

**THE EFFECT OF STRATEGIC DIRECTION AND LEADING CHANGE ON
PERFORMANCE OF LAND ADMINISTRATION IN KENYA: A CASE STUDY OF THE
NATIONAL LAND COMMISSION AND MINISTRY OF LANDS, HOUSING AND
URBAN DEVELOPMENT**

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Abstract

Kenya's land administration system is costly, undemocratic, bureaucratic, and prone to abuse, resulting in injustices and excessive delays in land administration. Forgery, missing documentation, land grabbing, unlawful allocation, and duplicate land registration are only a few of the difficulties that have tarnished the country's land sector. The current scenario in land administration processes and procedures needs strategic leadership initiatives. The study's overarching goal was to investigate the effect of strategic direction and leading change on performance of land administration in Kenya. The research was founded on Strategic Leadership Theory and supplemented by Path-Goal Leadership Theory and Resource-Based View Theory. A descriptive research approach was used for the investigation. The National Land Commission and the Ministry of Land, Housing, and Urban Development were the study's units of analysis. The clientele and employees of these two organizations served as the units of observation. The survey's target population was two thousand and one (2001), and the overall sample size was 96 respondents chosen at random for the study. The research relied on quantitative data obtained using a questionnaire designed to fit the study's aims. The questionnaire responses were tabulated, coded, and processed on a computer using the Statistical Package for Social Science (SPSS) version 25 programme, which is programmed to analyze quantifiable data using descriptive and inferential statistics such as frequency, mean, correlation analysis, and regression analysis. The study's findings revealed a strong, positive, and substantial association between strategic direction and leading change on land administration performance in Kenya. Furthermore, the research findings revealed 70.6% of the differences in land administration performance in Kenya. The research discovered that the predictor variables had a significant positive effect on land administration performance in Kenya. As a result, the data indicate that there is a significant relationship between strategic direction and leading change on land administration performance in Kenya. Strategic direction and leading change have substantial relationships with important measures of land administration performance in Kenya, such as cost

reduction, organizational effectiveness, and efficiency in service delivery, land registration, valuation, and land subdivision.

Keywords; *strategic direction, leading change, performance of land administration, Kenya*

1.0 Background of the Study

Territorial conflicts and land ownership have caused social, ethnic, cultural, and religious turmoil and wars and revolutions. History has seen several cultures define land rights and establish organisations to protect them. Some call them land management systems (Clifford, 2007). Land management includes food production, housing, environmental preservation, and sustainable resource usage. Local and national governments have long enforced land laws and regulations via land administration. As information for many land management domains, land information must be developed, disseminated, and used. These include tenure security, real estate market regulation, land use planning, and taxes (GLTN, 2022). Land administration systems must determine, record, and transmit land ownership, value, and usage information to implement land management policy (GLTN, 2022). Land management systems aim to retain accurate records of complicated human-land linkages in accordance with legislation and transactions. These systems also send necessary registration data. Many countries govern land differently according to cultural and historical traditions. Information management is the purpose of all land administration systems, even if they are not centralised (Siriba & Mwenda, 2013). Since South Africa's 1994 democratisation, several local governments have involved traditional leaders in land use, planning, and development initiatives, according to Bikam and Chakwizira (2014). Due of ambiguity, municipalities and traditional leaders have debated and fought over traditional leaders' roles. Traditional leaders' participation in development projects builds support for community-level success in their areas (Bikam & Chakwizira, 2014). Khan et al. (2001) noted that traditional leaders' involvement promoted rural development successfully. Khan believes traditional leadership may improve land use planning and development by fostering community support.

1.1 Strategic Direction

Strategic direction, the third component of strategic leadership practises, is studied. Strategic direction organises and manages an organization's efforts to achieve its objectives. All organisational levels may need to undertake actions and procedures for this process to change

(Serfontein, 2010). Alexander (2015) states that strategic direction improves organisational effectiveness based on research. Acquisition of relevant information reduces uncertainty and improves understanding of the key environment in which organisations operate. Scholars have found that strategic planning improves understanding at the planning process's start, which is important for practitioners and theorists. Organisational procedures, business environments, and performance are affected by strategic direction. Firm planning practises are most affected by this impact (French, Kelly & Harrison, 2014). Strategic leadership relies on strategic direction to execute strategies (Jooste & Fourie, 2009). Strategic direction includes high-ranking institution members guiding departments and sectors. Staff people who execute strategic strategies get this message. This procedure controls strategic processes inside the organisation. Strategic executives guide and manage the organization's pursuit of goals, which may require varied degrees of change. Thus, they must develop a set of activities and processes for all levels (Serfontein, 2009). Johnson et al. (2008) found that strategic decisions should be sustainable, provide a competitive advantage, establish processes for strategy implementation, leverage the organization's external environment, and propel the organisation to a prominent position.

