STRATEGIC COMPETENCY THAT INFLUENCE FINANCIAL PERFORMANCE IN ORGANIZATIONS

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UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

FALL 2017.
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A Research Project Report Submitted to Chandaria School of Business in Partial Fulfilment of the Requirement for the Degree of Masters in Business Administration (MBA)

UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

FALL 2017
STUDENT'S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than United States International University.

Signed: Roselyn N Mwaura (ID 243828)
Date: 21/11/2017

This research proposal has been presented for examination with our approval as the appointed supervisors.

Signed: Prof. Paul Katuse
Date: 20/10/17

Signed: Dean Chandaria School of Business
Date: 15/12/17
ABSTRACT

The purpose of the study was to establish the strategic leadership competencies that influence financial performance in an organization. The study was guided by the following research questions: To what extent does leader’s mentorship influence the financial performance in an organization? To what extent does leader’s relationship with team influence the financial performance in an organization? And to what extent does leader’s mindset influence the financial performance in an organization? The target population under the study was the management of the following banks: StanBic Bank, Diamond Trust, Chase Bank, Commercial Bank of Africa (CBA) and Barcyles Bank.

The study adopted a stratified sampling technique. A sample of 60 respondents was selected from the stratus where 44 responses was obtained representing 73.33% response rare. This technique was used to obtain responses from the specified banks. Questionnaires were the data collection tool used to collect the relevant data needed for analysis. To ensure effective and efficient data analysis process, the data was coded, sorted and analyzed using descriptive analysis where frequencies, percentages and correlation tables was generated and interpreted. Presentation of data was in form of tables and figures. The statistical package for social sciences (SPSS) was used for analysis.

Responses to factors on relationship between leader’s mentorship influence and financial performance in an organization were graded as “strongly agree”, “agree”, “neutral”, “disagree” and “strongly disagree”. Leaders view organization’s employee as a critical resource and leaders and employees work indecently to achieve organizational goals were significant.

On the relationship between leader’s relationship with team and financial performance in an organization, the study established that: The team is responsible for monitoring their performance and progress; leadership help in achieving team effectiveness and organizational performance which in turn leads high financial results and high degrees of goal congruence facilitate followers to reach organizational goals and hence improve performance were highly significant to the study.
Finally on the relationship between leader’s mindset and financial performance in an organization. The relationship between the board and the executive team is key to organizational success and organization performance is solely based on the strategies formulated were the significant factors.

This study concludes that leader’s mentorship influence is crucial to the advancement of the financial performance and that leader’s relationship with team is equally vital to the promotion of financial performance and leaders – employee trust is key for an organization to achieve a high financial performance.

The study recommends that the management of should ensure that leadership mentoring programs is entrenched in the organization’s policies with enough budgetary allocation and empowering leaders to formulate and implement strategies that are aimed at improving financial performance of their organization. The study also recommends that further studies be carried out on the strategies employed by commercial banks to maintain a competitive edge over others.
ACKNOWLEDGEMENT

I would like to acknowledge the following people for the valuable contribution to this study:
First and foremost, I would like to thank the Almighty God for His grace and strength throughout my study period. All glory and honor be unto Him. I am also grateful to my supervisor prof. Paul Katuse who became my professional role model and has provided help and support for making this project possible.
DEDICATION

I dedicate this paper to the almighty God and to my family.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background to the Study

Earlier leanings have the strong basis about the link between cost advantage and organizational performance. Firms having margin in cost competency relative to their rivals as low built-up, low manufacture cost, low cost of goods sold and low prices have been practiced relatively better performance (Yuan & Woodman, 2010). Firm’s Performance is measured in terms of trade performance. It was calculated on the basis of sales return, yield, Return on investment, output, Market split and the manufactured goods growth (Wong & Lu, 2010).

Leadership is one of the buzzwords of management professionals these days and those in charge of organizations would rather be perceived as leaders than managers (Dubrin, 2013). So, what is leadership? A short definition could run as the art of motivating a group of people to act towards achieving a common goal (Dubrin, 2013). If expanded, then leadership is actually a persuasion process on someone’s behalf so that subordinates carry out the tasks needed to accomplish organizational objectives, as well as a visionary endeavor to be communicated to others. Moreover it is a way of creating followers as a result of possessing the right knowledge and skills. Thus, in Peter Drucker’s words: “Leadership is all about results” (Drucker, 2006).

Lado, Boyd and Wright, (2012), concluded that competitive perfection is conceivably far and wide used term in strategic management yet it is inadequately stated and practiced. He further examined three relationship patterns between competitive edge and firm’s performance namely unique advantage leading to higher performance, unique advantage without better performance and superior performance without unique advantage. Marquis and Tilen (2013) has more analyzed that an assimilated outline of the determinants of competitive advantage in global organizations namely creation & modernization, contest and cooperation. Orpen, (2013) explained the competitive advantage of a global organization. He
analyzed that competitive advantage lies to a great degree in its aptitude in order to recognize and transfer tactical knowledge among various geographic locations.

Strategic leaders look forward in time to set directions for the organization (Rowe, 2011). Their power is increased when they scan and cope with the critical sectors of their environment (Fenwick & Gayle, 2008). Strategic leaders make and communicate decisions for their organization's future (Orpen, 2013). They formulate the organization's goals and strategies, develop structures, processes, controls and core competencies for the organization, manage multiple constituencies, choose key executives, groom the next generation of executives, provide direction with respect to organizational strategies, maintain an effective organizational culture, sustain a system of ethical values, and serve as the representative of the organization to government and other organizations and constituencies as well as negotiate with them. Such strategic leadership must be able to deal with ambiguity, complexity and information overload requiring adaptability and a sense of timing (Fry, 2013).

Providing strategic leadership is an important role for the Chief Executive Officer (CEO) and for many other senior executives (Fenwick & Gayle, 2008). They need to understand the health of their available markets, the products and services that can serve those markets advantageously, balance sheets and the availability of capital, how to optimize the interests of the various organizational constituencies, how to manage change in good times and bad times, how to use authority and accountability, and how to shape an effective management team of diverse competencies and interests (Orpen, 2013).

Boehnke et al, 2013 gave the definition of competencies that Competencies join knowledge and skills, they signify both the knowledge and skills required to perform useful actions. Competencies discriminate the firm and generate unique advantage. In order to be there a cause of sustainable competitive advantage a competency ought to vital, extraordinary and difficult or costly to duplicate. In accumulation direct or easy alternate for the competency should not exist (Dawson, 2014). The most essential strategic possessions are the knowledge and skilled expertise that an organization gather over time. Quick simulation is difficult because they require replication of time usage in learning. For example Southwest Airlines
built-up knowledge and skills that make possible it to operate at much lower cost than other competitor airlines. Competitors that tried to duplicate southwest were not as successful because Southwest built a system of emphasizing competencies that continue to supply the airline with unique advantage over time. When assessing the importance of current or potential competencies, managers have a clear interest in determining the scale on which these competencies will direct to stable unique edge. Many companies however are poorly ready to handle in identifying and evaluating the strengths of their competencies (Edmondson, 2008).

The area of core competence is emerging, it is part of a collective knowledge gain in the organization; it is a process of imparting information, harmonizing streams of technologies and involvement of people from all functions (different readings). The strategy has moved from the trend of competing for product or service leadership to competing in core competence leadership, and even more in these days, it has a different taste after the recession (Bowery, 2014).

At top management level, the core competence has to be a primary factor for strategy formulation as it is an important source of profitability; the above average returns can be delivered only from distinguished assets and “skills” that are hard to imitate, such skills need to be identified and developed over the time as they contribute largely in making organizations immune to competition (Boehnke, Bontis, Distefano & Distefano, 2013). Notwithstanding; company faced with the decision of redirecting its core strategy faces tough choices regarding which business processes remain its core (Bass, 2010).

Whether it can be considered (at least at this stage) core or not core, the management must peep inside its organization for precious, unique and costly ways to imitate resources, and then exploit these resources to create an edge over its competitors (Avolio, 2009).

Fahy (2012) argued about the realization of a sustainable position. It can lead to superior presentation usually considered in conservative terms such as share in the market and fertility. We can state it as the financial performance measurement approach. In other words if we take this view strictly the competitive circumference and performance are two
dissimilar ideas and proportions. Firms have to spotlight their managerial strategies in achieving and supporting bloodthirsty edge over their competitors. As a result such a leading position will direct to superior firm performance.

There is numerous empirical evidence to show that there is a strong relationship between strategic leadership competencies and the financial performance of organizations. There are many studies that concluded about the positive association between unique advantage and the performance of organizations. Wang and Lo (2013) measured the organizational excellence by using the efficient organizational internal processes.

The main objective of this study is to establish the strategic leadership competencies that influence financial performance in an organization based on the companies' performance in the industry. The study focuses in the banking industry in Kenya and looks and the leadership strategic competencies that several banks have employed to out compete their rivals and obtain a niche in the industry. According to Kline (2011), banks have employed competitive strategies to remain relevant, retain or maintain a high market share and improve on their financial performance in this turbulent environment. These competitive advantage strategies consists of three major dimensions: core competencies, managerial competencies and functional (task-related) competencies (Hayes, 2013). This study focused on the five banks operating in the Kenyan market out of the forty banks in the Kenyan banking industry. The study covered the following banks: StanBic Bank, Diamond Trust, Chase Bank, Commercial Bank of Africa (CBA) and Barcyles Bank. These banks are critical to his study because their respective characteristics and on the niche each bank has acquired in the Kenyan banking industry.

1.2 Problem Statement

As competition intensifies in the banking industry, players in that industry are forced to create greater strategic competencies that will enable them gain a competitive advantage against their competitors. Strategic competencies will help at creating a profitable and acceptable position against the forces that determine industry competition (Zhu & Spangler, 2015).
According to Sidani (2012), previous studies have underscored on competitive strategies embraced by multinational organizations. The researchers explored the strategic competencies by multinational organizations have adopted and the challenges they have experienced in the implementation of those strategic competencies. Son and Kuchinke (2015), concentrated on the strategic competencies that leads to multinational companies becoming dominant in the Kenyan market, little did it touched on the banking sector. The findings on his study established that the multinational companies uses the financial muscles to dominate the Kenyan market. The study explored the various strategic competencies adopted by the multinational organization but it did not discourse how these competencies aid the improvement of the financial performance of these organization.

In the above studies, it is evident that the researchers have not really narrowed down to focus on the strategic leadership competencies adopted by the banks despite their rapid growth in the past few years. In this study, the researcher concentrated on multinational companies and the strategic competencies they have adopted in order to survive in this era of great competition. It is for this reason that the researcher hope to carry out this study on the strategic leadership competencies that influence financial performance in an organization and close the knowledge gap that exist.

1.3 Purpose of the Study

The purpose of the study was to establish the strategic leadership competencies that influence financial performance in an organization.

1.4 Research Questions

This study was guided by the following research questions:

1.4.1 To what extent does leader’s mentorship influence the financial performance in an organization?
1.4.2 To what extent does leader’s relationship with team influence the financial performance in an organization?
1.4.3 To what extent does leader’s mindset influence the financial performance in an organization?
1.5 Significance of the Study

The study is of significance to the following stakeholders:

1.5.1 Banks

Most banks have lag behind and some have closed up due to stiff competition from other well established and dominant banks, others due to mismanagement by the top middle and supervisory management. The findings of this study gives insights on the kind of strategic leadership competencies that influences the better financial performance of the banks. The findings of this study is of a significant value to the banking industry in the country.

1.5.2 Government

This study is of significant value to the government of Kenya, most particularly to the ministry of finance and the Central Bank of Kenya (CBK). The study will provide valuable guidance to the policies to the ministry and aid CBK to come up with stringent policies in monitoring and running of the day to day of the banks.

1.5.3 Academicians and Researchers

The study will contribute to the body of knowledge of interest to both researchers and academicians who seek to explore on strategic leadership competencies that influence financial performance in an organization. It will help the rise of other studies in this particular field.

