

## Effects of Strategic Leadership Practices on Public Organization's Performance in Tanzania: A Case Study of Kigamboni Municipal Council

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### ABSTRACT

*This study examines the impact of strategic leadership practices on the performance of Kigamboni Municipal Council in Tanzania, utilizing Strategic Leadership Theory. The research employed a quantitative, cross-sectional design, targeting councilors and employees as respondents. Data was collected from 61 participants through a questionnaire, and analysis was conducted using descriptive statistics and linear multiple regression. Results indicate significant relationships were found between strategic practices and organizational performance. The influence of leadership strategic direction practices model explains 25.0% of the variance in organizational performance ( $R^2 = 0.250$ ;  $F(4, 54) = 4.495$ ,  $p = 0.003$ ) with significant predictors including Municipal Written Vision, Mission, and Goals ( $Beta = 0.486$ ,  $p = 0.000$ ): A strong positive relationship with performance. - Municipal Formal Direction Setting Process (Strategic Plan) ( $Beta = -0.560$ ,  $p = 0.002$ ): A negative impact indicating ineffective planning. Operational Efficacy model explains 58.0% of the variance ( $R^2 = 0.580$ ;  $F(6, 53) = 5.423$ ,  $p = 0.000$ ). Significant predictors including Efficient Service Delivery ( $Beta = 0.759$ ,  $p = 0.000$ ) having strong positive impact on performance. While Timely Citizen Needs and Response\*\* ( $Beta = -0.573$ ,  $p = 0.001^{**}$ ): Negative impact emphasizing prompt responses. Strategic leadership in human capital Competence Development explaining 30.8% of the variance ( $R^2 = 0.308$ ;  $F(5, 54) = 4.640$ ,  $p = 0.001$ ), significant relationship noted on Developed Human Capital Competency ( $Beta = 0.647$ ,  $p = 0.000$ ): Strong positive influence. While, Spotting Cost Advantage Opportunities ( $Beta = -0.735$ ,  $p = 0.000$ ) has negative impact on performance. The roles/functions played of leadership practices strategic control element in achieving Organizational Performance model explains 34.3% of the variance in performance ( $R^2 = 0.343$ ;  $F(7, 52) = 3.386$ ;  $p = 0.005$ ). Key findings indicate that identifying flaws ( $Beta = 0.837$ ,  $p = 0.000$ ) and monitoring progress ( $Beta = 0.883$ ,  $p = 0.046$ ) significantly enhance performance. Conversely, the need for timely corrective actions negatively impacts outcomes ( $Beta = -1.277$ ,  $p = 0.006$ ). While informing operational strategies contributes positively ( $Beta = 0.084$ ,  $p = 0.048$ ), financial controls show limited significance ( $Beta = -0.133$ ,  $p = 0.498$ ). The findings conclude that strategic leadership practices significantly contribute to the overall performance of Kigamboni Municipal. Thus, for an organization to achieve optimal performance, strategic leaders is inevitable in formulating and implementing strategic directions ensure operational efficiency, develop staff competencies, and establish robust strategic controls. Policy recommendations include investing in human competence development, setting clear vision statements and goals, providing leadership training, implementing strategic controls, introducing change management processes, and aligning with organizational objectives.*

**Keywords:** Competence Development, Strategic Direction, Strategic Leadership Practices, Operational Efficacy, Organization Performance, Strategic Control

### I. INTRODUCTION

The strategic leadership is progressively and becoming a critical problem which majority of organizations are confronting today. This problem has been a great global challenge in the growth, development and performance facing organizations in both private and public sectors. The situation is contrary to the fact that strategic leadership being one of the most critical issues in enhancing organizational performance including Local Government Authorities governance and performance. According to Akinlabi and Egbuta (2018), strategic leadership denotes the capacity to predict reflecting to the ability to anticipate and visualize the future prospect sustaining flexibility, thinking deliberately and strategically as well initiating changes which can or will make a viable improvement and advantages for future organizational performance.

However, in current world the situation is controversial as most of organizations are still facing poor performance due to lack of adoption and implementations of strategic leadership practices. The strategic leadership failures have empirically evidenced in numerous studies. For example, Banmore, (2019), affirmed it as a product of failures of strategic leadership practices in effecting the desired actions and low vision understanding, organizational culture, resource allocation, policies and directives, indeterminate, and multifaceted environment.

Also, Moon (2020) in China indicate that, failures in strategic leadership implementation through strategic directions, human resource and competence development, strategy control, effective organizational culture maintenance and ethical management being key factors affecting organization performance. In USA, Owusu-Boadi (2019) contended that, the ineffective use and implementation of strategic leadership factors of strategic direction, risk management, strategic control, efficient planning, skills or competence development and efficient usage of scarce resources affected huge corporations' performances.

