strategic leadership and performance of the land administration function reduced from 0.831 to 0.779. However, the iteration between strategic leadership and organizational culture did not have a significant effect on the performance of the land administration function. Therefore, the null hypothesis H_05 (Organizational culture does not moderate correlation between strategic leadership and performance of Kenya's land administration function) was not rejected. These findings are supported by qualitative results that indicated that organizational culture has an impact on performance as it increases productivity and motivates workers to work on achieving the predetermined goals.

The study findings agree with the argument by Soleyman and Zadeh (2016) that organizational culture plays an intermediary role between leadership styles and financial performance among organizations in Iran. In addition, Mahmood and Gelaidan (2012) established that a crucial role is played by organizational culture in moderating the influence of leadership style on the individuals' committal to change.

Table 4. 20: *Summary of the Research Findings*

Research Objective	Hypothesis	Results	Remarks
1. To assess the influence of strategic thinking on the performance of the land administration function in Kenya.	H01: Strategic thinking has insignificant influence on the performance of land administration function in Kenya	r=0.491 (p-value=0.000) β = 0.267 (p-value=0.001)	Rejected
2. To determine how leading change influences the performance of the land administration function in Kenya.	H02: Leading change has insignificant influence on the performance of land administration function in Kenya	r=0.498 (p-value=0.000) β = 0.261 (p-value=0.000)	Rejected
3. To investigate the influence of strategic direction on the performance of the land administration function in Kenya.	H03: Strategic direction has an insignificant influence on the performance of land administration function in Kenya	r=0.454 (p-value=0.000) β = 0.204 (p-value=0.006)	Rejected
4. To assess the influence of the development of core competencies on the performance of the land administration function in Kenya.	H04: Development of core competencies has an insignificant influence on the performance of land administration function in Kenya	r=0.256 (p-value=0.000) β = 0.101 (p-value=0.015)	Rejected
5. To investigate the moderating effect of organizational culture on strategic leadership and the performance of the land administration function in Kenya.	H05: Organizational culture does not moderate the relationship between strategic leadership and the performance of land administration function in Kenya	Model one R-squared=0.340 β = 0.831 (p-value=0.000) Model Two R-squared=0.375 β1 (Strategic Leadership) = 0.779 (p-value=0.002) β2 (Organizational culture) = 0.247 (p-value=0.256) β3 (Strategic Leadership*organizational culture) = -0.021 (p-value=0.754)	Not Rejected

Chapter Summary

This chapter covered both the descriptive and inferential statistics. The response rate was 81.5 per cent of the sample size that is considered representative of the study population as borne out by similar studies. Descriptive statistics such as percentages, frequency distribution, mean, and standard deviation were used in the analysis of the study variables. The descriptive analysis sections also covered interpretation of the findings and their discussion that involved comparison of the results against the available and reviewed literature. The results showed that the Ministry of Lands and Physical Planning and the National Land Commission had adopted strategic leadership in terms of strategic thinking, leading change, strategic direction, and development of competencies.

Correlation and regression analysis showed that strategic thinking, leading change, strategic direction, and the development of core competencies had a significant statistical effect on performance of the land administration function. Additionally, results showed that strategic leadership statistically influenced performance of the land administration function. Organizational culture had moderating effect on the association between strategic leadership and performance of the land administration function.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

Introduction

This chapter presents an overview of the study, the conclusion, and the recommendations as per the hypothesis of the study. Specifically, the chapter presents a summary of the descriptive and inferential findings, conclusions, recommendations for policy, recommendations for practice, and suggestions for future research.

Summary

The purpose of this study was to assess the influence of strategic leadership on the performance of land administration function in Kenya. The general objective was to assess the moderating effect of organizational culture on the relationship between strategic leadership and performance of the land administration function in Kenya. The specific objectives of this study included: establishing the influence of strategic thinking on the performance of the land administration function in Kenya; determining how leading change influences the performance of the land administration function; assessing the impact of strategic direction on performance of land administration function; establishing the importance of development of core competencies on the performance of the land administration function; and investigating the moderating effect of organizational culture on strategic leadership and the performance of the land administration function in Kenya.