1.6 Scope of the Study

Whereas the scope of this study was enormous to conclude sensible assumptions, the sample data was from the senior, middle and lower level management of the following banks: StanBic Bank, Diamond Trust, Chase Bank, Comercial Bank of Africa (CBA) and Barcyles Bank. Reliability of the study relied on the respondent’s honest and thoughtful response. This study is limited to the top, middle and supervisory level management of the staffs in the five mentioned banks. The limitation of the study was that the sample may not be indicative of the larger population and that the respondents was hesitant to give information for the fear of the information leaking out to the competitors and fear of victimization on the outcome of the information offered. To mitigate this limitation the researcher assured the respondents that the information was specifically meant for academic purpose and that data collected was to
be analyzed wholly and no findings will be attributed or pinned down to a single individual. No personal particulars like names, identity numbers and contacts were required to maintain a high level of privacy and confidentiality. The study was contacted within the month of July 2017 and the sample size was 60 employees.

1.7 Definition of Terms

1.7.1 Competitive Advantage

According to Howell and Frost (2009), a competitive advantage is what makes you better than the competition in your customers' minds. The term was first applied to businesses, but it works for anyone, from employees to countries.

1.7.2 Organizational Capabilities

Keller (2006) defined organizational capabilities as the ability of an organization to perform a coordinated set of tasks, utilizing organizational resources, for the purpose of achieving a particular end result.

1.7.3 Employee Competencies

Employee competencies are qualities and skills that an employer has identified as important for its workforce. Competencies can be global or specific (Koontz & Donnell, 2011).

1.8 Chapter Summary

This chapter covered the background of the problem and the statement of the problem of the study. Also covered in the chapter was the research questions, the importance of the study, and the scope of the study as well as the definition of terms. The next chapter covers the literature review as per the research questions. Chapter three covers the research methodologies where research design, sampling techniques and the sample size was covered. Chapter four provides the study's results and findings and finally chapter five provides the summary, discussion as well as conclusions and recommendations.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

The purpose of this chapter is to review the literature on the strategic leadership competencies that influence financial performance in an organization. The study will take special interest on the banking sector in Kenya. The researcher will review numerous literatures previously done by other researchers on the strategic leadership competencies that influence financial performance in an organization. The study is guided by the following research questions: To what extent does leader’s mentorship influence the financial performance in an organization? To what extent does leader’s relationship with team influence the financial performance in an organization? And to what extent does leader’s mindset influence the financial performance in an organization?

2.2 Leader’s Mentorship Influence and Financial Performance in an Organization

Mentoring is a socially based learning process between mentor and mentee; since there are over 50 definitions in circulation (Jyoti & Sharma, 2015), it is difficult to give a more precise definition (Dawson, 2014). For the purposes of this study, however, the focus will draw from Judge, Bono, Ilies and Gerhardt (2012) social learning theory and emphasize the social dimension by defining mentoring as a social process for relevant knowledge transfer including formal or informal communication during a period of time “between a person who is perceived to have greater relevant knowledge, wisdom, or experience (the mentor) and a person who is perceived to have less (the protégé)” (Bozeman and Feeney, 2007). Furthermore, mentoring has three general functions from which the quality of mentoring can be measured: vocational support (coaching), psychosocial support (encouraging), and role modeling (demonstrating), each of which play an important role in developing an environment for innovative thinking and risk-taking (Fry, 2013).
2.2.1 Leadership Mentoring and Organizational Innovativeness

Whether organizations are new or well established, they must be innovative and able to change in order to survive and thrive (Bass & Avolio, 2014). However, organizations do not just operate by themselves, they are powered and led by people. Leadership is one of an organization's greatest assets and understandably needs to be developed. Since the ancient Greek times and even in our day mentoring has been identified as an innovation in management (Burns, 1978) and is considered an effective way to transfer entrepreneurial knowledge, skills, and attributes Agbim et al., 2013;); however, this begs the question: Can mentoring promote something as tacit as innovativeness? This study is designed in part to shed light on this question as we explore the relationship between mentoring top leaders, such as a founder or CEO, and their perception of organizational innovativeness, the capacity and willingness to introduce new processes, products, or ideas within the organization (St-Jean and Mathieu, 2015).

The relationship between mentoring top leaders and their perception of organizational innovativeness warrants further research for at least three reasons. First, mentoring and innovating share common ground. Both are a form of social interaction and contribute to the process of learning something new (Anthony, 2012). However, neither the relationship nor the conditions under which it can be moderated or mediated have been confirmed or studied in depth. Previous studies have found that mentoring is related to positive results such as successful work outcomes for mid to lower level employees (Yukl, 2012). However, none to date have focused on the link between the quality of mentoring higher level leaders and their perception of organizational innovativeness. Second, top leaders, such as CEO equivalents or entrepreneurs, are different from those at lower levels because of their high position, responsibility, ability to initiate change, and therefore potential influence on the organization (Conger, 2009). Thus, understanding mentoring's effects on developing this influential demographic is of great importance (de Janasz and Peiperl, 2015). Third, the mentoring of higher level leaders and lower level employees may or may not differ mechanically. But this study suggests that the value and overall impact of mentoring at higher levels does differ and therefore needs further study.
Another important area of study is the intermediary process of the mentor influencing the mentee because this process facilitates mentoring outcomes (Anthony, 2012). For example, Fry (2013) did a study on formal mentoring coming from a psychological perspective by exploring the mediating role of psychological safety on work attitudes. Our According to Wang et al., (2010) this study furthers research on mediation in mentoring with psychological safety and links it to organizational innovativeness for two reasons. First, mentoring helps develop psychological safety within organizations and a climate of psychological safety can facilitate innovativeness within organizations (Edmondson, 2008); thus, psychological safety is sequentially an appropriate mediator because it can account for some of the influence mentoring has on innovativeness. Second, this is a new area of research because although there is support in the literature for strong connections between these variables individually, no empirical studies specifically link all three together (i.e., the quality of mentoring top leaders and their perception of organizational innovativeness via psychological safety). This research explores a significant way to potentially develop psychological safety from the top down and thereby enhance organizational innovativeness.

In the other hand, in spite of the accumulated research on the various effects of moderation on mentoring (Jyoti and Sharma, 2015; Son and Kuchinke, 2015), there is a lack of research on moderators being cognitive in nature. This is significant because cognition is closely related to the innovative process (Ashibogwu, 2008). Thus, we have chosen cognitive adaptability as a moderator between the quality of mentoring top leaders and their perception of organizational innovativeness for several reasons. First, to be high in cognitive adaptability means one is prone “to be self-aware, to think aloud, to reflect, to be strategic, to plan, to have a plan in mind, to know what to know, to self-monitor” (Son and Kuchinke, 2015). That is not only essential for innovating but is also part of what mentoring does to promote or develop such metacognition and self-regulation. Second, this is a new area of study because no prior link between mentoring and any outcome has ever been examined under the moderating conditions of cognitive adaptability (Son and Kuchinke, 2015).
2.2.2 Leadership Mentoring and Strategic Direction

Strategic direction involves developing long-term vision of the firm’s intent. A long-term vision typically looks at least five to ten years in future. According to House and Aditya (2007), the purpose and vision of an organization aligns the actions of people across the whole organization. A real vision is very active and all the people in the organization understand the vision and live it. It is also filled with drive and energy and people are proud to talk about their organization’s purpose and vision. Northouse (2001) warns that the biggest trap that leadership in organizations fall to is when they are so sure of their vision and direction that they fail to see new opportunities. Therefore, when an organization’s strategic leadership fails to continuously address the full spectrum of issues that may have an effect on the performance of the organization it is likely that the organization will encounter challenges for which it is not prepared. It is therefore expected of leadership in the organization to provide certainty together with uncertainty. It is also necessary for the leadership to create constant tension between the desirable future and those elements of the present that could inhibit progress. To achieve this, leaders must continuously create burning platforms so that it is impossible for the organization to maintain the status quo (Purcell, Kinnie, Hutchinson, Rayton & Swart, 2014).

Probably the most important task for strategic leaders is effectively managing the firm’s portfolio of resources which can be categorized into financial capital, human capital, social capital and organizational culture (Santora, Seaton & Sarros, 2009). According to Edmondson (2004), building human capital is vital to the effective execution of strategic leadership. Strategic leaders must acquire the skills necessary to help develop human capital in their areas of responsibility. Fry and Whittington (2016), core competencies are the resources and capabilities that give an organization a competitive advantage over its rivals. The relatively unstable market conditions resulting from innovations, diversity of competitors, and the array of revolutionary technological changes occurring in the new competitive landscape have caused core competencies rather than served markets to become the basis upon which organizations establish their long-term strategies.
Jyoti and Sharma (2015) argued that leaders develop skills and perspectives that enable them to facilitate the accomplishment of work in organizational systems. Organizations consist of many individuals, groups and subsystems that need to work independently to accomplish collective goals and outcomes. Individuals in leadership roles facilitate the implementation, coordination and integration of this work. Work facilitation competencies include managerial skills, the ability to think and act strategically, the competence to think creatively and the ability to initiate and implement change (Hoover, Eloranta, Holmstrom & Huttunen, 2011). Management skills encompass a broad range of competencies related to the facilitation and coordination of day to day work in organizations, including setting goals and creating plans for achieving those goals, monitoring progress, developing systems, solving problems and making decisions.

Santora, Seaton and Sarros (2009), human capital is the knowledge and skills of an organization's entire workforce. Strategic leaders are those who view organizational employees as a critical resource on which many core competencies are built and through which competitive advantages are exploited successfully. In the global economy, significant investments will be required for the organization to derive full competitive benefit from its human capital. Some economists argue that these investments are essential to robust long-term growth in modern economies that depend on knowledge, skills, and information. Continual, systematic work on the productivity of knowledge and knowledge workers enhances the organizations ability to perform successfully. Employees appreciate the opportunity to learn continuously and feel greater involvement with their community when encouraged to expand their knowledge base. Developing employees result in a motivated and well educated workforce. The type of workforce that is capable of performing very well (Fry and Whittington, 2016).

2.2.3 Leadership mentoring and Sustaining Effective Organizational Culture

Organizational culture consists of a complex set of ideologies, symbols and core values that are shared throughout the organization and influences the way business is conducted. Evidence suggests that a firm can develop core competencies in terms of both capabilities it possess and the way the capabilities are leveraged by strategies to produce desired outcomes.
In other words, because the organizational culture influences how the firm conducts its business and it helps regulate and control employees' behavior, it can be a source of competitive advantage. According to McShane and Von Glinow (2000) some organizational cultures operate in a heavy-handed and competitive manner with little room for mistakes and no patience with the expression of discontent.

It is very important to remember that cultural norms can transmit effective and healthy patterns of behavior as well. Drucker (1997) argues that every organization has a culture that helps to shape and define the context in which an individual's behavior is perceived and judged. The emphasis a leader gives is influenced by the organization's culture and the formal and informal reward systems that reinforce that culture. Often the most powerful factors are subtle and difficult to observe unless one is part of the system. The powerful rules that drive and hone leader behavior are often the unwritten and unspoken threads that are woven into the fabric of day-to-day life. Employees come to know these subtleties by how they are rewarded or punished. The rewards and punishments are themselves often subtle. They shape the behavior and are most powerful when they are outside the leadership's awareness (Drucker, 1997).