1.2 Leading Change

Leading change is the next strategic leadership practise utilised in this study. Strategic leaders must be able to lead and manage change, according to Stringham (2012). To successfully handle change and uncertainty, leaders must give clear direction and create ownership and cohesion among their teams (Gusmão, Christiananta, & Ellitan, 2018). Leading and managing change is essential for business workers and managers to run and manage their company (Witts, 2016). Leadership skills are essential for organisational leadership effectiveness and efficiency, not simply for leaders and managers. Touba, Abdulrab, and Ameen (2015) say leaders and managers must be able to guide and explain the ever-changing tasks and functions of the workplace. Jalagat (2017) says leaders handle change by using information technology, cultivating innovation, and organising. Jooste and Fourie (2009) state that leaders and managers must lead not just because of social expectations but also because it affects their effectiveness and performance. Leaders and supervisors must provide feedback and learn about their changing responsibilities and obligations at work. Additionally, Laurentiu (2016) found that leading change significantly impacts organisational effectiveness. Ling, Guo, and Chen (2018) found that change leadership affects employee commitment to change and organisational performance.

1.3 Performance of Land Administration in Kenya

Performance is an organisation's ability to achieve goals via resource efficiency (Daft & Marcic, 2013). The strategic practices of leaders determine outstanding organisational success, according to Daft (2011). Successful land administration requires strategic leaders who can make key judgements on the best ways to solve difficulties. According to Machuki and Aosa (2011), organisations develop unique abilities to achieve their goals. Organisational performance may also be defined as concrete outcomes relative to set goals (Kinnard, 2018). Customer satisfaction and resource utilisation productivity indicators are used to evaluate organisational performance. Organisations should assess their performance using non-financial and financial criteria (Velum, 2009). Organisational performance may be narrow or broad. Financial performance, product market success, and shareholder returns are considered "organisational performance". However, "organisational effectiveness" includes financial and non-financial indicators like customer satisfaction, operational efficiency, and corporate social responsibility (Singh et al., 2016; Richard et al., 2009).

1.5 Statement of the Problem

Land is vital to achieving the 'Big 4 Agenda' and Vision 2030. Land is known to drive social, economic, and political transformation. The State Department for Lands and Physical Planning ensures effective land administration, equitable land access, secure land tenure, and sustainable land resource management to improve Kenyans' well-being. The agency is implementing several land ownership and usage strategic policy and administrative projects. When done well, land investment may provide high profits, making it appealing to many investors. According to Siriba and Mwenda (2013), Kenya's land management system is expensive, undemocratic, inefficient, and prone to abuse. These factors cause land administration delays and unfairness. Corruption plagues the Ministry of Lands and National Lands Commission. The country's land sector has faced forgeries, missing paperwork, land seizures, inappropriate allocation, and many land registrations. Transparency International Kenya (2015) reported that Kenya's land sector scored second on the 2014 East African Bribery measure, scoring 55 out of 100. Unscrupulous people have taken advantage of landowners' inexperience and legal gaps to steal property from many Kenyans. Mr. Cesare Mbaria, Director of Survey, said fraud cost the Kenyan economy 60 billion Shillings in 2017.

Misconduct, lack of transparency, and inefficiency plague the land administration system. Despite several improvements, such as digitising land data in the ministry's records, poor government systems allow unscrupulous people to engage in misbehaviour. The Ministry of Lands' incremental technical developments have left it vulnerable to manipulation due to system integration issues. The above factors have caused service inefficiency and coordination, producing land cartels. Due to land snatching or the purchase of non-existent property, countless people have lost their land. The property investing process is lengthy and complex. The result is widespread mistrust and scepticism among buyers and sellers. Current economic circumstances are disappointing and dangerous for investors. Mbogori (2013) studied the challenges the Kenyan Ministry of Lands had in fulfilling its duties. Mulevu Eric extensively examined the national land commission's land problem response in Kenya in 2014. Kisa Naomi (2018) found Kenya's land laws insufficient to address land appropriation. Current land administration systems and procedures need strategic leadership. The present literature focuses on land management from a legal viewpoint rather than as a management and governance problem. This research examined strategic leadership and land administration performance in Kenya, focusing on the National Land Commission and Ministry of Lands, Housing, and Urban Development.