Strategic Leadership and Performance

The study was premised on the assumption that there is a nexus between strategic leadership and performance. It reviewed strategic leadership by embracing the need for development of a vision and mission for an organization, and the need to involve all staff and stakeholders in understanding the organizational purpose. To this end, the study concluded that the critical elements of strategic leadership (strategic thinking, leading change, strategic direction, and development of core competencies) were important in understanding the performance of the land administration function.

Specifically, the study assessed the strategic thinking through key indicators of thinking in time, intelligent opportunism, and hypothesis-driven, and the key drivers of entrenching strategic leadership in the land administration function, and found them relevant. On leading change in the performance of the land administration function, the study established the influence of organizational structure and adoption of information technology and innovation as the drivers. Strategic direction was assessed as a key influence on strategic leadership through development of a vision, mission, goals, and objectives. The development of core competencies was assessed through staff development policies, on the job training programs, and scholarships.

On the moderating role of organizational culture, the study focused on the norms and traditions within the organization (attitudes towards work) and resistance to change. The dependent variable of performance in the land sector was assessed through the cost of related transactions, the time cycle from the beginning to the end of the land administration process, the extent to which there is reliance on the land administration processes by the society, higher client satisfaction, continuous improvement, and the improved quality of lodged requests.

Theoretical Basis

This study agrees with the literature review to the extent that strategic leadership framework, as driven by strategic thinking, plays a role in the effective performance of the land administration function. As a management theory, The Upper Echelons Theory explains the association between strategic leadership and performance of the land administration function. Organizational leaders think strategically and also develop core competencies among employees while providing strategic direction. Resource-Based View Theory accounts for the efficiency in service delivery, client satisfaction, and reduction of cost in the land administration function. Transformational leadership influences subordinates in the land administration function to play key roles in reinvigorating the entire organization, especially where staff are motivated and buy into the vision. The perspective of the Human Capital Theory explains the influence of the development of core competencies, strategic thinking, and leading change to the performance of the land administration function.

Effect of Strategic Thinking on Performance of Land Administration Function

From descriptive statistics, the study found that leaders in the Ministry of Lands and Physical Planning make decisions on time. Further, the findings revealed that leaders in the National Land Commission and the Ministry of Lands and Physical Planning demonstrate the future they want to create. In addition, the study established that leaders in the two organizations consider what the organization has to keep and loose from its past. The study found that leaders in the Ministry of Lands and Physical Planning clearly connect the present and the future of the organization.

However, the study findings revealed that the two organizations do not conduct the Strengths, Weakness, Opportunity, and Threats (SWOT) analysis often to identify available opportunities to improve service delivery. In addition, the findings revealed that the two organizations rarely respond to arising opportunities to improve service delivery. The study also found that the two organizations listen to different perspectives from different stakeholders.

From the correlation analysis, the study noted that strategic thinking has a significant positive effect on the performance of the land administration function in Kenya.

According to the regression analysis, strategic thinking has a statistically significant impact on Kenya's land administration results. Moreover, the study noted that a unit enhancement in strategic thinking could lead to 0.577 enhancement in performance of the land administration function in Kenya.

Effect of Leading Change on the Performance of the Land Administration Function

The descriptive statistics results showed that there is easy coordination and supervision in the NLC, while coordination in the Ministry is moderately easy. In addition, the study also found that there is knowledge sharing in both the Ministry of Lands and Physical Planning and the NLC. However, the study findings revealed that both the NLC and the Ministry do not encourage creativity among their staff. The study findings indicate that there is more knowledge sharing in the NLC, while the same is moderate in the Ministry. The study found that there are moderate changes in the structure of both the Ministry and NLC. From the findings, the study established that task allocation in both the Ministry and the NLC is moderately fair. The study also established that there is moderate coordination and supervision in both the Ministry and the NLC. Findings also revealed that both the Ministry and the NLC have moderately adopted information technology in the human resource and finance departments. However, the study found that both the Ministry and the NLC do not encourages creativity among staff.

From the correlation analysis, the study found that leading change has a positive and significant influence on the performance of the land administration function in Kenya. Regression analysis results show that leading change has a positive and a significant influence on the performance of land administration function in Kenya. Moreover, the study established that a unit improvement in leading change could lead to a 0.468 improvement in the performance of the land administration function in Kenya.