Effectiveness of processes used to implement the firm's strategies increases when they are based on ethical practices. Ethical companies encourage and enable people at all organizational levels to act ethically when doing what is necessary to implement the firm's strategies. For instance Royal Ahold NV, a large international supermarket chain based in the Netherlands had major accounting problems (Son and Kuchinke, 2015). It overstated its earnings in 2001 and 2002 and also it had illegal transactions in its Argentine subsidiary. Because of these problems the CEO and the CFO of Ahold were discharged (Northouse, 2041). These incidents suggest that firm's need to employ ethical strategic leaders who include ethical practices as part of their long-term vision for the firm, who desire to do the right thing and for whom honesty, trust and integrity are important (Son and Kuchinke, 2015).
2.3 Leader's Relationship with Team and Financial Performance in an Organization

Leadership has provided guidance and direction for teams through difficult times. Hence, the consensus view seems to be that leadership directly influences team effectiveness (De Rue, Nahrgang, Wellman, & Humphrey, 2011). There is a growing body of literature that recognizes not only the importance of leaders, but also the influence of followers on team effectiveness (McGrath & MacMillan, 2000). Several researchers have demonstrated a thin line between leader and follower behavior (Howell & Mendez, 2008; London, 2010). Leader and follower behavior are frequently considered as being very similar (Kostopoulos & Bozionelos, 2011). In other words, followers and leaders display a similar behavioral repertoire. Consequently, this research assumes leaders and followers display similar behaviors.

2.3.1 Leader's Relationship with Team and Team Task Responsibility

Team task responsibility has been referred to as goal directedness (Kostopoulos & Bozionelos, 2011). Judge and Piccolo (2004) use the term conscientiousness to describe hard working goal-oriented followers that have a strong sense of direction. Son and Kuchinke (2015) concluded that consciousness is the leading forecaster of job performance. However, when examining 85 self-managed teams and 84 traditional hierarchical teams, Cohen, Ledford, and Spreitzer (1996) found little evidence for the relationship between team task responsibility and team effectiveness. Despite the findings of Guzzo and Dickson (1996), several researchers have found a relation between team task responsibility and team effectiveness (Son and Kuchinke, 2015). Using a survey among 176 municipal government workers to assess the determinants of team performance, Johnston and Bate (2013) concluded that both team responsibility and autonomy are expected to positively influence team performance. Moreover, effective workload sharing is especially present in self-managed teams in which followers encourage a sense of responsibility among team members (Fry, 2013). Hence, by allowing followers to be autonomous and enhancing team task responsibility, leaders can facilitate team performance.

Team task responsibility is also referred to as accountability which is essential to ensure effective meetings and conscientiousness which refers to goal-oriented employees (Judge and
Piccolo, 2014). Overall, individual employee task responsibility is the most suitable personality predictor of general job performance and can be defined as a characteristic that indicates motivation (Fry, Vitucci & Cedillo, 2015). Team task responsibility is important to ensure that teams take charge and proactively propose to change circumstances (Williams et al., 2010).

Self-managed teams are considered to have a high team task responsibility and can be defined as interdependent groups of individuals who assume collective responsibility for the day-to-day operations of the team (Williams et al., 2010). An example of a self-managed team is a lean team, i.e. autonomous teams empowered to take responsibility in decision-making, continuous improvement and establishing goals. A scrum team is another example of a self-managed team. Teams working with scrum have the authority and responsibility for many job features and the team is responsible for the end result (McGrath & MacMillan, 2000). Overall, it is important for leaders and followers to encourage team task responsibility. This can be done by enhancing autonomy and ensure clear goal-setting.

2.3.2 Leader’s Relationship with Team and Goal Setting

There are several arguments to support the importance of leader and follower behavior. To begin with, leadership is associated with important organizational results such as team effectiveness and organizational performance (Liu, Kwan, & Mao, 2012). Furthermore, leadership is considered to influence effective teamwork (Williams, Parker, & Turner, 2010). Specific leadership behavior can result in followers working effectively. Messick & Kramer, (2011) confirmed the relationship between follower behavior and job performance. Moreover, Crossman and Crossman (2011) state that besides leaders, followers are also able to influence team and organizational performance. Follower behavior can direct team members towards shared goals (McGregor, 2010). In addition, follower behavior is also positively related to job satisfaction and organizational commitment (Martins, Rindova, & Greenbaum, 2015).

The studies presented thus far provide evidence that leader and follower behavior are critical success factors in team effectiveness. Important antecedents of team effectiveness are employee voice (Perlow & Williams, 2003), and team task responsibility (Messick &
Kramer, 2011). Employee voice is defined as the discretionary communication of ideas, suggestions, or opinions intended to improve organizational or unit functioning (Martins, Rindova, & Greenbaum, 2015). Followers are likely to direct their voice to persons who are able to take appropriate actions aiming to improve or change. Hence, followers direct their voicing behavior to leaders because leaders usually have the authority and possibilities to introduce change (Fry, 2013). Because leaders can communicate signals regarding the possible consequences (i.e. rewards and punishments) of expressing voice, both leadership style and leader behavior influence the amount of voice. For example, when management shows little direction and expression of own opinions, followers are less likely to express this behavior as well (i.e., mirroring). Interestingly, employee voice is also influenced by social dynamics of the organization and group-level voice beliefs (Martins, Rindova, & Greenbaum, 2015). Hence, because both leader and follower behavior can be seen as important determinants of employee voice, it is important to gain insight in the relation between specific leader and follower behavior and employee voice.

Self-managed teams require little control because of their autonomous characteristic, and independently decide on the way they want to achieve organizational goals established by management. Thus, the team is responsible for monitoring their performance and progress. To prevent distrustful managerial behavior, teams have to be transparent when reporting progress. Furthermore, teams need to understand the motivation behind a goal. Leaders are responsible for communicating the organizational vision and its underlying rationale in order to ensure the team understands (Meyer & Heppard, 2012). Followers can subsequently distribute this information among other team members. Meyer and Heppard, (2012) identified a compelling team direction as one of the factors necessary to improve team effectiveness.

To achieve team direction, Martins, Rindova, & Greenbaum (2015) explain that when leaders clearly articulate organizational goals, followers are likely to develop high levels of person-organization goal congruence. Thus, goal clarification provides direction for teams which results in followers being able to direct their efforts towards organizational goals and show team task responsibility. High degrees of goal congruence facilitate followers to reach organizational goals and hence improve performance (Meyer & Heppard, 2012). This
statement is backed up by Pan, Sun and Chow, (2011), who explored the congruence between a follower’s goals and organizational goals and concluded that goal congruence clarifies variability in organizational commitment, job satisfaction and intention to quit.

2.3.3 Leader’s Relationship with Team and Employee Motivation

According to Fry et al., (2015), the field of performance excellence has emphasized the need to go beyond reporting financial metrics to include non-financial predictors of financial performance such as customer satisfaction, organizational outputs such as quality and delivery, process or internal operating measures, and employee commitment and growth. Recent developments in strategic scorecards, performance measurement and quality, also pointed out the pivotal role that employee well-being, commitment, and productivity played in predicting other key strategic performance indicators. Of these performance categories, employee commitment was the central and leading indicator. Moreover, a high degree of workplace spirituality and spiritual leadership, as a driver of organizational commitment and productivity, is essential to optimizing organizational performance (Fry and Matherly, 2012).

Katz and St. Kahn (1978) talked about encouraging leadership within others, Humphreys and Einstein (2013) refers to interactive leadership, and claims that interactive leadership involves leading one another, leading and being led by colleagues regardless of the position in the organization. This approach assumes equality of humanity, without discounting individual seriti/ isithunzi and a collective aspiration towards superordinate goals. Seriti is a Sotho word which in broader terms refers to the aura around a person. Humphreys and Einstein (2013) claims that a person’s “seriti” or isithunzi reflects that person’s moral weight, influence and prestige. It is what identifies an individual to be good, or what will identify a person to be depleted of goodness. The view that (Humphreys and Einstein 2013) is bringing across is that whether an individual is a leader who is being led or whether the individual is a follower being asked to lead, the individual status or influence (seriti/isithunzi) of that person will not be diminished, nor will the person be thought less of. In fact the person’s understanding of the collective goals of the group will be highlighted as will the individual’s willingness to share the group’s accountabilities (Jing & Avery, 2014).
2.4 Leader’s Mindset and Financial Performance in an Organization

For more than a decade, Gap International’s Leveraging Genius Institute has been testing the hypothesis that a leader’s mindset, at any given moment, has an overwhelming impact on their performance. The Institute is committed to studying and elucidating the mindsets, or attitudes and beliefs that are present when executives perform at their best, delivering exceptional results in the business and with their people. Gap International calls this “tapping into their Genius.” By conducting in-depth structured interviews, at least part of the puzzle has been solved: why the same person creates great things in some settings and not in others; and on some days but not all the time. Along the way, the interview findings resulted in numerous breakthrough business results for the executives studied (Martins, Rindova, & Greenbaum, 2015).

The results of this research with more than 500 executives were reported in the paper, tapping into Genius, published by Gap International in 2014. The paper concluded that a person’s “mindset in any moment impacts their mood, their clarity of thinking, their sense of strength and wellbeing, and their ability to influence others to accomplish great things.” Researchers studied how executives operationalize their Genius mindsets moment by moment, with the hypothesis that doing so leads to superior performance. The research confirmed that when people perform at their best, certain types of attitudes and beliefs propel them to achieve exceptional outcomes. At any given moment, executives can lead in the context of their Genius or not.

2.4.1 Leader’s Mindset and Employee Collaboration and Accountability

According to Ormrod (2013), organizations need qualified leaders; leaders who evolve to perform consistently within organizations must possess four key abilities to effect change. The important characteristics include applying leadership styles appropriately, communicating effectively, an aging performance regularly, and developing associates responsibilities. These keys, when applied skillfully, provide managers opportunities to unlock excellence in leadership.
We believe that board governance and the relationship between the board and the executive team are primary issues that frame organizational success in the current healthcare environment. Financially successful organizations have leaders who can envision, engage, and execute. They also have boards that govern around explicit expectations and metrics, guided by an attitude that senior management will deliver expected results on a consistent basis (Schneider, 2016).

Both partnership and accountability are required. We look at our boards as partners, but the board’s role is also to hold management accountable (Wilbanks, 2013). Whether conducted locally at an individual hospital level or on a system level, the governance approach at Catholic Health East focuses on strategic direction and on oversight of performance, as measured against the mission, values, and goals. Specific performance indicators, with metrics, targets, and measurement tools are identified, implemented, and monitored.

Without exception, a key activity that executives cite as critical to how they achieve financial success is building and sustaining a strong team. Success has little to do with me, but more to do with how we function within the organization as a team working toward our mission and vision. Given the complexity of healthcare organizations and the turbulent environment in which they operate no one person can possibly possess the requisite insight, intellect, or knowledge base to position an organization for success. Reflecting this reality, interviewed executives rarely use the word I, use of the word team is pervasive in all we do, from planning through strategy implementation. These efforts are not the result of individuals working alone (Wu, Parker & De Jong, 2014).

2.4.2 Leader’s Mindset and Employee’s Trust

Trust has been proposed and researched in the literature of organizational behavior and leadership for a few decades now (Wong, Tjosvold & Lu, 2010). Numerous scholars have looked at the role of trust in leadership and the outcomes of this relationship. The impact of trust in leader in a highly complex and volatile situation such as the global economy and market becomes even more relevant considering that lack of trust can lead to negative outcomes. The research on trust has primarily focused on the outcomes of trust and the
moderating effects of trust. However, the antecedents of trust have also made their mark in the literature.

Trust has been defined as a trait, a process, and as a state (Taffinder, 2017). As a trait, trust was defined as a propensity to trust, which describes an individual ability to trust others (Rotter, 1967). As a process, trust is described as the moderating process between behaviors, attitudes, and relationship characteristics (Wong, Tjosvold & Lu, 2010). As a state, trust has been described as the attitude that develops over time based on contextual facts and need. Tarabishy, Solomon, Fernald Jr. & Sashkin (2015) described two types of trust: affect-based and cognition-based trust. Affect-based trust assessed trust based on reciprocated interpersonal care and concern. Cognition-based trust assessed trust based on individual belief about the individual reliability and dependability.