In Africa the practice of strategic leadership practices in both public and private sector has been widely spread and growing problem in many countries as most leaders fails to create strategic direction which delineates planned implication, effect and tenacity for the organization performance. In South Africa the organization has failed to appropriately implement the strategic leadership practices including strategic vision, establishing balanced strategic controls that considerably affected the organization performances (Kabetu & Iravo, 2018). In addition, Onu et al. (2018) study revealed that, strategic leadership has been significant obstacle in growth and development leading to low performance among Nigerian manufacturing firms. In assessment of companies in insurance sector in Ghana, Banmore (2019) detected the significant connection between strategic leadership practices and organizational failures contributed by poor implementation of strategic direction and ethical practices, strategic controls and strategic determination.

In East Africa the problem of the strategic leadership on organizational performance has also been a growing phenomenon in public and private. Otieno and Lewa (2020) found positive significant association between deprived strategic leadership practices in sector low performance attributed by poor strategic controls, human capital competences, strategic direction and ethical practice in the maritime sector in Kenya.

The strategic leadership is progressively and becoming a critical problem which majority of organizations are confronting today. This problem has been a great global challenge in the growth, development and performance facing organizations in both private and public sectors. The situation is contrary to the fact that strategic leadership being one of the most critical issues in enhancing organizational performance including Local Government Authorities governance and performance (Bayo et al., 2023).

In Tanzania the Local Government Authorities (LGAs) have been poorly performed for decades now since its re-introduction in 1984 largely associated with inefficient strategic leadership (PORALG, 2019). LGAs targeted at improving the administrative, political and fiscal arrangements the strategic leadership in performing of LGAs core functions to ensure social welfare development and qualitative and quantitative public service delivery, maintaining law, order and good governance and promotion of local development under participatory process. However, since then it has been very challenging for them to achieve these superlative goals.

Controller and Auditor General (CAG) 2021/2022 & 2022/2023 fiscal reports indicate flaws, financial losses, operational inefficiencies, poor financial management, across various public entities and LGAs in particular and misuse of public resources on leading to poor performance in provision public services in most of the LGAs. Studies Rugeiyamu et al. (2019); PORALG (2018) indicate inefficiencies of strategic leadership in influencing organization performance in Tanzania linked it with cost effectiveness, feeble, weak and poor administration and management, supervision, inadequate decision making capabilities that result to poor delivery of service and materials to the citizens. This suggest that poor performance of LGAs core functions to ensure social welfare development and qualitative and quantitative public service delivery, maintaining law, order and good governance and promotion of local development under participatory processes is directly linked with poor strategic leadership practices.

From the research problem review it can widely have acknowledged that strategic leadership is an ongoing debated issue in leadership and management influence on organizational performance. Moreover, the situation implies that strategic mechanisms and implementation are still very hypothetical in achieving organizational performance in public sector in Tanzania. This contrary to Katanga (2017) affirmed that the effect of strategic leadership on organization's performance is largely determined by its strategic leaders. Based on the background review of the research problem and observed deficiencies on the effects of strategic leadership practices on the organizational performance, the current study intends to assess the effects of strategic plan on organizational focusing the Kigamboni Municipal Council as case of the study.

### 1.1 Statement of the Problem

The 1984 decentralization involved the transfers of power, authorities, accountabilities, and resources to sub-national levels to increase the strategic leadership effectiveness, responsiveness to achieve high performance (PORALG, 2022). However, the empirical evidences on the linkage between strategic leadership aimed and their performance is extremely unconvincing, questionable and indecisive on the actual performance LGAs (Rugeiyamu et al., 2019). Thus, still many LGAs perform low in social welfare development, qualitative and quantitative public service delivery, maintaining law, order and good governance and promotion of local development under participatory process due to lack of strategic leadership. For example, Controller and Auditor General (CAG) 2021/2022 report indicating several

quarrels on misuse of public resources leading to poor performance in provision public services in most of the LGAs. This also identified by Rugeiyamu et al. (2019) study assert that, poor public resources expenditures are attributed by strategic leadership failures in addressing challenges including political interferences, fraud, corruption, and absence of accountability, transparency, low citizen participations, human resource and competence development.

Mailu and Kariuki (2022) study also indicates, strategic leadership implementation in organizational performance has been challenged by shortages in strategic controls, strategic direction implementation, poor operational efficacy, managing change, meager planning and inadequate monitoring and evaluation. This creates the gap to how or what extent does the strategic leadership practices has been affecting organizational performance particularly in LGAs in the country. Correspondingly, the existing limited availability of research evidences has driven the present study to assess the effect of the strategic leadership styles on Kigamboni Municipal Council in Tanzania.

## 1.2 Research Objectives

The study was guided by the following specific objectives:

- i. To determine the influence of strategic direction on the performance of the council.
- ii. To examine the influence of operational efficacy on the performance of the council.
- iii. To examine the influence of competence development on the performance of the council.
- iv. To establish the influence of strategic controls on the performance of the council.

## II. LITERATURE REVIEW

### 2.1 Theoretical Review

#### 2.1.1 The Strategic Leadership Theory

The Strategic Leadership Theory, developed by House and Baetz in 1979, focuses on how strategic leaders create and redefine the foundations for organizational survival and competitive advantage. According to Blackburn (2019), the theory emphasizes that leaders establish mission clarity and drive positive strategic actions to achieve organizational goals. Kriger and Zhovtobryukh (2016) further note that strategic leaders inspire their subordinates to effectively work towards predetermined objectives.