Effect of Strategic Direction on Performance of Land Administration Function

From descriptive statistics, the study established that the Ministry's mission clearly states its purpose, and so does that of the NLC. The study findings also revealed that the Ministry's mission serves as a guide in decision-making, and the same applies to the NLC. Findings also revealed that the mission of the Ministry and the NLC targets stakeholders, employees, and leaders. From the findings, the study established that both the Ministry's and NLC's mission statements shape strategy.

The study found that the vision of the Ministry and that of the NLC pulls in people, ideas, and other resources. The findings also revealed that both the Ministry's and NLC's vision inspires staff to give their best in performance. The study found that the visions of both the NLC and the Ministry assist staff to focus and work together. The findings also established that the NLC's and the Ministry's goals and objectives facilitate planning. The study further found that the NLC's and the Ministry's goals and objectives motivate and inspire employees.

According to the study's correlation review, strategic direction has a positive significant impact on the performance of the land administration function in Kenya. Regression analysis results show that strategic direction has positive and statistically significant influence on the performance of land administration function in Kenya. Additionally, the results showed that a unit enhancement in strategic direction would lead to 0.537 enhancement in performance of the land administration function in Kenya.

Effect of Development of Core Competencies on the Performance of the Land Administration Function

From descriptive statistics, the study found that both the Ministry and the NLC have development policies. However, these policies are not frequently revised. The study findings revealed that there is moderate adherence to staff development policies in both the Ministry and the NLC. Findings established that the two organizations have mentorship and coaching programs. However, the training programs are not offered to all staff. The study found that training in the Ministry improves employee productivity and performance moderately. Further, the findings revealed that training in the NLC moderately improves employee productivity and performance. However, the study also revealed that both the Ministry and the NLC do not offer scholarships to all staff.

From the correlation analysis, the study found that development of core competencies has a positive and significant influence on the performance of the land administration function in Kenya. According to the study's correlation review, development of core competencies has a positive and important impact on the performance of Kenya's land administration function. Additionally, the study indicated that a unit enhancement in strategic direction would lead to 0.213 enhancement in the performance of the land administration function in Kenya.

Moderating Effect of Organizational Culture on the Relationship between Strategic Leadership and Performance of the Land Administration Function

Descriptive statistics results show that there is respect for all staff in both the Ministry and the NLC. The study also found that staff in both the NLC and the Ministry have a positive attitude towards work. Findings revealed that there is a specific way (tradition) of doing things in the Ministry. The findings also revealed that in the NLC, there are unique ways of doing things. The study found that there is a culture of seeking solution to a problem until it is resolved. In addition, the study found that staff in both the NLC and the Ministry help each other in case of a problem in conducting the daily activities. Findings also established that newcomers in both the NLC and the Ministry are always incorporated appropriately.

The correlations analysis results show that organizational culture has a positive relationship with the performance of the land administration function in Kenya. From the regression results, the study found that organizational culture has a positive and statistically significant effect on performance of the land administration function in Kenya. Multivariate Regression Analysis showed that the introduction of organizational culture in the regression model led to an increase in r-squared (from 35.9% to 41.1%). This showed that organizational culture moderates the relationship between strategic leadership and the performance of the land administration function.

Conclusion

This study concludes that there is a place for the role of strategic leadership in the performance of land administration. In particular, strategic thinking has a positive and statistically important impact on the performance of Kenya's land administration function. The study found that thinking in time, intelligent opportunism, hypothesis-driven, and intent focused influence performance of the land administration function in Kenya. It is therefore the contribution of this study that the performance of Kenya's land administration function would improve when strategic thinking is enhanced.

The study also concludes that leading change has a positive and statistically significant impact on the performance of Kenya’s land administration function. Organizational structure, adoption of information technology, and innovation influences performance of land administration in Kenya. It follows therefore that improvements in organizational structure, and adoption of information technology and creativity would lead to improved performance of the land administration function in Kenya.

With the conclusion that strategic direction has a positive and statistically significant influence on Kenya’s land administration performance, it is the findings from the study that the development of mission, vision, goals, and objectives positively influence the performance of land administration function. It therefore follows that the improvement in the organizational mission, vision, goals, and objectives would enhance the performance of the land administration function in Kenya.