In a meta-analysis review of trust and leadership, Tarabishy, Solomon, Fernald Jr. & Sashkin (2015) examined 106 empirical studies of trust and leadership and determined that trust in the leader had a positive relationship with all organizational citizenship behaviors such as altruism (r=. 19), civic virtue (r=. 11), contentiousness (r=. 22), courtesy (r=. 22), and sportsmanship (r=. 20). With regards to job performance, trust in leader had a positive but small relationship (r=. 16), however, it had a strong relationship with job satisfaction (r=. 51), organizational commitment (r=. 49), satisfaction with the leader (r=. 73), and leader-member-exchange (r=. 69). Trust also had a negative relationship with turnover intentions (r=-.40), belief in the information provided by the leader (r=. 35), and commitment to decisions (r=. 24).

While not included in the meta-analysis, trust in leader has also been correlated significantly with communication, cooperation (Saowalux & Peng 2016), information sharing, perceived effectiveness of the leader (Pan, Sun & Chow, 2011), increased upwards communication (Mitchell, Eby & Ragins, 2015), improved team performance, and perceived legitimacy of changes. Clearly, trust in leader is extremely important for effective leadership in organizations and what brings about trust in leader should be studied.
In their meta-analysis of trust and leadership, Mitchell, Eby and Ragins (2015) also examined the relationships between antecedents of trust in leader and reported that transformational leadership had the strongest relationship (r = .72), while transactional leadership had a lower but positive relationship (r = .59) and perceived organizational support was highly correlated (r = .69) with trust in leader. Interactional, procedural, and distributive justice had strong relationships with trust in leader as well (rs = .65, .61, and .50 respectively). Participative decision-making and unmet expectations also had strong relationships with trust in leader (rs = .46 and -.40 respectively). The trait propensity to trust had a small but positive relationship with trust in leader (r = .16) and length of the relationship did not show any statistically significant relationship.

2.4.3 Leader’s Mindset and Strategies Formulation

High-performance companies are the role models of the organizational world. They represent real-world versions of a modern managerial ideal: the organization that is so excellent in so many areas that it consistently outperforms most of its competitors for extended periods of time. Organizational leaders want to know more about high-performance organizations so they can apply the lessons learned to their own companies. Of course, the goal is to ensure that their own organizations excel in the marketplace (Taffinder, 2017).

The truth is, however, that it’s hard to distinguish exactly why some organizations perform better than others. First, there’s the problem of identifying which organizations are high performers. Should analysts study only those that outperform others in their own industry? How long a time period should they conduct the assessment? And which measures, financial or otherwise, are the best ones to use? Once analysts settle on answers to those questions, they must try to determine the reasons that a given organization performs so well. After all, organizations tend to be complex and unique entities. This makes it difficult to draw straightforward lessons from them (Fry and Whittington, 2016).

Despite these difficulties, researchers have been trying to identify and study high-performance organizations for years. Much has been learned during this time. As Messick and Kramer (2014) noted in the Harvard Business Review, management experts continue to build on one another’s work in order to formulate more sophisticated ideas about
organizational performance. This study continues in that tradition, building on the theoretical work of others even as it provides new insights about high-performance organizations. Toward this end, a team of researchers analyzed the business literature in this area and conducted a global survey looking at the characteristics associated with high performance. The High-Performance Organization Survey 2007 commissioned by American Management Association (AMA) and conducted by the Institute for Corporate Productivity asked 1,369 respondents about a series of organizational characteristics that the literature suggests are associated with high performance. It also inquired about revenue growth, market share, profitability, and customer satisfaction. The research team correlated responses about market performance with responses about strategy, leadership, customer-orientation, and other factors. Based on those findings, the team divided respondents into high, middle and low performers (Mehra, Smith, Dixon & Robertson, 2016).

2.5 Chapter Summary

The chapter reviewed a range of literature to establish the strategic leadership competencies that influence financial performance in an organization. Covered in this section was the leader's mentorship influence on financial performance in an organization, leader's relationship with team influence on financial performance in an organization and leader's mindset influence on financial performance in an organization. The next chapter will discuss the research methodology, research design, the population, sample size, data collection instruments and methods of data analysis will be covered in that chapter.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

Presented in this chapter is the research methodologies adopted in this study. Research design, population and sampling design, data collection method, research procedures and data analysis and methods covered here.

3.2 Research Design

This section provided an overview of how this study proceeded. The study adopted an exploratory approach. A research design is an inclusive plan for achieving the critical data desired to address a research problem. It exploited elements in both qualitative and quantitative research methodologies (Chandan, Singh & Khanna, 2010). The suitable research design for this study was that of descriptive survey since descriptive research design offer information about the population under the study. Descriptive research is a research focused to elucidate the features of a specific spectacle to unravel a particular problem (cooper, 2011). The study can consequently be categorized as a consolidation of quantitative and qualitative research, because it was designed to establish the degree to which various variables backs the understanding of the research outputs, and the level to which these variables determine the strategic leader’s competencies that influence the financial performance of the organization. The descriptive type of research defines the conditions as they occur at a specific time. Descriptive research gives a rational explanation that is accurate and comprehensive as possible hence this accustomed well with the research problem (Cooper and Schindler 2011). Since the research is statistical, the method captured the characteristics of the population by making extrapolations from the sample features and general information about the findings was presented basing on the sample studied.
3.3 Population and Sampling Design

3.3.1 Population

"Population is the total collection of elements about which the references is made" (Cooper & Schindler, 2011, P.37). On the other hand Chandan, Singh and Khanna (2010), argued that a target population gives a concrete foundation in which to build a population rationality of the study. In this study, the target population was the 40 commercial banks operating in Kenya. The research considered certain population demographic context and tried to find out how they influence the financial performance of the organization. These demographic information included features such as age, education level and gender of the participants in the study.

3.3.2 Sampling Design

3.3.2.1 Sampling frame

"A sampling frame is the list of all features from which the sample is drawn from. It is a comprehensive and precise list of population members only" (Cooper & Schindler, 2011, P.41). In this study, the sample frame was clearly defined as the top, middle and the supervisory level managers of the five banks (StanBic, Diamond Trust, Chase, CBA and Barclays banks). The researcher approached the managers at random and collected the data. The researcher ensured a high level of correspondence between the sampling frames.

3.3.2.2 Sampling Technique

The study adopted a stratified sampling technique. A sample of 60 respondents was selected from the stratus. The justification for this techniques was because it was used to obtain responses from the specified banks. Each respondent was then chosen by chance from the stratus. To obtain this, sampling frame was obtained from StanBic, Diamond Trust, Chase, CBA and Barclays banks from which a sample of 60 was identified using stratified sampling.
3.3.2.3 Sample Size

The sample size is the number of sampling units selected from the population for analysis (Chandan, Singh & Khanna, 2010). According to Saunders, Lewis and Thornhill (2003), the bigger the sample size, the lower the possible fault in taking a general view of the population. In this study, a sample size of 60 managers of StanBic, Diamond Trust, Chase, CBA and Barclays banks selected randomly was used in this study.

Table 3.1: Sample Size

<table>
<thead>
<tr>
<th>Banks</th>
<th>Sample Size</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>StanBic Bank</td>
<td>13</td>
<td>21</td>
</tr>
<tr>
<td>Diamond Trust Bank</td>
<td>11</td>
<td>23</td>
</tr>
<tr>
<td>Chase Bank</td>
<td>13</td>
<td>21</td>
</tr>
<tr>
<td>CBA</td>
<td>12</td>
<td>25</td>
</tr>
<tr>
<td>Barclays Bank</td>
<td>11</td>
<td>10</td>
</tr>
<tr>
<td>Total Sample</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

3.4 Data Collection Methods

The study used essentially primary data that was collected from StanBic, Diamond Trust, Chase, CBA and Barclays banks’ top middle and supervisory level managers. The study employed the use of question which were both structured and open-ended for data collection. The questionnaires was administered to the managers by hand delivery. The researcher employed the use of a research assistant to help in data collection who distributed the questionnaires to the targeted population. Closed ended questions made it easier for the filling of the questions whereas open ended questions were used allow the respondents to provide data that was not captured in the questions. The questionnaire was divided into two parts, the first part will covered the demographic information, whereas the second part addressed the three research questions. Respondents were asked to rank the factors in part two as to how they agreed or disagreed with the statements. A total of 60 questionnaires were distributed to the target population randomly. In order to achieve a high response rate, the
search assistant had instructions to give out the questionnaires to the target person and wait for the respondent to complete and pick it back.

3.5 Research Procedure

For this study, structured questionnaires were adopted. The research questions of the study were used to develop the questionnaires. The study employed the use of both open-ended and structured questionnaires because structured questionnaires were easy to administer and open-ended helped to gather a wider range of despondences. 60 questionnaires were distributed to the five bank’s top, middle and supervisory level managers. The respondents were expected to tick where appropriate in the questionnaires. To ensure high response rate, the questionnaires were distributed and waited for the respondent to complete the questions. Ranking was used to determine the strategic leader’s competencies influence on the financial performance of organization.

3.6 Data Analysis and Method

Both quantitative and qualitative data was acquired in this study. Quantitative data are those data that is assessed on a numerical scale. Quantitative data are those that signify the quantity or amount of something while qualitative data is the one that have no numerical worth in terms of measurements but are significant to the results and findings of any research (Quang and Hong, 2009). Descriptive and inferential method was used for analyzing the data. Frequency of the sample and regression analysis was used to establish the significance of the findings. Also used was correlation analysis to determine whether there existed a relationship between the various variables under the study, results were then presented in tables and figures for easier assessment.

3.7 Chapter Summary

Chapter three covered the research methodology by emphasizing on the research design, sampling design and the population. Also covered were the data collection methods, procedure of sampling and data analysis and presentation. The study adopted a stratified sampling technique. Chapter covers the results and findings which is presented in form of tables and figures.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter focused on data analysis, presentation and interpretation of the results of the study. The presentation of the study started with response rate, demographic information and finally the findings as per the research question.

4.1.1 Response Rate

The sample size for this study was 60 respondents of which 44 questionnaires were filled and returned representing a 73.33% response rate. This is illustrated in Figure 4.1 below.

![Response Rate Pie Chart]

Figure 4.1: Response Rate

4.2 General Information

The researcher considered it necessary to establish the demographic information of the respondents. The demographic information comprised gender, level of education, age bracket, and work experience.
4.2.1 Gender of Respondent

On gender representation of the respondents, about 61.4% accounted for male whereas about 40.3% accounted for female as shown in Figure 4.2.

![Figure 4.2: Gender Representation](image)

4.2.2 Respondent’s Level of Education

Respondents were asked to state their level of education, the statistics showed that the majority of the respondents had attained a bachelor’s degree accounting for 90.9%, respondents with master’s degree and doctorate degree accounted for 4.5% each as shown in Figure 4.3.

![Figure 4.3: Level of Education](image)
4.2.3 Age Bracket of Respondent

Figure 4.4 shows the distribution of the age representation of the respondents that took part in this study. From the figure, the majority of the respondents were between the age of 26 and 35 years, accounting for 63.6%, followed by 25% of the age group between 36 and 45 years and finally 11.4% between the age of 18 and 25 years.

4.2.4 Work Experience

Figure 4.5 shows the distribution of the work experience of the respondents that took part in this study. From the figure, the majority of the respondents had work experience of below 5 years accounting for 52.3%, 40.9% of the respondents had work experience of between 6 and 10 years whereas only 6.8% had work experience of over 10 years.
4.3 Leader’s Mentorship Influence and Financial Performance

The information sought here was on the relationship between leader’s mentorship influence and financial performance in an organization. The study used coefficient of variation (C.V) to determine the significance of the factors on this objective. The factors were categorized into three categories as the highly significant factors, moderately significant factors and the lowly significant factors. From the study, the lower the coefficient of variation value, the higher the level of significance. Table 4.1 shows the highly significant factors.