The specific objectives of the study were;

- i. To examine the effect of strategic direction on performance of land administration in Kenya.
- ii. To explore the effect of leading change on performance of land administration in Kenya.

2.0 LITERATURE REVIEW

2.1 Strategic Leadership Theory

Strategic leadership theory evolved from Hambrick and Mason's (1984) upper echelons theory, which focused on leadership's effect on organisational outcomes and performance (Vera & Crossan, 2004). The upper echelon hypothesis of Hambrick and Mason (1984) states that senior managers' preferences and behaviours affect their strategic decisions, direction, and organisation results. The upper echelons hypothesis asserts that senior executives' values shape organisational strategy and effectiveness (Carpenter, Geletkanycz, & Sanders, 2004). Finkelstein and Hambrick (1996) broadened the upper echelon theory of strategic leadership to study how top managers impact strategic decision-making. Thus, strategic leadership theory was chosen for this research because it examines how top leaders make strategic choices to improve stakeholder service delivery. Strategic leadership theory holds that leaders shape organisational performance and

values (Finkelstein & Hambrick, 1996). Top managers' strategic decisions impact company performance (Oppong, 2014). In addition, empirical studies show that top management teams affect organisational performance and effectiveness, and that top management characteristics strongly affect organisational performance. Thus, leaders' values, beliefs, and decisions determine how the organisation reflects their ideals (Carpenter, Geletkanycz, & Sanders, 2004).

2.2 Resource-Based View Theory

Birger Wernerfelt created Resource-Based Theory in 1984. It focuses on using the organization's intangible and physical resources and valued competencies. Zacharias et al. (2015) indicate that organisational resources boost productivity. Capabilities are an organization's ability to use its resources, whereas resources are its stock of goods (Steinle & Schiele, 2008). Given the finest and most suitable stock resources for the company and plan, every organisation may succeed and prosper (Sarason & Tegarden, 2013). Resource-based theory defines organisational capacities as how an organisation uses its resources and expertise. Strategic leaders are essential to land administration efficiency, customer satisfaction, and cost savings. Strategic leaders guide an organization's purpose, vision, goals, and objectives, enhancing performance. Strategic leaders drive change in an organisation, bringing stakeholders on board and giving them a reason to welcome change. A skilled crew guarantees efficient service delivery, which reduces costs in land administration. Strategic leaders offer policies, on-the-job training, and scholarships to improve key capabilities in their personnel.

2.3 Empirical Literature Review

2.3.1 Strategic Direction and Performance of Land Administration

Poku (2012) examined how strategic direction affected Agricultural Development Bank operations in Ghana. 500 managers and personnel of the greater Accra regional branches of Agricultural Development Bank and the Head Office were surveyed and interviewed for the research. Corporate strategic direction helps plan, predict, and adapt to service needs and changes, according to the research. The data show that Agricultural Development Bank communicates its strategic approach to all workers at all levels and divisions. This research was confined to agricultural development banks in Ghana, the dependent variable was operations, and the population was managers, therefore low-level management was not included. Tourism agencies' performance was affected by strategic direction on vision, mission, goals, objectives, and values, according to Ng'ang'a, Waiganjo, and Njeru (2016). In non-profit organisations,

strategic direction improves performance, according to Kitonga, Bichanga, and Muema (2016). They also emphasised that not-for-profit CEOs set strategy, which may boost performance.

Muthaa (2018) studied how strategic direction affects technical training institution performance in Meru County. Cross-sectional descriptive survey research was employed in this study. This study addressed 90 Meru National Polytechnic, Nkabune, and Kirua management officials. The research found that technical training institutes' strategic orientation affected their success. Government policy moderated the model, improving organisational direction. Thus, Technical Training Institutions perform better when their strategy, objectives, technology, and relationships match their strategic route. This research was done at technical training institutes, which have different goals and visions than Kenyan land management.