It is also the conclusion of this study that the development of core competencies has positive and statistically significant influence on the performance of the land administration function in Kenya. Where staff development policies, on-job training programmes and scholarships are well developed and implemented, these positively influence performance of land administration in Kenya. The significance of this finding is that enhancement of staff development policies, on-job training programmes and scholarships render enhanced performance in the land administration function in Kenya.

Further, the study also concludes that organizational culture has a significant moderating impact on the association between strategic leadership and the performance of land administration function in Kenya. In addition, the study found that norms and traditions coupled with the resistance to change affect the performance of the land administration function. This implies that improvement in organizational norms and traditions leads to improvement in the performance of land administration in Kenya.

Recommendations

This section presents recommendations related to strategic leadership and land administration function in Kenya. In revisiting the National Land Policy, the Government of Kenya needs to address the relationship between the National Land Commission and the Ministry of Lands and Physical Planning in relation to the United Nations guidelines to have one lead agency for the land administration function. In the same vein, the Ministry of Lands and Physical Planning should rethink the place of the Directorate of Land Administration in its organizational structure into a lead coordinating directorate for land. In reviewing the land policy, the government may think of re-articulating the land administration function in a manner that provides a coordinated and unified approach to the legal, administrative, institutional, and technical structure for sustainable and productive land use at the national level, urban areas, and Counties.

In revisiting the land policy and chapter five of the Constitution, the Government of Kenya may find the need for the adoption of the 5 Ps of strategy in the planning process. The first P stands for a plan. The plan here is to address the current context for the land administration. The second P stands for pattern, which in a sense means learning from the past. The third P is for position. This is aimed at situating the land administration function at the core of land processes and procedures in Kenya. The fourth P for perspective, which means using the perspective of the larger land management lessons as a context for reforms. The fifth P refers to a ploy. This means that the government strategy should equally address those who benefit or are likely to resist change through a ploy. This strategy is used by organizations to create surprise ploys aimed at surprising the environment by implementing a plan that nobody saw coming.

The Government, through the Ministry of Lands and Physical Planning may need to consider a review of legislation to create a lead agency for land administration processes and procedures in order to harmonise the related roles, functions, and services. The findings revealed that both the Ministry of Land and Physical Planning and the NLC do not encourage creativity among staff. It is recommended that the Ministry and the National Land Commission invest in transforming the organizational culture, transformational training of its staff, training for human resource capacity building, and optimise resources in the land administration systems for optimal performance.

Suggestions for Further Studies

This study focused on the influence of strategic leadership on the performance of land administration function in Kenya. Having been limited to the National Land

Commission and the Ministry of Lands and Physical Planning, the findings of this study cannot be generalized to other ministries in Kenya. The study therefore suggests further studies could be conducted to investigate the effect of strategic leadership on the performance of other ministries in Kenya.

The study revealed that strategic leadership, which includes strategic thinking, leading change, strategic direction, and development of core competencies, could only explain 35.9% of the performance of the land administration function in Kenya. Therefore, this study suggests further research that focuses on other factors affecting the performance of the land administration function in Kenya.

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APPENDICES

Appendix I: Informed Consent

THE INFLUENCE OF STRATEGIC LEADERSHIP, ORGANIZATIONAL CULTURE ON PERFORMANCE OF THE LAND ADMINISTRATION FUNCTION IN KENYA

The Purpose

I am Oloo Martin Opondo, a PhD student at PAC University pursuing a Doctor of Philosophy degree in Organizational Leadership. The purpose of the study is to investigate the influence of strategic leadership, organizational Culture on the performance of land administration function in Kenya. The focus is on the influence of strategic thinking, leading change, strategic direction, and development of core competencies on the performance of land administration. The study will in addition, evaluate the moderating role of organizational culture on the influence of strategic leadership on the performance of land administration function.

Procedures

Participants in this study will be required to answer questions on strategic leadership, organizational culture, and performance of the land administration function in Kenya. One questionnaire will be given to you to fill into the best of your knowledge. You are free to raise any questions related to the study in process of the interview.

You can if you choose to, refuse to respond to any question without facing any consequences.