4.3.1 Highly Significant Factors

Table 4.1 shows the highly significant factors on relationship between leader’s mentorship influence and financial performance in an organization. The study established that the following factors under leader’s mentorship influence and financial performance in an organization were highly significant to the study. These factors were: Mentoring is essential for innovating and promoting human resource development in the organization; leaders view organization’s employee as a critical resource and leaders and employees work indecently to achieve organizational goals.
Table 4.1: Highly Significant Factors

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>CV</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mentoring is essential for innovating</td>
<td>4.05</td>
<td>1.099</td>
<td>0.013</td>
</tr>
<tr>
<td>and promoting human resource development</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>in the organization</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leaders view organization’s employee</td>
<td>4.27</td>
<td>0.694</td>
<td>0.02</td>
</tr>
<tr>
<td>as a critical resource</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leaders and employees work indecently</td>
<td>4.2</td>
<td>0.553</td>
<td>0.231</td>
</tr>
<tr>
<td>to achieve organizational goals</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.3.2 Moderately Significant Factors

In this section, the moderately significant factors on relationship between leader’s mentorship influence and financial performance in an organization. In this study, it was proven that: Mentoring help in building human capital; organizational culture helps regulate and control employees’ behavior; ethical practices is critical in running of day to day business in my organization and organizational culture influences how the firm conducts its business to be the moderately significant factors as shown in Table 4.2.

Table 4.2: Moderately Significant Factors

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>CV</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mentoring help in building human capital</td>
<td>4.2</td>
<td>1.047</td>
<td>0.527</td>
</tr>
<tr>
<td>Our organizational culture helps</td>
<td>4.5</td>
<td>0.591</td>
<td>0.584</td>
</tr>
<tr>
<td>regulate and control employees’ behavior</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ethical practices is critical in running</td>
<td>4.55</td>
<td>0.589</td>
<td>0.634</td>
</tr>
<tr>
<td>of day to day business in my organization</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our organizational culture influences</td>
<td>4.09</td>
<td>1.03</td>
<td>0.689</td>
</tr>
<tr>
<td>how the firm conducts its business</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.3.3 Low Significant Factors

In this section, the low significant factors on relationship between leader’s mentorship influence and financial performance in an organization. In this study, it was proven that: Leaders work hand in hand with organization’s employees in setting goals and creating plans
4.3.5 Cross Tabulation of Level of Education and Mentoring and Human Capital

Cross tabulation of the respondent’s level of education and whether mentoring help in building human capital. Table 4.5 shows the responses to this statement. In the table, 100% of the respondents with doctorate degree remained neutral, masters’ degree holders had 100% disagreeing whereas bachelors’ degree holders had 7.5% each disagreeing and remaining neutral, 25% agreed and 60% strongly agreed.

Table 4.5: Cross Tabulation of Level of Education and Mentoring and Human Capital

<table>
<thead>
<tr>
<th></th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doctorate Degree</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Masters’ Degree</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Bachelor’s Degree</td>
<td>3</td>
<td>3</td>
<td>10</td>
<td>24</td>
<td>40</td>
</tr>
<tr>
<td>Total</td>
<td>5</td>
<td>5</td>
<td>10</td>
<td>24</td>
<td>44</td>
</tr>
</tbody>
</table>

4.3.6 Cross Tabulation of Age Bracket and Leaders and Employees Setting Goals

Table 4.6 shows the cross tabulation between age bracket and whether leaders work hand in hand with organization’s employees in setting goals and creating plans to achieve them. From the table, the study established that the age group is divided into 18-25 years, 26-35 years, 36-45 years and finally above 45 years. The table shows that 100% of the respondents between the age bracket of 18 and 25 years strongly agreed whereas those with the age bracket between 26 and 35 years had 17.9% and 7.1% disagreeing and remaining neutral respectively, 21.4% and 54.6% agreed and strongly agreed respectively. Those with the age bracket between 36 and 45 years had 27.3% disagreeing, 18.2% remaining neutral and 54.5% strongly agreeing.
### Table 4.6: Cross Tabulation of Age Bracket and Leaders and Employees Setting Goals

<table>
<thead>
<tr>
<th>Age Bracket</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-25 years</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>100.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td>26-35 years</td>
<td>5</td>
<td>2</td>
<td>6</td>
<td>15</td>
<td>28</td>
</tr>
<tr>
<td>36-45 years</td>
<td>17.9%</td>
<td>7.1%</td>
<td>21.4%</td>
<td>53.6%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Total</td>
<td>8</td>
<td>4</td>
<td>6</td>
<td>26</td>
<td>44</td>
</tr>
</tbody>
</table>

#### 4.3.7 Correlation of Leader’s Mentorship Influence and Financial Performance

Table 4.7 shows the relationship between leader’s mentorship influence and financial performance in an organization. The table shows that: there is a budgetary allocation for mentoring program in the organization and financial performance in an organization was correlated at \( r=0.709^{**}, \ p<0.01, \ N=44 \); mentoring is essential for innovating and promoting human resource development in the organization at \( r=0.773^{**}, \ p<0.01, \ N=44 \), mentoring help in building human capital at \( r=0.424^{**}, \ p<0.01, \ N=44 \); organizational culture influences how the firm conducts its business at \( r=0.457^{**}, \ p<0.01, \ N=44 \) and organizational culture helps regulate and control employees’ behavio at \( r=0.557^{**}, \ p<0.01, \ N=44 \).

### Table 4.7: Correlation of Leader’s Mentorship Influence and Financial Performance

<table>
<thead>
<tr>
<th></th>
<th>Financial Performance of an Organization</th>
<th>Pearson</th>
<th>Sig. (2-tailed)</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is a budgetary allocation for mentoring program in my organization</td>
<td></td>
<td>.709**</td>
<td>.000</td>
<td>44</td>
</tr>
<tr>
<td>Mentoring is essential for innovating and promoting human resource development in the organization</td>
<td></td>
<td>.773**</td>
<td>.000</td>
<td>44</td>
</tr>
<tr>
<td>Mentoring help in building human capital</td>
<td></td>
<td>.424**</td>
<td>.004</td>
<td>44</td>
</tr>
<tr>
<td>Organizational culture influences how the firm conducts its business</td>
<td></td>
<td>.457**</td>
<td>.002</td>
<td>44</td>
</tr>
<tr>
<td>Organizational culture helps regulate and control employees’ behavio</td>
<td></td>
<td>.557**</td>
<td>0.00</td>
<td>44</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).
4.4 Leader's Relationship with Team and Financial Performance in an Organization

The information sought here was on the relationship between leader’s relationship with team and financial performance in an organization. The study used coefficient of variation (C.V) to determine the significance of the factors on this objective. The factors were categorized into three categories as the highly significant factors, moderately significant factors and the lowly significant factors. From the study, the lower the coefficient of variation value, the higher the level of significance. Table 4.8 shows the highly significant factors.

4.4.1 Highly Significant Factors

Table 4.8 shows the highly significant factors on relationship between leader’s relationship with team and financial performance in an organization. The study established that the following factors under leader’s relationship with team and financial performance in an organization were highly significant to the study. These factors were: The team is responsible for monitoring their performance and progress; leadership help in achieving team effectiveness and organizational performance which in turn leads high financial results and high degrees of goal congruence facilitate followers to reach organizational goals and hence improve performance.

**Table 4.8: Highly Significant Factors**

<table>
<thead>
<tr>
<th>Description</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>CV</th>
</tr>
</thead>
<tbody>
<tr>
<td>The team is responsible for monitoring their performance and progress</td>
<td>4.09</td>
<td>0.91</td>
<td>0.017</td>
</tr>
<tr>
<td>Leadership help in achieving team effectiveness and organizational performance which in turn leads high financial results</td>
<td>4.34</td>
<td>0.963</td>
<td>0.152</td>
</tr>
<tr>
<td>High degrees of goal congruence facilitate followers to reach organizational goals and hence improve performance</td>
<td>4.16</td>
<td>0.608</td>
<td>0.022</td>
</tr>
</tbody>
</table>
4.4.2 Moderately Significant Factors

In this section, the moderately significant factors on relationship between leader’s relationship with team and financial performance in an organization. In this study, it is well established that: Performance excellence has emphasized the need to go beyond reporting financial metrics to include non-financial predictors of financial performance such as customer satisfaction, organizational outputs such as quality and delivery, process or internal operation; employee commitment is the central and leading indicator for organization performance; team work is highly encouraged in my organization; and teams are self-managed and are have a high team task responsibility were the moderately significant factors as shown in Table 4.9.

Table 4.9: Moderately Significant Factors

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>CV</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance excellence has emphasized the need to go beyond</td>
<td>4.48</td>
<td>0.505</td>
<td>0.473</td>
</tr>
<tr>
<td>reporting financial metrics to include non-financial predictors</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>of financial performance such as customer satisfaction,</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>organizational outputs such as quality and delivery, process</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>or internal operation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee commitment is the central and leading indicator for</td>
<td>4.68</td>
<td>0.471</td>
<td>0.495</td>
</tr>
<tr>
<td>organization performance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Team work is highly encouraged in my organization</td>
<td>4.5</td>
<td>0.665</td>
<td>0.52</td>
</tr>
<tr>
<td>Teams are self-managed and have a high team task responsibility</td>
<td>4.09</td>
<td>0.96</td>
<td>0.627</td>
</tr>
</tbody>
</table>

4.4.3 Low Significant Factors

In this section, the low significant factors on relationship between leader’s relationship with team and financial performance in an organization. In this study, it is well established that: Performance excellence has emphasized the need to go beyond reporting financial metrics to include non-financial predictors of financial performance such as customer satisfaction, organizational outputs such as quality and delivery, process or internal operation; employee commitment is the central and leading indicator for organization performance; team work is highly encouraged in my organization; and teams are self-managed and are have a high team task responsibility.
task responsibility were the low significant factors as shown in Table 4.10.

Table 4.10: Low Significant Factors

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>CV</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teams take charge and proactively propose to change circumstances in performing their tasks.</td>
<td>4.14</td>
<td>0.905</td>
<td>0.884</td>
</tr>
<tr>
<td>Leader and follower behavior are critical success factors in team effectiveness and high financial performance</td>
<td>4.45</td>
<td>0.627</td>
<td>0.834</td>
</tr>
<tr>
<td>Team work is used as a motivational tool in my organization</td>
<td>4.11</td>
<td>0.993</td>
<td>0.827</td>
</tr>
</tbody>
</table>

4.4.4 Cross Tabulation of Gender and Team Work

The study sought information on the cross tabulation of gender and whether team work is highly encouraged in my organization. The study established that 7.4% of the male respondents remained neutral, 44.4% agreed whereas 48.1% strongly agreed. On the other hand, 11.8% of the female respondents remained neutral, another 11.8% agreed and 76.5% strongly agreed as shown in table 4.11.

Table 4.11: Cross Tabulation of Gender and Respondent’s Loyalty

<table>
<thead>
<tr>
<th>Gender</th>
<th>Team work is highly encouraged in my organization</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>7.4%</td>
<td>2</td>
<td>12</td>
<td>13</td>
<td>27</td>
</tr>
<tr>
<td>Female</td>
<td></td>
<td>2</td>
<td>2</td>
<td>13</td>
<td>17</td>
</tr>
<tr>
<td>Total</td>
<td>11.8%</td>
<td>4</td>
<td>14</td>
<td>26</td>
<td>44</td>
</tr>
</tbody>
</table>

4.4.5 Cross Tabulation of Level of Education and Team Management

Cross tabulation of the respondent’s level of education and whether teams are self-managed and are have a high team task responsibility. Table 4.12 shows the responses to this statement. In the table, 100% of the respondents with doctorate degree disagreed, masters’
degree holders had 100% agreeing whereas bachelors' degree holders had 25% remaining neutral, another 25% agreed and 50% strongly agreed.