2.3.2 Leading Change and Performance of Land Administration

Oreg and Berson (2019) studied Leaders' Impact on Organisational Change: Bridging Theoretical and Methodological Gaps. After thorough evaluation of leadership and transformation, the study found significant gaps in strategy/organizational behaviour, analytical methodologies, and interpretation. The research found that leaders need important leadership positions to implement transformation. The US is a developed nation, hence this study's conclusions cannot be applied to Kenya, a developing nation. The research employed a systematic literature review, hence no primary data was used. Change self-efficacy and collective identity mediated the relationship between change leadership and employee commitment to change in Taiwan, according to Ling, Guo, and Chen (2018). 647 personnel provided data. It was found that collective identification at company level and change self-efficacy at personal level greatly mediate the positive relationship between change leadership and staff commitment to change. This research was done in Taiwan, hence its conclusions cannot be applied to Kenya owing to macroeconomic, commercial, and legal variations. In this research, workers' commitment to change was the dependent variable, not performance or administration. Adewale and Ghavifekr (2019) examined how changing leadership affects Malaysian staff organisational citizenship. Researchers used a qualitative survey. The results showed that change leadership boosts worker confidence, motivation, and trust. Results also showed that personal, organisational, social-cultural, and economic factors strongly affect staff organisational citizenship behaviour. Leaders at higher education institutions must use a change-oriented manner to increase staff citizenship. Change leaders should be role models to their subordinates to improve staff organisational citizenship (Beeri & Vigoda-Gadot,

2012). The dependent variable in this research was organisational citizenship behaviour, not land administration function. The research was restricted to Malaysia, thus its conclusions cannot be applied to Kenya.

2.4 Conceptual Framework

The research study was guided by the theoretical structure. The conceptual framework presents and defines the philosophies that attempt to explain the research problem under study with a keen focus on the specific variables being sought in the study.

Independent Variables

Dependent Variable

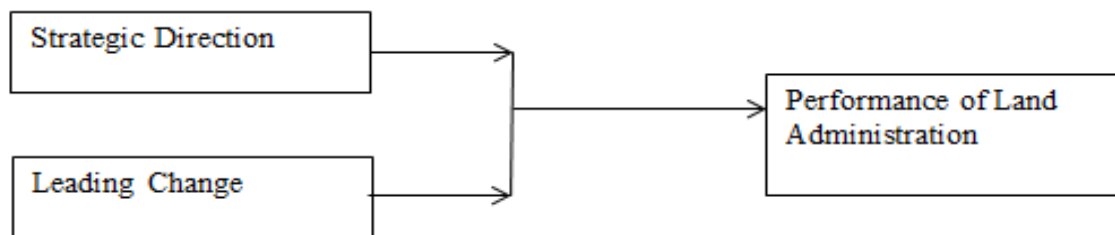


Fig 1: Conceptual framework

3.0 RESEARCH DESIGN AND METHODOLOGY

3.1 Research Design

Kombo and Tromp (2006) define research design as a blueprint for the study's methodical approach. Malhotra (2004) adds that a research design provides a detailed blueprint that shapes the study's structure to achieve objectives. This study uses descriptive research. Descriptive research style was chosen because it accurately describes an event or real-life circumstance (Kothari, 2014). Descriptive design is useful for developing a theory, finding faults with present practise, justifying it, making judgements, or determining what others in comparable circumstances are doing (Orodho, 2009). This study uses descriptive research methodology to illustrate how strategic leadership practises affect land management in Kenya and describe the world (Orodho, 2009).

3.2 Target population

In any subject, the target population or universe is the list of all goods or people having at least one thing in common (Kothari, 2011). The population is the biggest group sampled (Sekaran & Bougie, 2013). This research analyses the National Land Commission and the Ministry of Land, Housing, and Urban Development. The clientele and staff of these two facilities were observed. Thus, the target demographic included National Land Commission Nairobi Office and Ministry

of Land, Housing, and Urban Development workers and Nairobi County customers. The National Land Commission (2022) reports that 21 people attend country land offices daily. The National Land Commission has 549 employees in 11 departments (2022). Ministry of Lands and Physical Planning employs 1431 people across five directorates.