Discomforts and risks

There will be a minimal risk for your involvement in this research. The questions you will be asked are not sensitive in nature and may not make you uncomfortable. However, where you feel uncomfortable, you may refuse to answer the questions asked.

The filling of the questionnaire will take approximately 15 minutes of your time.

Benefits

There will be no direct compensation or benefit for participants. Nonetheless, information provided will be used by various stakeholders and administrators to adopt strategies that can improve the performance of the Land Administration function in Kenya.

Voluntary Participation and Withdrawal

Your involvement in the present study is voluntary and in case you change your mind, you are permitted to-opt out. No penalty will be charged to any participant who fails to answer any or all questions.

Confidentiality

The researcher commits to ensuring the anonymity and confidentiality of all participants who will be involved in this study. Information provided during the study will be stored in a locked cabinet and a password will be set for any electronic information and used for academic purposes.

Contact information

For any inquiry regarding the research, please contact me, Oloo Martin Opondo on telephone no. 0722521749. Should you have any questions on your rights as a research participant, you may contact his supervisors: or PAC University research review committee.

Since you are now informed about this research and clearly understand what it will entail, I do ask you to provide your consent to participate in the study.

Participant signature…………………………. Date…………………………………

Researcher's signature……………………… Date…………………………………

Appendix II: Questionnaire

Dear Respondent,

The questionnaire aims at the collection of data on the influence of strategic leadership, organizational culture on the performance of the land administration function in Kenya. The resulting data will be used for academic purposes. The research will potentially contribute to enhancing the performance of the land administration function in Kenya. The data will be treated with utmost confidentiality and academic professionalism.

Please fill in the information as guided, in each of the sections

Tick the box that reflects your choice

Section A: Demographic Information

1. Gender

   Female [ ] Male [ ]

2. Age bracket

   18 to 25 Years [ ] 26 to 35 years [ ]

   36 to 45 years [ ] 45 to 55 years [ ]

   56 to 65 Years [ ] Over 65 years [ ]

3. Please indicate your highest Level of Education {tick one (√)}

   PhD [ ] Diploma [ ]

   Master's degree [ ] Certification [ ]

   Bachelor's degree [ ] Others (specify)

…………………………………………………………………………………………………

Section B: Strategic Leadership

4. This section contains items on the strategic leadership in the land administration function. Kindly indicate your level of agreement with the following statements using a five-point Likert scale where SA – Strongly Agree; A – Agree; N – Neutral; D – Disagree; and SD – Strongly Disagree

Strategic Thinking	SD	D	N	A	SA
Leaders in the Ministry make decisions on time					
Leaders in the Ministry demonstrate the future they want to create					
Leaders in the NLC demonstrate the future they want to create					
Leaders in the Ministry consider what the organization must keep from its past					
Leaders in the NLC consider what the organization must keep from its past					
The leadership considers what the Ministry must lose from the past					
The leadership considers what the NLC must lose from the past					
Leaders in the Ministry clearly connect the present and the future of the organization					
Leaders in the NLC clearly connect the present and the future of the organization					
The leadership exhibits Intelligent opportunism					
The Ministry often conducts SWOT analysis to identify available opportunities to improve service delivery					
The NLC often conducts SWOT analysis to identify available opportunities to improve service delivery					
The Ministry responds to arising opportunities to improve service delivery					
The NLC responds to arising opportunities to improve service delivery					
The leadership of the Ministry listens to different perspectives from different stakeholders					
The leadership of the NLC listens to different perspectives from different stakeholders					
The Ministry leadership considers many solutions to one problem					
The NLC leadership considers many solutions to one problem					
The leadership considers many responses to respond to a problem and then select the best					
Decisions in the Ministry are knowledge-based					
Decisions in the NLC are knowledge-based					

Strategic Direction	SD	D	N	A	SA
The Ministry’s mission clearly states its purpose.					
The NLC’s mission clearly states its purpose.					
The Ministry’s mission serves as a guide in decision-making.					