Table 4.12: Cross Tabulation of Level of Education and Team Management

<table>
<thead>
<tr>
<th>Level of Education</th>
<th>Teams are self-managed and are have a high team task responsibility</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doctorate Degree</td>
<td></td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Masters’ Degree</td>
<td></td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Bachelor’s Degree</td>
<td></td>
<td>0</td>
<td>10</td>
<td>10</td>
<td>20</td>
<td>40</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>2</td>
<td>12</td>
<td>10</td>
<td>20</td>
<td>44</td>
</tr>
</tbody>
</table>

4.4.6 Cross Tabulation of Age Bracket and Critical Success Factors

Table 4.13 shows the cross tabulation between age bracket and whether respondents would be motivated to switch to other brands in the market. From the table, the study established that the age group is divided into 18-25 years, 26-35 years, 36-45 years and finally above 45 years. The table shows that 100% of the respondents between the age bracket of 18 and 25 years strongly agreed. Those with the age bracket between 26 and 35 years had 10.7% remaining neutral, 35.7% and 53.6% agreeing and strongly agreeing respectively. Those with the age bracket between 36 and 45 years had 72.7% agreeing and 27.3% strongly agreeing.

Table 4.13: Cross Tabulation of Age Bracket and Critical Success Factors

<table>
<thead>
<tr>
<th>Age Bracket</th>
<th>Leader and follower behavior are critical success factors in team effectiveness and high financial performance</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-25 years</td>
<td></td>
<td>0</td>
<td>0</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0.0%</td>
<td>0.0%</td>
<td>100.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td>26-35 years</td>
<td></td>
<td>3</td>
<td>10</td>
<td>15</td>
<td>28</td>
</tr>
<tr>
<td></td>
<td></td>
<td>10.7%</td>
<td>35.7%</td>
<td>53.6%</td>
<td>100.0%</td>
</tr>
<tr>
<td>36-45 years</td>
<td></td>
<td>0</td>
<td>8</td>
<td>3</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0.0%</td>
<td>72.7%</td>
<td>27.3%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>3</td>
<td>18</td>
<td>23</td>
<td>44</td>
</tr>
<tr>
<td></td>
<td></td>
<td>6.8%</td>
<td>40.9%</td>
<td>52.3%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>
4.4.6 Correlation of Leader's Relationship with Team and Financial Performance

Table 4.14 shows the relationship between leader's relationship with team and financial performance in an organization. The table shows that: teams take charge and proactively propose to change circumstances in performing their tasks and financial performance in an organization was correlated at (r=0.735**, p<0.01, N=44); teams are self-managed and are have a high team task responsibility at (r=0. 729**, p<0.01, N=44); leadership help in achieving team effectiveness and organizational performance which in turn leads high financial results at (r=0. 559**, P<0.01, N=44); Team work is used as a motivational tool in my organization at (r=0. 616**, P<0.01, N=44) and Performance excellence has emphasized the need to go beyond reporting financial metrics to include non-financial predictors of financial performance such as customer satisfaction, organizational outputs such as quality and delivery, process or internal operation at (r=0. 727**, P<0.01, N=44).

Table 4.14: Correlation of Leader’s Relationship with Team and Financial Performance

<table>
<thead>
<tr>
<th>Leader’s Relationship with Team</th>
<th>Financial Performance of an Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Pearson Correlation</td>
</tr>
<tr>
<td>Teams take charge and proactively propose to change circumstances in performing their tasks.</td>
<td>.735**</td>
</tr>
<tr>
<td>Teams are self-managed and are have a high team task responsibility</td>
<td>.729**</td>
</tr>
<tr>
<td>Leadership help in achieving team effectiveness and organizational performance which in turn leads high financial results</td>
<td>.559**</td>
</tr>
<tr>
<td>Team work is used as a motivational tool in my organization</td>
<td>.616**</td>
</tr>
<tr>
<td>Performance excellence has emphasized the need to go beyond reporting financial metrics to include non-financial predictors of financial performance such as customer satisfaction, organizational outputs such as quality and delivery, process or internal operation</td>
<td>.727**</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).
4.5 Leader’s Mindset and Financial Performance in an Organization

The information sought here was on the relationship between leader’s mindset and financial performance in an organization. The study used coefficient of variation (C.V) to determine the significance of the factors on this objective. The factors were categorized into three categories as the highly significant factors, moderately significant factors and the lowly significant factors. From the study, the lower the coefficient of variation value, the higher the level of significance.

4.5.1 Highly Significant Factors

Table 4.15 shows the highly significant factors on relationship between leader’s mindset and financial performance in an organization. The study established that the following factors under leader’s mindset and financial performance in an organization were highly significant to the study. These factors were: The relationship between the board and the executive team is key to organizational success; organization performance is solely based on the strategies formulated and implemented; leaders have built a high level of trust between them and the followers and leaders are key in the formulation and implementation of organization strategies.

<table>
<thead>
<tr>
<th>Table 4.15: Highly Significant Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>The relationship between the board and the executive team is key to organizational success</td>
</tr>
<tr>
<td>Organization performance is solely based on the strategies formulated and implemented</td>
</tr>
<tr>
<td>Leaders have built a high level of trust between them and the followers</td>
</tr>
<tr>
<td>Leaders are key in the formulation and implementation of organization strategies</td>
</tr>
</tbody>
</table>
4.5.2 Moderately Significant Factors

In this section, the moderately significant factors on relationship between leader’s mindset and financial performance in an organization was sought. In this study, it is well established that: Leaders – employee trust have a positive relationship with all organizational citizenship behaviors and strategies are formulated based on the prevailing market circumstance were the moderately significant factors as shown in Table 4.16.

Table 4.16: Moderately Significant Factors

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>CV</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leaders – employee trust have a positive relationship with all organizational citizenship behaviors</td>
<td>4.07</td>
<td>0.925</td>
<td>0.587</td>
</tr>
<tr>
<td>Strategies are formulated based on the prevailing market circumstance.</td>
<td>4.27</td>
<td>0.66</td>
<td>0.605</td>
</tr>
</tbody>
</table>

4.5.3 Low Significant Factors

In this section, the low significant factors on relationship between leader’s mindset and financial performance in an organization was sought. In this study, it is well established that: My leadership style is critical to achieving a high financial performance; effective communication is key to achieving high financial performance and the organization board’s role is to hold management accountable were the low significant factors as shown in Table 4.17.

Table 4.17: Low Significant Factors

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>CV</th>
</tr>
</thead>
<tbody>
<tr>
<td>My leadership style is critical to achieving a high financial performance</td>
<td>4.57</td>
<td>0.501</td>
<td>0.895</td>
</tr>
<tr>
<td>Effective communication is key to achieving high financial performance</td>
<td>4.68</td>
<td>0.471</td>
<td>0.802</td>
</tr>
<tr>
<td>The organization board’s role is to hold management accountable</td>
<td>4.43</td>
<td>0.625</td>
<td>0.776</td>
</tr>
</tbody>
</table>
4.5.4 Cross Tabulation of Gender and Leadership Style

The study sought information on the cross tabulation of gender and whether the leadership style is critical to achieving a high financial performance. The study established that 70.4% of the male respondents agreed and 29.6% agreed. On the other hand, 100% of the female respondents strongly agreed as shown in table 4.18.

Table 4.18: Cross Tabulation of Gender and Leadership Style

<table>
<thead>
<tr>
<th></th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Male</strong></td>
<td>19</td>
<td>8</td>
<td>27</td>
</tr>
<tr>
<td><strong>Female</strong></td>
<td>0</td>
<td>17</td>
<td>17</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>19</td>
<td>25</td>
<td>44</td>
</tr>
</tbody>
</table>

4.5.5 Cross Tabulation of Age Bracket and Effective Communication

Table 4.19 shows the cross tabulation between age bracket and if effective communication is key to achieving high financial performance. The table shows that 100% of the respondents between the age bracket of 18 and 25 years strongly agreed. Those with the age bracket between 26 and 35 years had 32.1% and 67.9% agreeing and strongly agreeing respectively. And finally those with the age bracket between 36 and 45 years had 45.5% and 54.5% strongly agreeing and agreeing respectively.

Table 4.19: Cross Tabulation of Age Effective Communication

<table>
<thead>
<tr>
<th></th>
<th>Effective communication is key to achieving high financial performance</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Agree</td>
<td>Strongly Agree</td>
</tr>
<tr>
<td>18-25 years</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>26-35 years</td>
<td>9</td>
<td>19</td>
</tr>
<tr>
<td>36-45 years</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>14</td>
<td>30</td>
</tr>
</tbody>
</table>
4.5.6 Cross Tabulation of Level of Education and Strategies Formulation

Cross tabulation of the respondent’s level of education and whether organization performance is solely based on the strategies formulated and implemented. Table 4.20 shows the responses to this statement. In the table, 100% of the respondents with doctorate degree agreed, masters’ degree holders had 100% strongly disagreeing whereas bachelors’ degree holders had majority agreeing accounting for 30% agreeing and 32% strongly agreeing.

Table 4.20: Cross Tabulation of Level of Education and Strategies Formulation

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doctorate Degree</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Masters’ Degree</td>
<td>100.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>100.0%</td>
<td>0.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Bachelor’s Degree</td>
<td>5.0%</td>
<td>10.0%</td>
<td>22.5%</td>
<td>30.0%</td>
<td>32.5%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Total</td>
<td>9.1%</td>
<td>9.1%</td>
<td>20.5%</td>
<td>31.8%</td>
<td>29.5%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

4.5.7 Correlation of Leader’s Mindset and Financial Performance in an Organization

Table 4.21 shows the relationship between leader’s mindset and financial performance in an organization. The table shows that: Effective communication is key to achieving high financial performance and financial performance in an organization was correlated at \(r=0.784**, P<0.01, N=44\); leaders – employee trust have a positive relationship with all organizational citizenship behaviors at \(r=0. 667**, P<0.01, N=44\); Leaders are key in the formulation and implementation of organization strategies at \(r=0. 446**, P<0.01, N=44\) and strategies are formulated based on the prevailing market circumstance at \(r=0. 346**, P<0.01, N=44\).
Table 4.21: Correlation of Leader’s Mindset and Financial Performance in an Organization

<table>
<thead>
<tr>
<th>Leader’s Relationship with Team</th>
<th>Financial Performance of an Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Pearson Correlation</td>
</tr>
<tr>
<td>Effective communication is key to achieving high financial performance</td>
<td>.784**</td>
</tr>
<tr>
<td>Leaders – employee trust have a positive relationship with all organizational citizenship behaviors</td>
<td>.667**</td>
</tr>
<tr>
<td>Leaders are key in the formulation and implementation of organization strategies</td>
<td>.446**</td>
</tr>
<tr>
<td>Strategies are formulated based on the prevailing market circumstance.</td>
<td>.346**</td>
</tr>
</tbody>
</table>

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

4.5.8 ANOVA on Leader’s Mentorship, Relationship with Team, Mindset and Financial Performance of an Organization

This section was analyzed using the ANOVA to determine if there was a significant difference between independent variable and the dependent variable. The analysis of variance showed that the main effect of independent (mentorship, relationship with team, mindset) on the dependent (financial performance of an organization) was found, $F(7.348) = 22.433$. The ANOVA produced an $f$-statistic of 7.348 while the p-value was .000b as shown in Table 4.22.

Table 4.22: ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>22.433</td>
<td>5</td>
<td>4.487</td>
<td>7.348</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>23.203</td>
<td>38</td>
<td>0.611</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>45.636</td>
<td>43</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: financial performance of an organization

b. Predictors: (Constant): Mentorship, Relationship with team and Mindset
4.5.9 Regression Analysis

In table 4.23, the regression coefficients model analysis shows that independent (mentorship, relationship with team, mindset) statistically predict dependent (financial performance of an organization). The results of the regression show an R-square value of 0.107 and adjusted to 0.051. The coefficient of determination established that independent variables (financial performance of an organization) brought about 49.2% variations in the dependent (financial performance of an organization). The coefficient of determination (R2) showed a strong positive relationship as the value of R2 was equal to 0.1 (R2 < 0.1). Therefore, the model summary explains the strength of the relationship (r=.701) and prediction of 49.2% financial performance of an organization was based on independent variables (mentorship, relationship with team, mindset) while the remaining 50.2% of the financial performance was caused by other variables.