3.3 Sample Size and Sampling Technique

Sampling is a method for selecting observations from a population. Cooper and Schindler (2014) define a sample as a genuine representation of the population to be researched. Kothari (2011) and Cooper & Schindler (2014) define sampling as the systematic selection of a representative number of components from the target population. Choosing a representative sample of a population to determine its parameters or traits is sometimes called sampling (Creswell, 2009). The sample size was determined using the formula by Cochran and Snedecor (1989) and the sample size determined as:

$$n = N / (1 + Ne^2)$$

$$n = 2001 / (1 + 2001(0.1)^2) = 96 \text{ sample size}$$

Where:

n = sample size,

N = is the population size and,

e = is the level of precision which is 10%; at 95% confidence level and p is assumed to be = .5

The research will pick 96 respondents using stratified random sampling. By proportionally representing all demographic subgroups, stratified random sampling reduces bias in a sample. In stratified random sampling, the research population is divided into tiny groups. This research covered National Land Commission Office and Ministry of Land, Housing, and Urban Development departmental strata.

Data is usually stratified by research population characteristics (Russell, 2013). Sampling reduced selection bias. Stratification helps ensure the sample size reflects the research population. To arrive at a representative sample per category the following formula was used:

$$\text{Total population per category} / \text{Total population} * \text{Total sample size.}$$

$$\text{For example: Directorate of Land Administration} = 333 / 2001 * 95 = 15.81 = 16$$

The proportion of each departmental category was used to determine their share of the sample size.

Table 1: Sample Size

Institution	Category	Study population	Sample Size
National Land Commission	Audit & Risk Management	44	2

Institution	Category	Study population	Sample Size
	Finance & Administration	34	2
	Human Resource Management	32	2
	Information and Communication Technology	54	2
	Land Administration	62	3
	Land Information Management System	53	2
	Land Use Planning	59	3
	Legal Affairs & Enforcement	29	1
	Natural Resource	54	3
	Research	34	2
	County Coordinators and Assistants	94	4
Ministry of Land, Housing and Urban Development	Directorate of Land Administration	333	16
	Directorate of Physical Planning	332	16
	Directorate of Survey	306	15
	Land Registration	228	11
	Land Adjudication and Settlement	232	11
Clients (21 per county)		21	1
Total		2001	96

Source: Ministry of Lands and Physical Planning and National Land Commission 2022.

3.4 Pilot Study

According to Sekeran (2003), a pilot study is important for testing the reliability of the questionnaire. According to Cooper and Schindler (2003), a pilot test is conducted to detect weaknesses in design and instrumentation and to provide proxy data for selection of a probability sample. This pilot study enabled the researcher to determine the reliability and validity of the instrument. Connelly (2008) stated that a good study sample for a pilot study should be at least 10% of the projected sample. Therefore, this study conducted a pilot study using 10% of the sample size. The researcher used 10 respondents from state department of lands and physical planning and the National Land Commission. The subjects included in the pilot study were not included in the final study. Pilot study helps to identify the questions that may not be understood by the respondent and if they are not rectified, they may lead respondents to give unexpected response on the same.

3.5 Data Analysis and Presentation

Before processing questionnaire replies, the data was edited, coded, entered, and cleaned. The research generates quantitative and qualitative data. Also utilised were absolute and relative

percentages and central trends in descriptive statistics. Analysis of continuous prose quantitative data was done using tables and figures. The researcher also performed a multivariate regression analysis to determine the dependent-independent connection. The regression model below was used:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \alpha$$

Where **Y** = Performance of land administration

β_0 = beta constant

(β_1 & β_2) = The coefficient for the various independent variables

X_1 = Strategic Direction

X_2 = Leading Change

α =error term

4.0 RESEARCH FINDINGS AND DISCUSSIONS

4.1 Response Rate

Orodho (2009) defines response rate as the degree to which the final data sets contain all sample members and is computed as the number of successful interviews divided by the total number of respondents, including non-respondents. The research sample included 96 target respondents, with 78 surveys returned properly, an 81.25% response rate. Kothari (2011) judged a response rate of 70% desirable for a research, hence this rate was sufficient. Gall, Borg, and Gall (1996) found that 80% is excellent in quantitative social science research. Fincham (2008) found that 60% is appropriate, and Mangione (1995) found that self-filled questionnaires should have 85% or more.