The NLC's mission serves as a guide in decision-making.					
The Ministry's mission targets stakeholders, employees, and leaders					
The NLC's mission targets stakeholders, employees, and leaders					
The Ministry's mission shapes strategy					
The NLC's mission shapes strategy					
The Ministry's vision inspires people into action					
The NLC's vision inspires people into action					
The vision of the Ministry pulls in people, ideas, and other resources					
The vision of the NLC pulls in people, ideas, and other resources					
The Ministry's vision inspires staff to give their best.					
The NLC's vision inspires staff to give their best.					
The vision of the Ministry assists staff to focus and work together					
The vision of the NLC assists staff to focus and work together					
The Ministry's goals and objectives facilitate planning					
The NLC's goals and objectives facilitate planning					
The Ministry's goals and objectives motivate and inspire employees					
The NLC's goals and objectives motivate and inspire employees					
The Ministry's goals and objectives enable it to evaluate and control performance.					
The NLC's goals and objectives enable it to evaluate and control performance.					

Leading and Managing Change	SD	D	N	A	SA
There are frequent changes in the structure of the Ministry					
There are frequent changes in the structure of the NLC					
Task allocation in the Ministry is fair					
Task allocation in the NLC is fair					
There are no bureaucracies in the organization					
There is easy coordination and supervision in the Ministry NLC					
There is easy coordination and supervision in the NLC					
The Ministry has adopted information technology in human resource management					
The NLC has adopted information technology in human resource management					
The Ministry has adopted information technology in the finance department					
The NLC has adopted information technology in the finance department					

Information technology has been adopted in service delivery to the public					
Innovation	SD	D	N	A	SA
The NLC encourages creativity among staff					
The Ministry encourages creativity among staff					
There is knowledge sharing in the NLC					
There is knowledge sharing in the Ministry					

Competencies Development	SD	D	N	A	SA
The Ministry has staff development policies					
The NLC has staff development policies					
Staff development policies are frequently revised					
The Ministry strictly adheres to staff development policies					
The NLC strictly adheres to staff development policies					
The Ministry has mentorship and coaching programs					
The NLC has mentorship and coaching programs					
The Ministry offers training programs for all staff					
The NLC offers training programs for all staff					
Training in the Ministry improves employee productivity and performance					
Training in the NLC improves employee productivity and performance					
The Ministry offers scholarships to staff					
The NLC offers scholarships to staff					

5. How does strategic leadership (strategic thinking, strategic direction, leading change, and competencies development) influence performance of the land administration function?

……………………………………………………………………………………………

……………………………………………………………………………………………

……………………………………………………………………………………………

Section C: Organizational Culture

6. This section contains items on organizational culture in the land administration function. Kindly rate the following statements using a five-point Likert scale where

SA – Strongly Agree; A – Agree; N – Neutral; D – Disagree; and SD – Strongly Disagree

Parameters	SD	D	N	A	SA
There is respect for all staff in the Ministry					
There is respect for all staff in the NLC					
Staff in the Ministry have a positive attitude towards work					
Staff in the NLC have a positive attitude towards work					
There is a specific way(tradition) of doing things in the Ministry					
There is a specific way (tradition) of doing things in the NLC					
There is a culture of continuing to work on a problem until it is resolved					
Staff in the Ministry help each other in case of a problem in conducting daily activities					
Staff in the NLC help each other in case of a problem in conducting daily activities					
Newcomers in the Ministry are always incorporated appropriately.					
Newcomers in the NLC are always incorporated appropriately.					

7. How does organizational culture influence performance of the land administration function?

…………………………………………………………………………………………

…………………………………………………………………………………………

…………………………………………………………………………………………

Section D: Performance of the Land Administration Function

8. This section presents items on the performance of the Land Administration Function.

Please rate the following statements using a five-point Likert scale where SD – Strongly Disagree; D – Disagree; N – Neutral; A – Agree; and SA – Strongly Agree

Parameters	SD	D	N	A	SA
The Land registration process is simple					
The Land valuation process is simple					
The land subdivision process is simple.					
The land use policy and regulations are understandable					