Table 4.23: Regression Analysis

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.701a</td>
<td>.492</td>
<td>.425</td>
<td>.781</td>
</tr>
</tbody>
</table>

a. Dependent Variable: financial performance of an organization
b. Predictors: (Constant): Mentorship, Relationship with team and Mindset

4.6 Chapter Summary

This chapter presented the results and findings, in the analysis, the respondent’s demography was taken into consideration as well as the three research question. The study analyzed the descriptive statistics of the variables and finally the inferential where correlation and regression was covered. Chapter five will present the discussions, conclusions and recommendations for the study as well.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter lays the background for the discussion, conclusions and recommendations for the study. This was presented in the following sections: section 5.2 presents the summary of the research, section 5.3 discussion, section 5.4 conclusions and section 5.5 recommendations.

5.2 Summary of the Study

The purpose of the study was to establish the strategic leadership competencies that influence financial performance in an organization. The study was guided by the following research questions: To what extent does leader’s mentorship influence the financial performance in an organization? To what extent does leader’s relationship with team influence the financial performance in an organization? And to what extent does leader’s mindset influence the financial performance in an organization? The target population under the study was the management of the following banks: StanBic Bank, Diamond Trust, Chase Bank, Commercial Bank of Africa (CBA) and Barcyles Bank.

The study adopted a stratified sampling technique. A sample of 60 respondents was selected from the stratus where 44 responses were obtained representing 73.33% response rare. This technique was used to obtain responses from the specified banks. Questionnaires were the data collection tool used to collect the relevant data needed for analysis. To ensure effective and efficient data analysis process, the data was coded, sorted and analyzed using descriptive analysis where frequencies, percentages and correlation tables was generated and interpreted. Presentation of data was in form of tables and figures. The statistical package for social sciences (SPSS) was used for analysis.

In this study, a descriptive research design was adopted. Questionnaires were used for data collection. The questionnaires were guided by the research questions. The researcher carried a pilot study on five respondents to ascertain the suitability of the questionnaires. Reliability
test was as well carried out on the questionnaires using Cronbach Alpha. A value of 0.7 was considered good for this study. The study established a Cronbach Alpha value of 9.06.

Responses to factors on relationship between leader’s mentorship influence and financial performance in an organization were graded as “strongly agree”, “agree”, “neutral”, “disagree” and “strongly disagree”. The majority of the respondents believed that leader’s mentorship influence and financial performance in an organization. The following factors were established to be the most significant on the relationship between leader’s mentorship influence and financial performance in an organization: Mentoring is essential for innovating and promoting human resource development in the organization; leaders view organization’s employee as a critical resource and leaders and employees work indecently to achieve organizational goals.

On the relationship between leader’s relationship with team and financial performance in an organization, the study established that the following factors under leader’s relationship with team and financial performance in an organization were highly significant to the study. These factors were: The team is responsible for monitoring their performance and progress; leadership help in achieving team effectiveness and organizational performance which in turn leads high financial results and high degrees of goal congruence facilitate followers to reach organizational goals and hence improve performance.

Finally on the relationship between leader’s mindset and financial performance in an organization. The study established that the following factors under leader’s mindset and financial performance in an organization were highly significant to the study. These factors were: The relationship between the board and the executive team is key to organizational success; organization performance is solely based on the strategies formulated and implemented; leaders have built a high level of trust between them and the followers and leaders are key in the formulation and implementation of organization strategies.
5.3 Discussion

5.3.1 Leader’s Mentorship Influence and Financial Performance

From this research finding, Responses to factors on relationship between leader’s mentorship influence and financial performance in an organization were graded as “strongly agree”, “agree”, “neutral”, “disagree” and “strongly disagree”. The majority of the respondents believed that leader’s mentorship plays a crucial role in influence the financial performance of the organization. According to Bass and Avolio, (2014) organizations do not just operate by themselves, they are powered and led by people and that leadership is one of an organization’s greatest assets and understandably needs to be developed. Since the ancient Greek times and even in our day mentoring has been identified as an innovation in management (Burns, 1978) and is considered an effective way to transfer entrepreneurial knowledge, skills, and attributes Agbim et al.,2013); however, this begs the question: Can mentoring promote something as tacit as innovativeness? This study is designed in part to shed light on this question as we explore the relationship between mentoring top leaders, such as a founder or CEO, and their perception of organizational innovativeness, the capacity and willingness to introduce new processes, products, or ideas within the organization (St-Jean and Mathieu, 2015).

The study also established that mentoring is essential for innovating and promoting human resource development in the organization. This is in agreement with the study earlier on done by Anthony (2012) that noted that the relationship between mentoring top leaders and their perception of organizational innovativeness warrants further research for at least three reasons. First, mentoring and innovating share common ground. Both are a form of social interaction and contribute to the process of learning something new. Yukl (2012) urged that neither the relationship nor the conditions under which it can be moderated or mediated have been confirmed or studied in depth. Previous studies have found that mentoring is related to positive results such as successful work outcomes for mid to lower level employees. However, none to date have focused on the link between the quality of mentoring higher level leaders and their perception of organizational innovativeness. Second, top leaders, such as CEO equivalents or entrepreneurs, are different from those at lower levels because of their
high position, responsibility, ability to initiate change, and therefore potential influence on the organization (Conger, 2009). Thus, understanding mentoring’s effects on developing this influential demographic is of great importance (de Janasz and Peiperl, 2015). Third, the mentoring of higher level leaders and lower level employees may or may not differ mechanically, but this study suggests that the value and overall impact of mentoring at higher levels does differ and therefore needs further study.

The findings on whether leaders view organization’s employee as a critical resource, the study established it to be a highly significant factor. Majority of the responses were positive on leaders viewing organization’s employee as a critical resource. This conforms with Santora, Seaton and Sarros (2009), human capital is the knowledge and skills of an organization’s entire workforce. Strategic leaders are those who view organizational employees as a critical resource on which many core competencies are built and through which competitive advantages are exploited successfully. In the global economy, significant investments will be required for the organization to derive full competitive benefit from its human capital. Some economists argue that these investments are essential to robust long-term growth in modern economies that depend on knowledge, skills, and information. Continual, systematic work on the productivity of knowledge and knowledge workers enhances the organization’s ability to perform successfully. Employees appreciate the opportunity to learn continuously and feel greater involvement with their community when encouraged to expand their knowledge base. Developing employees result in a motivated and well educated workforce. The type of workforce that is capable of performing very well (Fry and Whittington, 2016).

The study also found out that the employees work indecently to achieve organizational goals were highly significant. This is in agreement with Santora, Seaton and Sarros (2009) who noted that human capital is the knowledge and skills of an organization’s entire workforce. Strategic leaders are those who view organizational employees as a critical resource on which many core competencies are built and through which competitive advantages are exploited successfully. In the global economy, significant investments will be required for the organization to derive full competitive benefit from its human capital. Some economists argue that these investments are essential to robust long-term growth in modern economies.
that depend on knowledge, skills, and information. Continual, systematic work on the productivity of knowledge and knowledge workers enhances the organization's ability to perform successfully.

5.3.2 Leader's Relationship with Team and Financial Performance in an Organization

The relationship between how leaders relate with team and financial performance of the organization was carried out. The study established that how well leaders relate with team plays a crucial role in the advancement of the financial performance of the organization. The findings established that the team, being responsible for monitoring their performance and progress, was highly significant. This finding is in agreement with Meyer and Heppard (2012) who argued that self-managed teams require little control because of their autonomous characteristic, and independently decide on the way they want to achieve organizational goals established by management. Thus, the team is responsible for monitoring their performance and progress. To prevent distrustful managerial behavior, teams have to be transparent when reporting progress. Furthermore, teams need to understand the motivation behind a goal. Leaders are responsible for communicating the organizational vision and its underlying rationale in order to ensure the team understands. Followers can subsequently distribute this information among other team members. Meyer and Heppard (2012) identified a compelling team direction as one of the factors necessary to improve team effectiveness.

The study also established that leadership helps in achieving team effectiveness and organizational performance which in turn leads to high financial results. This study's findings conquer with De Rue, Nahrgang, Wellman, and Humphrey (2011) who wrote that leadership has provide guidance and direction for teams through difficult times hence, the consensus view seems to be that leadership directly influences team effectiveness. McGrath and MacMillan (2000) also acknowledged that there is a growing body of literature that recognizes not only the importance of leaders, but also the influence of followers on team effectiveness. On the other hand, Howell and Mendez (2008) and London (2010), noted that several researchers have demonstrated a thin line between leader and follower behavior. Leader and follower behavior are frequently considered as being very similar (Kostopoulos
Bozionelos, 2011). In other words, followers and leaders display a similar behavioral repertoire. Consequently, this research assumes leaders and followers display similar behaviors.

It is also the study’s findings that a high degrees of goal congruence facilitate followers to reach organizational goals and hence improve performance. This agrees with Martins, Rindova, and Greenbaum (2015) explanation that in order to achieve team direction, leaders must clearly articulate organizational goals, followers are likely to develop high levels of person–organization goal congruence. Thus, goal clarification provides direction for teams which results in followers being able to direct their efforts towards organizational goals and show team task responsibility. High degrees of goal congruence facilitate followers to reach organizational goals and hence improve performance (Meyer & Heppard, 2012). This statement is backed up by Pan, Sun and Chow, (2011), who explored the congruence between a follower’s goals and organizational goals and concluded that goal congruence clarifies variability in organizational commitment, job satisfaction and intention to quit.

The correlation study also established teams take charge and proactively propose to change circumstances in performing their tasks to be significant. This is in agreement with Williams et al., (2010) that noted that team task responsibility is important to ensure that teams take charge and proactively propose to change circumstances. Team task responsibility is also referred to as accountability which is essential to ensure effective meetings and conscientiousness which refers to goal-oriented employees (Judge and Piccolo, 2014). Overall, individual employee task responsibility is the most suitable personality predictor of general job performance and can be defined as a characteristic that indicates motivation (Fry, Vitucci & Cedillo, 2015).

5.3.3 Leaders Mindset and Financial Performance in an Organization

The study established that leader’s mindset plays a crucial role in influence the financial performance of an organization. The relationship between the board and the executive team is key to organizational success was rated as the most significant factor on the relationship between leader’s mindset and financial performance of the organization. This findings agrees
with Schneider (2016) who believed that board governance and the relationship between the board and the executive team are primary issues that frame organizational success in the current healthcare environment. Financially successful organizations have leaders who can envision, engage, and execute. They also have boards that govern around explicit expectations and metrics, guided by an attitude that senior management will deliver expected results on a consistent basis.

The study also revealed that organization performance is solely based on the strategies formulated and implemented. Taffinder (2017) noted that high-performance companies are the role models of the organizational world. They represent real-world versions of a modern managerial ideal: the organization that is so excellent in so many areas that it consistently outperforms most of its competitors for extended periods of time. Organizational leaders want to know more about high-performance organizations so they can apply the lessons learned to their own companies. Of course, the goal is to ensure that their own organizations excel in the marketplace.

The study also established that leaders have built a high level of trust between them and the followers. This agrees with Wong, Tjosvold and Lu (2010) who argued that trust has been proposed and researched in the literature of organizational behavior and leadership for a few decades now. Numerous scholars have looked at the role of trust in leadership and the outcomes of this relationship. The impact of trust in leader in a highly complex and volatile situation such as the global economy and market becomes even more relevant considering that lack of trust can lead to negative outcomes. The research on trust has primarily focused on the outcomes of trust and the moderating effects of trust. However, the antecedents of trust have also made their mark in the literature.