Table 2: Response Rate

Category	Frequency	Percentage
Returned Questionnaire	78	81.25
Unreturned Questionnaire	18	18.75
Total	96	100

4.2 Respondents Gender

The study collected information regarding the gender of the respondents. The gender of the respondents data collected in the field was statistically examined, and the findings are reported in Table 3.

Table 3: Gender of the Respondents

Gender	Frequency	Percentage
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Male	45	54.2
Female	38	45.8
Total	83	100

According to the information provided in Table 3, 45 (54.2%) of the respondents were Males, while 38 (45.3%) were females. The majority of responders, 54.2%, were Males. The results in Table 6 show that the data and opinions reported in this study come from both genders, with almost equal numbers of male and female respondents.

4.3 Descriptive Statistics for Strategic Direction on Performance of Land Administration in Kenya

Strategic direction was defined by several statements, and respondents were asked to score their recognition of such features at the National Land Commission (NLC) and the Ministry of Land, Housing, and Urban Development. Strategic orientation was rated from 1 to 5, with 5 indicating “Strongly Agree” and 1 indicating “Strongly Disagree”. Table 4 presents mean and standard deviation descriptive analysis.

Table 4: Strategic Direction Descriptive Statistics

Statement	Mean	Std. Deviation
The Ministry’s mission clearly states its purpose.SD2	4.28	.650
The Ministry’s mission serves as a guide in decision making.SD3	4.19	.573
The NLC’s mission clearly states its purpose.SD1	4.13	.823
The Ministry’s goals and objectives facilitate planningSD9	4.07	.712
The Ministry’s mission targets stakeholders, employees, and leadersSD5	4.00	.625
The NLC’s mission serves as a guide in decision-making.SD4	3.95	.747
The NLC’s goals and objectives facilitate planningSD10	3.86	.885
The NLC’s mission targets stakeholders, employees, and leadersSD6	3.82	.718
The Ministry’s vision inspires people into actionSD7	3.80	.728
The NLC’s vision inspires people into actionSD8	3.72	.860
Total	3.98	0.732

Valid N (listwise)=83

The variable had a mean score of 3.98 and a standard deviation of 0.732. Respondents mostly agreed that strategic direction may improve land management in Kenya. Most respondents strongly agreed with a mean value of 4.28 and standard deviation 0.65 that the Ministry of Land, Housing, and Urban Development mission clearly expresses its objective. A mean score of 4.19 and standard deviation 0.573 indicate that respondents strongly agree with the strategic direction that the Ministry of Land, Housing, and Urban Development mission should lead decision-

making. With a mean score of 4.13 and standard deviation of 0.823, respondents agreed that the national land commission (NLC) mission clearly explains its objective as part of strategic direction. The respondents also agree with mean value 4.07 and standard deviation 0.712 that the Ministry of Land, Housing, and Urban Development goals and objectives facilitate planning and that its mission targets stakeholders, employees, and leaders with mean value 4.00 and standard deviation 0.625. They somewhat agreed with the strategic direction statement that the national land commission's mission guides decision-making with a mean of 3.95 and standard deviation of 0.747. The respondents moderately asserted that the national land commission's mission goals and objectives facilitate planning with a mean value of 3.86 and a standard deviation of 0.885 and that it targets stakeholders, employees, and leaders with 3.82 and 0.718. The respondents also agreed that the Ministry of Land, Housing, and Urban Development and National Land Commission visions inspire action with mean values of 3.80 and 3.72 and standard deviations of 0.728 and 0.86. The results support Ng'ang'a, Waiganjo, and Njeru (2016), who found that strategic direction on vision, mission, goals, objectives, and values affected tourist agency performance. In non-profit organisations, strategic direction improves performance, according to Kitonga, Bichanga, and Muema (2016). They also emphasised that not-for-profit CEOs set strategy, which may boost performance.

4.4 Descriptive Statistics for Leading Change on Performance of Land Administration in Kenya

Leading change was defined by several statements, and respondents were asked to rate their recognition of such traits at the National Land Commission (NLC) and the Ministry of Land, Housing, and Urban Development. Leading change was rated from 1 to 5, with 5 indicating “Strongly Agree” and 1 indicating “Strongly Disagree”. Table 5 presents mean and standard deviation descriptive analysis.