The process of change of land use is simple					
The Land development control process is simple					
Clients find the Ministry officials reliable					
Clients find the NLC officials reliable					
Clients are satisfied with responsiveness in (Land Administration) LA service delivery					
The Ministry officials demonstrate empathy for LA Clients					
The NLC officials demonstrate empathy for LA Clients					
The Ministry officials offer and honour their assurances to LA service clients.					
The NLC officials offer and honour their assurances to LA service clients.					
The Ministry officials demonstrate competence in dealing with their clients.					
The NLC officials demonstrate competence in dealing with their clients.					
Clients have ease of access to the Ministry officials					
Clients have ease of access to the NLC officials					
The Ministry officials are polite to clients					
The NLC officials are polite to clients					
The Ministry officials are reliable					
The NLC officials are reliable					
The Ministry officials communicate information clearly, honestly, and promptly to their clients.					
The NLC officials communicate information clearly, honestly, and promptly to their clients.					
Process backflows in the Ministry are low indicating quality work					
Process backflows in the NLC are low indicating quality work					
Returned jobs for corrections are low					
Delivery time in the Ministry is low					
Delivery time in the NLC is low					
The waiting time in service delivery is low					
The Ministry has adopted information technology for data capture, processing and management, access, and					

dissemination					
The NLC has adopted information technology for data capture, processing and management, access, and dissemination					
There is adequate funding for staff training					
The Ministry staff are skilled in technology & innovation					
The NLC staff are skilled in technology & innovation					

9. How else can you describe the performance of the land administration function in Kenya?

   ……………………………………………………………………………………

   ……………………………………………………………………………………

   ……………………………………………………………………………………..

We thank you for taking your time to give us your valuable responses and insights into the subject of our research.

God bless you.

Appendix III: Interview Guide for Principals, Directors, Deans and Heads of the respective secretariats

The purpose of this interview is to collect information on the influence of strategic leadership, organizational culture on the performance of land administration function in Kenya. The collected data will be used for academic purposes and it is expected that the findings from this research will contribute significantly towards enhancing the performance of land administration function in Kenya. The collected data will be treated with utmost confidentiality and with academic professionalism. Kindly respond to the questions below: -

Section A: Demographic Information

1. Name
2. Responsibilities

Section B: Specific Information

1. How do you measure the performance of the land administration function in Kenya on a scale of 0ne to five?
2. What are the main challenges facing land administration in Kenya?
3. How does leadership influence the performance of the land administration function in Kenya?
4. How has leadership in the land administration function used strategic thinking?
5. How does the leadership of land administration lead and manage change?
6. What is the strategic direction in the Ministry/NLC (vision, mission)?
7. How has the Ministry/NLC ensured the development of core competencies among its staff?
8. How does organizational culture influence land administration function in Kenya?

9. What is the relationship between organizational culture and strategic leadership in respect to the land administration function?

We thank you for taking your time to give us your valuable responses and insights into the subject of our research bless you.

Glossary of terms

1. Four functions of land administration

Land tenure

- The processes and institutions related to securing access to land and inventing commodities in land, and their allocation, recording, and security
- Cadastral mapping and legal surveys to determine parcel boundaries
- Creation of new properties or alteration of existing properties
- Transfer of property or use from one party to another through sale, lease, or credit security
- Management and adjudication of doubts and disputes regarding land rights and parcel boundaries.

Land value

- Assessing the value of land and properties
- Calculating and gathering revenues through taxation
- Managing and adjudicating land-valuation and taxation disputes.

Land use

- Control of land use by adopting planning policies and land-use regulations at the national, regional, and local levels
- Enforcing land-use regulations
- Managing and adjudicating land-use conflicts.

Land development

- Building new physical infrastructure and utilities
- Planning construction
- Acquiring land for the public
- Expropriating land
- Changing land use by granting planning permissions, and building and land-use permits
- Distributing development costs.

Adapted from Williamson et al. 2010 p 119–22

2. Service Quality and Client Satisfaction

- SERQUAL Model is the reference point for service quality in addition to specific aspects of client satisfaction.
- The Service Quality Model or SERVQUAL Model was developed and implemented by the American marketing gurus Valarie Zeithaml, A. Parasuraman and Leonard Berry in 1988. It is a method to capture and measure the service quality experienced by clients.