On whether leaders are key in the formulation and implementation of organization strategies, the study found this to be highly significant. This is in agreement with Messick and Kramer (2014) who noted in the Harvard Business Review, management experts continue to build on one another’s work in order to formulate more sophisticated ideas about organizational performance. This study continues in that tradition, building on the theoretical work of others even as it provides new insights about high-performance organizations.
The study established a significant positive relationship between effective communication and financial performances of the organization. This is in line with Saowalux and Peng (2016) who noted that while not included in the meta-analysis, trust in leader has also been correlated significantly with communication, cooperation. Information sharing, perceived effectiveness of the leader (Pan, Sun & Chow, 2011), increased upwards communication (Mitchell, Eby & Ragins, 2015), improved team performance, and perceived legitimacy of changes. Clearly, trust in leader is extremely important for effective leadership in organizations and what brings about trust in leader should be studied.

Leaders—employee trust and financial performance of the organization also obtained a significant positive relationship. This is also inline with “In a meta-analysis review of trust and leadership” by Tarabishy, Solomon, Fernald Jr. and Sashkin (2015 examined 106 empirical studies of trust and leadership and determined that trust in the leader had a positive relationship with all organizational citizenship behaviors such as altruism (r=. 19), civic virtue (r=. 11), contentiousness (r=. 22), courtesy (r=. 22), and sportsmanship (r=. 20). With regards to job performance, trust in leader had a positive but small relationship (r=. 16), however, it had a strong relationship with job satisfaction (r=. 51), organizational commitment (r=. 49), satisfaction with the leader (r=. 73), and leader-member-exchange (r=. 69).

5.4 Conclusions

5.4.1 Leader’s Mentorship Influence and Financial Performance

From the research it is evident that there exist a significant positive relationship between leader’s mentorship influence and the financial performance of the organization. The study also established that there being a budgetary allocation for mentoring program in the organization, mentoring being essential for innovating and promoting human resource development in the organization, mentoring helping in building human capital, organizational culture influences how the firm conducts its business and organizational culture helping to regulate and control employees’ behavior to be significantly correlated to financial performance of the organization. This study concludes that leader’s mentorship influence is crucial to the advancement of the financial performance of the organization. Organizations that have deeply rooted structures on leader’s
mentorship programs are more poised to achieve a great financial performance than those without or with weak structures.

5.4.2 Leader’s Relationship with Team and Financial Performance in an Organization

On the leader’s relationship with team and the financial performance of the organization, the study established a positive significant relationship. The study found out that teams take charge and proactively propose to change circumstances in performing their tasks, teams are self-managed and have a high team task responsibility, team work is used as a motivational tool in my organization and Performance excellence has emphasized the need to go beyond reporting financial metrics to include non-financial predictors of financial performance to have a positive significant relationship with the financial performance of the organization. This study concludes that leader’s relationship with team is equally vital to the promotion of financial performance in the organization.

5.4.3 Leaders Mindset and Financial Performance in an Organization

From this study’s findings and literature review, the leader’s mind set play a vital role in influencing financial performance of the organization. The study established that effective communication is key to achieving high financial performance. The study also established that leaders – employee trust have a positive relationship with all organizational citizenship behaviors as well as leaders are key in the formulation and implementation of organization strategies. It is the conclusion of this study that leader’s mindset plays a crucial role in influencing the financial performance of the organization and that leaders should develop an effective way of communicating in the organization and that leaders – employee trust is key for an organization to achieve a high financial performance.
5.5 Recommendations

5.5.1 Recommendations for the research

5.5.1.1 Leader’s Mentorship Influence and Financial Performance

On the leader’s mentorship influence on the financial performance of the organization, the study established that there exists a significant positive relationship between the leader’s mentorship influence and the financial performance of the organization. The study recommends that the management of should ensure that leadership mentoring programs is entrenched in the organization’s policies and that there is enough budgetary allocation for mentoring programs in the organization for the organization to realize a high financial performance.

5.5.1.2 Leader’s Relationship with Team and Financial Performance in an Organization

This study found out that leader’s relationship with team plays a crucial role in influencing the financial performance of the organization in the commercial banks in Kenya. It is therefore this study’s recommendations that the management of the organizations should empower teams to take charge and proactively propose to change circumstances in performing their tasks, to let teams to self-manage themselves in performing their responsibility and to use team work as a motivational tool to achieve a high financial performance.

5.5.1.3 Leaders Mindset and Financial Performance in an Organization

Several previous studies have tried to gain a clear understanding of several drawbacks and challenges associated with financial performance of the organization as well as evaluating those factors influencing the advancement of financial performance of the organization. This study recommends that commercial banks and other organization by extension should set out clear structures on the expectations of the leaders in terms of the financial performance. The study recommend that organization should also invest more in modeling leaders and
empowering leaders to formulate and implement strategies that are aimed at improving financial performance of their organization.

5.5.2 Recommendations for further studies

This study focused on the strategic competency that influences the financial performance of the organization. The study was limited to the five commercial banks namely; StanBic, Diamond Trust, Chase bank, CBA and Barclays' and the findings of the study were generalize to all the commercial banks in Kenya. This study therefore opens up for further studies to be carried out on the same topic but with a focus on different commercial banks. The study also recommends that further studies be carried out on the strategies employed by commercial banks to maintain a competitive edge over others.
REFERENCES


Bowery, C. (2014). Profiles in leadership from the battlefields of Virginia, AMACOM.


Erkutlu, H. (2011). The impact of transformational leadership on organizational and leadership


Appendix I: Cover Letter

Roselyn Njoki Mwaura

UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA (USIU-A)
P.O. BOX 14634, 00800.
NAIROBI

Dear Respondent,

I am a USIU student carrying out research on the; STRATEGIC LEADERSHIP COMPETENCIES THAT INFLUENCE FINANCIAL PERFORMANCE IN ORGANIZATIONS in partial fulfilment of the requirement for the degree of Masters of Business Administration (MBA) program at the United States International University.

The researcher uses questionnaires which you are requested to complete and return. The findings of this study will provide valuable information to the management of the banks in the banking industry in choice and implementation of strategic leadership competencies that will positive influence the financial performance of the banks.

This study uses StanBic, Diamond Trust, Chase bank, CBA and Barclays banks as the case study from which you have been selected as one of the respondent. The data obtained in this study will be analyzed and results and findings of the study will be made available on request.

This is an academic research and confidentiality is highly emphasized. To achieve this, your name and other personal details will not appear anywhere in the questionnaire and data collected will be collectively analyzed. Kindly spare some time to complete the questionnaire. The questionnaire will take you approximately seven minutes to complete.

Thank you in advance,

Yours sincerely,

Roselyn Njoki Mwaura
Appendix II: Questionnaire

This study is a requirement for the partial fulfilment of a degree of Masters of Business Administration (MBA) program at the United States International University. The purpose of this study is to determine the strategic leadership competencies that influence financial performance in organizations. The findings of the study will provide the management of the banks with information that can be used in developing and implementing strategic competencies for improved financial performance. This is an academic exercise and all information collected from the respondents will be treated with utmost confidentiality.

PART i: GENERAL INFORMATION

Kindly answer all the questions by either ticking in the boxes or filling in the space provided.

1. Gender:    Male [ ]    Female [ ]

2. Level of Education:    Doctorate Degree [ ]
                          Masters’ Degree [ ]
                          Bachelor’s Degree [ ]
                          Diploma [ ]
                          Others (specify) [ ]

3. Age Bracket:    18 - 25 years [ ]
                   26 - 35 years [ ]
                   36 - 45 years [ ]
                   Above 45 years [ ]

1. How long have you worked at the bank?
   Below 5 years [ ]
   6 - 10 years [ ]
   Above 10 years [ ]
PART II: Leader’s Mentorship Influence and Financial Performance in an Organization

Please tick in the box below corresponding to your level of agreement or disagreement for each statement on factors Leader’s Mentorship Influence and Financial Performance in an Organization.

Key: 1 – Strongly disagree 2 – Disagree 3 – Neutral 4 – Agree 5 – Strongly agree

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
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</thead>
<tbody>
<tr>
<td>There is a budgetary allocation for mentoring program in my organization</td>
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<tr>
<td>Mentoring is essential for innovating and promoting human resource development in the organization</td>
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<td>Mentoring through innovation contribute to successful work outcome for middle and lower management in the organization</td>
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<tr>
<td>Mentoring help in building human capital</td>
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<td>Leaders view organization’s employee as a critical resource</td>
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<tr>
<td>Leaders work hand in hand with organization’s employees in setting goals and creating plans to achieve them</td>
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<td>Leaders and employees work indecently to achieve organizational goals</td>
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<td>Our organizational culture influences how the firm conducts its business</td>
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<td>Our organizational culture helps regulate and control employees’ behavior</td>
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<td>Ethical practices is critical in running of day to day business in my organization</td>
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What challenges and concerns do your organization face with coaching and mentoring?

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PART III: Leader’s Relationship with Team and Financial Performance in an Organization

Please tick in the box below corresponding to your level of agreement or disagreement for each statement on Leader’s Relationship with Team and Financial Performance in an Organization.

Key: 1 – Strongly disagree 2 – Disagree 3 – Neutral 4 – Agree 5 – Strongly agree

<table>
<thead>
<tr>
<th>Statement</th>
<th>Score 1</th>
<th>Score 2</th>
<th>Score 3</th>
<th>Score 4</th>
<th>Score 5</th>
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<tbody>
<tr>
<td>Team work is highly encouraged in my organization</td>
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<td>Teams take charge and proactively propose to change circumstances in performing their tasks.</td>
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<td>Teams are self-managed and are have a high team task responsibility</td>
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<tr>
<td>Leadership help in achieving team effectiveness and organizational performance which in turn leads high financial results</td>
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<tr>
<td>Leader and follower behavior are critical success factors in team effectiveness and high financial performance</td>
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<tr>
<td>The team is responsible for monitoring their performance and progress</td>
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<td>High degrees of goal congruence facilitate followers to reach organizational goals and hence improve performance</td>
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<tr>
<td>Team work is used as a motivational tool in my organization</td>
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<tr>
<td>Performance excellence has emphasized the need to go beyond reporting financial metrics to include non-financial predictors of financial performance such as customer satisfaction, organizational outputs such as quality and delivery, process or internal operating measures, and employee commitment and growth</td>
<td>[ ]</td>
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<tr>
<td>Employee commitment is the central and leading indicator for organization performance</td>
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What challenges and concerns do your organization face with team effectiveness?

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### PART IV: Leader's Mindset and Financial Performance in an Organization

Please tick in the box below corresponding to your level of agreement or disagreement for each statement on Leader's Mindset and Financial Performance in an Organization.

Key: 1 – Strongly disagree 2 – Disagree 3 – Neutral 4 – Agree 5 – Strongly agree

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<tbody>
<tr>
<td>My leadership style is critical to achieving a high financial performance</td>
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<tr>
<td>Effective communication is key to achieving high financial performance</td>
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<tr>
<td>The relationship between the board and the executive team is key to organizational success</td>
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<tr>
<td>The organization board’s role is to hold management accountable</td>
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<td>Leaders have built a high level of trust between them and the followers</td>
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<tr>
<td>Leaders – employee trust have a positive relationship with all organizational citizenship behaviors</td>
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<tr>
<td>Leaders are key in the formulation and implementation of organization strategies</td>
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<tr>
<td>Organization performance is solely based on the strategies formulated and implemented</td>
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<td>Strategies are formulated based on the prevailing market circumstance.</td>
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What challenges and concerns do your organization face with leadership and giving direction?

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ART V: Financial Performance in an Organization (Dependent Variable)

Please tick in the box below corresponding to your level of agreement or disagreement for each statement on Financial Performance in an Organization:

Key: 1 – Strongly disagree 2 – Disagree 3 – Neutral 4 – Agree 5 – Strongly agree

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Gross Profit has been increasing in the organization</td>
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<td>for the past five years</td>
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<td>Profit after tax has been increasing in the organization</td>
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<td>There is an improvement on return on investment for the</td>
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<td>last five years</td>
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<td>There is an improvement on our customer base for the</td>
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<td>last five years</td>
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<td>There is an improvement on dividend yield for the last</td>
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<td>five years</td>
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Any other improvement in financial performance in the organization?

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The End

(Thank You for Your Time and Attention)