Table 5: Leading Change Descriptive Statistics

Statements	Mean	Std. Deviation
There is easy coordination and supervision in the Ministry LC7	3.82	.926
The Ministry encourages creativity among staff LC9	3.52	.955
Task allocation in the NLC is fair LC4	3.52	1.052
There are no bureaucracies in the organization LC6	3.51	1.097
Task allocation in the Ministry is fair LC3	3.47	1.097
Information technology has been adopted in all departments and for service delivery to the public LC8	3.43	1.181
There are frequent changes in the structure of the Ministry LC1	3.31	.936

Statements	Mean	Std. Deviation
There are frequent changes in the structure of the NLC LC2	3.24	.805
There are no bureaucracies in the organization LC5	3.08	1.150
Total	3.43	1.022

Valid N (listwise) = 83

Total mean score for the third variable was 3.43, with standard deviation 1.022. On average, respondents thought leading change would improve land management in Kenya. With a mean score of 3.82 and standard deviation 0.926, most respondents strongly agreed with the leading change statement that the Ministry of Land, Housing, and Urban Development coordinates and supervises easily. With a mean score of 3.52 and standard deviation 0.955, respondents strongly agree that the Ministry of Land, Housing, and Urban Development should foster worker innovation. They also firmly agreed that the National Land Commission had no bureaucracy and fair task distribution (mean value 3.52 and standard deviation 1.052).

The respondents also agreed that the Ministry of Land, Housing, and Urban Development allocates tasks fairly and uses information technology in all departments and for public service delivery, with a mean value of 3.47 and 3.53 and a standard deviation of 1.097 and 1.181. The respondents somewhat agree that the Ministry of Land, Housing, and Urban Development should change structure often. The respondents also agreed that the National Land Commission had no bureaucracy and frequent structural changes (mean value 3.24 and standard deviation 0.805). The results support Laurentiu (2016)'s claim that leading change required workers, technology, excellent communication, and outsourcing certain services and training. All of these affect organisational performance greatly. In Zimbabwe, Nyaungwa, Linganiso, and Karodia (2015) found that top managers' commitment, management support, participation, communication, motivation, teamwork promotion, coaching, and change resistance management affected organisational performance. The authors also suggested communication, staff participation, training, and transition monitoring to manage change. Olajide (2014) found that leadership-managed transformation improved organisational performance in Nigeria.

4.5 Regression Analysis

The research examines how strategic direction and leading change affect land management in Kenya. The R-squared of strategic leadership practises on land administration performance in Kenya was 0.849 at 0.05 significant level. Strategic direction, leading change and land administration success in Kenya are linearly positively correlated. This showed that Kenyan land

administration performance is closely linked to strategic direction and leading change. Additionally, the regression analysis indicated an adjusted R-squared (R²) = 0.706 at 0.05 significant level. A unit shift in strategic direction and leading change explains 70.6% of land administration performance variances in Kenya. Results were listed in table. 6.

Table 6: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
					F Change	df1	df2	Sig. F Change
.89 ^a	.720	.706	.40985	.720	50.210	4	78	.000

a. Predictors: (Constant), Strategic Direction, Leading Change

The research ANOVA found F = 50.210, indicating that predictor variables substantially affected land management in Kenya. The regression model fits the data well and shows that strategic direction and leadership change greatly affect land administration in Kenya. Less than 0.05, 0.000 indicates that the complete regression model predicts the dependent variable significantly. The outcomes are summarized in table 7.

Table 7: ANOVA results for strategic leadership practices

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	33.737	4	8.434	50.210	.000 ^b
Residual	13.102	78	.168		
Total	46.840	82			

a. Dependent Variable: Performance

b. Predictors: (Constant), Strategic Direction, Leading Change

The predictor variables improved land administration performance in Kenya, according to the research. Strategic direction, leading change, and land administration success in Kenya are strongly correlated. The data indicate a 0.05 p-value (p= 0.01). The predictor variables are statistically significant with p 0.05, indicating that a higher mean index of predictor factors would enhance land management in Kenya.