2.1 The SERVQUAL Model:

1. Reliability
2. Responsiveness
3. Competence
4. Access
5. Courtesy
6. Communication
7. Credibility
8. Security
9. Knowing the client

The reliability depends on to what extent the service is accurate and honest. Responsiveness is about promptly and adequately responding to client questions or complaints. Competence relates to the expertise an organization has and the access determines if a client can quickly and efficiently contact the right department. Courtesy is the trying to be polite to clients and communication is about clear, honest, and prompt information for clients. Credibility is about to what extent the organization's message is believable and reliable

Appendix IV: Introduction Letter

PAN AFRICA CHRISTIAN
PAC
UNIVERSITY

15th February, 2019

P.O. Box 56875 - 00200
Nairobi, Kenya
Lumumba Drive, Roysambu
off Kamiti Rd, off Thika Rd
Tel: 0734 400694/0721 932050
Email: enquiries@pacuniversity.ac.ke
website: www.pacuniversity.ac.ke

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: OLOO, MARTIN OPONDO REG. NO POLD 6977/16

Greetings! This is an introduction letter for the above named person a final year student at Pan Africa Christian University (PAC University), pursuing a Doctor of Philosophy in Organizational Leadership.

He is at the final stage of the programme and he is preparing to collect data to enable him finalise on his dissertation. The dissertation title is **'Strategic Leadership, Organisational Culture and the Performance of the Land Administration Function in Kenya'.**

We therefore kindly request that you allow him conduct research at your organization.

Warm Regards,

PAN AFRICA CHRISTIAN UNIVERSITY
P. O. Box 56875, NAIROBI - 00200.
TEL: 6561322 / 3561945 / 2013145

Dr. Lilian Vikiru

Registrar Academics

15th February, 2019

Where Leaders are Made

Appendix V: NACOSTI Research Authorization Letter

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone:+254-20-2213471, 2241349,3310571,2219420
Fax:+254-20-318245,318249
Email: dg@nacosti.go.ke
Website : www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref: No. **NACOSTI/P/19/64451/28451**

Date: **26th February, 2019**

Martin Opondo Oloo
Pan Africa Christian University
P.O Box 56875 – 00200
NAIROBI

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on ***"The influence of strategic leadership organizational culture on the land administration function in Kenya"*** I am pleased to inform you that you have been authorized to undertake research in **all Counties** for the period ending **26th February, 2020.**

You are advised to report to **the County Commissioners and the County Directors of Education, all Counties** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

GODFREY P. KALERWA MSc., MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioners
All Counties

The County Directors of Education
All Counties.

National Commission for Science, Technology and Innovation is ISO9001:2008 Certified

Appendix VI: NACOSTI Permit

THIS IS TO CERTIFY THAT:
MR. MARTIN OPONDO OLOO
of PAN AFRICA CHRISTIAN UNIVERSITY,
0-200 Nairobi,has been permitted to
conduct research in *All Counties*

Permit No : NACOSTI/P/19/64451/28451
Date Of Issue : 26th February,2019
Fee Recieved :Ksh 2000

on the topic: *THE INFLUENCE OF STRATEGIC LEADERSHIP ORGANIZATIONAL CULTURE ON THE LAND ADMINISTRATION FUNCTION IN KENYA*

for the period ending:
26th February,2020

....
Applicant's Signature

....
Director General
National Commission for Science, Technology & Innovation

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013

ɾant of Research Licenses is guided by the Science, ›logy and Innovation (Research Licensing) Regulations, 2014.

›NDITIONS

License is valid for the proposed research, location and ified period.

License and any rights thereunder are non-transferable.

Licensee shall inform the County Governor before ımencement of the research.

avation, filming and collection of specimens are subject to her necessary clearance from relevant Government Agencies.

License does not give authority to transfer research materials.

COSTI may monitor and evaluate the licensed research project.

Licensee shall submit one hard copy and upload a soft copy ıeir final report within one year of completion of the research.

COSTI reserves the right to modify the conditions of the ɜnse including cancellation without prior notice.

onal Commission for Science, Technology and innovation
P.O. Box 30623 - 00100, Nairobi, Kenya
TEL: 020 400 7000, 0713 788787, 0735 404245
Email: dg@nacosti.go.ke, registry@nacosti.go.ke
Website: www.nacosti.go.ke

REPUBLIC OF KENYA

NACOSTI

National Commission for Science, Technology and Innovation

RESEARCH LICENSE

Serial No.A 23275

CONDITIONS: see back page