Table 8: Coefficients for strategic leadership practices

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B

	B	Std. Error	Beta		Lower Bound	Upper Bound
(Constant)	-.871	.635		-1.371 .174	-2.136	.394
Strategic Direction	.320	.134	.195	2.390 .019	.053	.586
Leading Change	.542	.123	.526	4.399 .000	.297	.787

a. Dependent Variable: Performance

From table 8, the optimal regression model for the study is:

$$\text{Performance of land administration in Kenya} = -0.871 + 0.320(\text{Strategic Direction}) + 0.542(\text{Leading Change})$$

The model demonstrates that Strategic Direction and Leading Change substantially predict land administration performance in Kenya. The research found that strategic direction and leading change had the greatest impact on land management in Kenya. The results also support Kitonga, Bichanga, and Muema (2016), who found that companies that use strategic direction (mission, vision, and objectives) are more likely to grow market share and maintain financial stability. Further research by Nyaungwa, Linganiso, and Karodia (2015) found that top managers' commitment, management support, participation, communication, motivation, teamwork promotion, coaching, and change resistance management affected organisational performance.

5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Strategic direction and performance of land administration in Kenya

The research examined how strategic direction affects land management in Kenya. The data showed a 3.98 mean score and 0.732 standard deviation. Respondents mostly agreed that strategic direction may improve land management in Kenya. Most respondents strongly agreed with a mean value of 4.28 and standard deviation 0.65 that the Ministry of Land, Housing, and Urban Development mission clearly expresses its objective. A mean score of 4.19 and standard deviation 0.573 indicate that respondents strongly agree with the strategic direction that the Ministry of Land, Housing, and Urban Development mission should lead decision-making. With a mean score of 4.13 and standard deviation of 0.823, respondents agreed that the national land commission (NLC) mission clearly explains its objective as part of strategic direction. The research found a substantial positive correlation between strategic direction and land administration performance in Kenya, with an r-value of 0.569 and a p-value of 0.000. The findings support Ng'ang'a, Waiganjo, and Njeru (2016), who found that strategic direction on vision, mission, goals, objectives, and values affected tourist agency performance.

5.2 Leading change and performance of land administration in Kenya

The research examined how leadership change affects land management in Kenya. The data showed a 3.43 mean score and 1.022 standard deviation. On average, respondents thought leading change would improve land management in Kenya. With a mean score of 3.82 and standard deviation 0.926, most respondents strongly agreed with the leading change statement that the Ministry of Land, Housing, and Urban Development coordinates and supervises easily. With a mean score of 3.52 and standard deviation 0.955, respondents strongly agree that the Ministry of Land, Housing, and Urban Development should foster worker innovation. They also firmly agreed that the National Land Commission had no bureaucracy and fair task distribution (mean value 3.52 and standard deviation 1.052). In Kenya, the research found a considerable positive correlation between leadership change and land administration performance ($r = 0.822$, $p\text{-value} < 0.05$, $p=0.000$). Additionally, Laurentiu (2016) found that leading change required workers, technology, efficient communication, and outsourcing certain services and training. All of these affect organisational performance greatly.

5.3 Multiple Regression Results summary

The purpose of this research was to evaluate how Strategic Direction and Leading Change affect land management in Kenya. At 0.05 significance level, multiple regression analysis showed that the research variable's R-value is 0.849. In Kenya, Strategic Direction and Leading Change have a linear strong positive significant link with land administration performance. Strategic Direction and Leading Change are strongly linked to land administration performance in Kenya. Additionally, the regression analysis indicated an adjusted R-squared (R^2) = 0.706 at 0.05 significant level. This suggests that Strategic Direction and Leading Change unit changes explain 70.6% of land administration performance differences in Kenya. The predictor variables improved land administration performance in Kenya, according to the research. Kenyan land administration performance is strongly correlated with Strategic Direction and Leading Change. The data indicate a 0.05 p-value ($p= 0.01$). The predictor variables are statistically significant with $p<0.05$, indicating that a higher mean index of predictor factors would enhance land management in Kenya. Leading change and strategic direction had the greatest impact on land management in Kenya, according to the research.

5.4 Recommendations

To improve land administration in Kenya, the Ministry of Land, Housing, and Urban Development and the National Land Commission should maintain and reinforce their strategic orientations. Mission statements should clearly define their objective and guide decision-making. Organisations should prioritise leading change to better land administration. Facilitating smooth collaboration and monitoring, encouraging worker inventiveness, fair job distribution, and reducing bureaucratic hurdles may speed operations.

5.5 Suggestions for Further Study

Based on this study, future strategic leadership and land administration research in Kenya might examine how the legal justice system affects land administration performance. Investigating the link between traditional land administrative procedures and post-colonial land administrative practises in Kenya may help improve land administration in many situations.

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