In the context of Local Government Authorities (LGAs) performance, the theory illustrates how strategic leadership influences organizational performance by ensuring efficiency and effectiveness in achieving decentralization goals. Strategic leaders must cultivate knowledge, innovative thinking, and the ability to integrate ideas, which enhances strategic controls, direction, operational efficacy, and competence development.

The theory also underscores the necessity for leaders to make forward-thinking decisions that consider both current and future organizational performance (Bhattacharyya & Jha, 2018). By actively engaging in strategic leadership practices, such as setting clear visions and fostering innovation, leaders can significantly enhance organizational performance, especially in complex environments like public service delivery. Kabetu and Iravo (2018) argue that readiness in adopting strategic controls and fostering a strong organizational culture further contributes to improved performance. Overall, Strategic Leadership Theory emphasizes the critical role of leaders in shaping an organization's direction and success.

### 2.2 Empirical Review

#### 2.2.1 The Influence of Strategic Direction on the Performance of the Council

While Wakhisi (2021) research in Kenya on government-owned sugar firms found that strategic leadership, particularly in core competence exploitation, significantly affected organizational performance, with 50.3% of performance changes attributed to this factor. Strategic direction accounted for 34.6%, and organizational culture contributed 31.5%. The strategic leadership human competence development practices enabling teamwork and self-management revealed positive significant relationship with organizational performance in public sector. Gaitho et al. (2018) also found that, the organizational performance and success depend on how its strategic leaders communicate strategic direction particularly vision, mission and strategic goals using multiple channels The results imply that strategic leadership human competence development qualities is to foster team work and individual self-management in the work performing. This reduces time and resources employed in managing work activities. Njagi (2019) conducted a study on the effects of strategic leadership on performance of Matatu SACCOS in Kisumu County, Kenya surveying strategic direction, management competencies and organizational culture on performance. The findings shown that management examined the advancement to their targeted goal and strategic direction vision attainment by inspiring workers to struggle for SACCOS vision. While managers competencies and proficiencies found to be the tiniest reliable in enhancing organization performance.

### **2.2.2 The Influence of Operational Efficacy on the Performance of the Council**

The study by Gupta and Sharma (2020) explores how operational efficiency influences firm performance in the manufacturing sector. Drawing on data from 400 manufacturing firms in India, the authors define operational efficiency as the optimal use of resources to minimize waste and maximize output. They examine various efficiency measures, such as inventory management, production scheduling, and quality control, to determine their impact on financial outcomes like profitability and return on assets (ROA). The results show a strong positive correlation between operational efficiency and firm performance, with inventory management being the most impactful factor. Firms with higher inventory turnover rates and lower inventory holding costs consistently reported better financial performance. The study concludes that operational efficiency not only enhances financial outcomes but also strengthens competitive positioning, as firms can offer products at lower prices or reinvest savings into innovation. The authors suggest that manufacturing firms should prioritize lean production and waste reduction strategies to improve efficiency and, ultimately, performance.

Kim, Park, and Lee (2021) investigated the relationship between operational efficiency and organizational performance within the service industry, focusing on sectors such as hospitality and healthcare. Analyzing data from 200 service firms in South Korea, the study considers efficiency metrics like labor productivity, service cycle time, and customer satisfaction rates. The findings reveal that operational efficiency is crucial in enhancing service quality and customer retention, both of which significantly affect organizational performance. Labor productivity emerged as a key efficiency driver, with firms that optimized employee scheduling and task allocation reporting improved profitability and customer satisfaction scores. The study highlights that, unlike manufacturing, where efficiency primarily impacts cost reduction, in the service industry, efficiency improvements also lead to enhanced customer experience, which directly contributes to performance. The authors conclude that service firms should focus on operational efficiency strategies that not only optimize resources but also prioritize customer satisfaction to achieve sustainable growth.

### **2.2.3 The Influence of Competence Development on the Performance of the council**

The strategic leadership human competence development practices is very essential in problem solving skills indicating the positive statistically significant relationship with organization performance in public sector. This means that strategic leadership human competence development practices contribution significantly in organizational performance. In India Salman et al. (2020) study found a non-statistically significant positive effect of employee competence development on organizational performance, suggesting that a comprehensive approach to strategic leadership is necessary for operational efficiency. In Tanzania the study by Samwel (2018) demonstrated a significant impact of employee competence development on the performance of drilling firms, emphasizing the importance of competence in organizational success.

### **2.2.4 The Influence of Strategic Controls on the Performance of the Council**

Wang et al. (2021) study investigated the role of strategic control in improving organizational performance within emerging market contexts. By surveying 250 manufacturing firms, the authors found that strategic control significantly impacts firm performance through enhanced adaptability and responsiveness. The findings emphasize the importance of real-time strategic control adjustments, especially in volatile markets, and suggest that firms benefit from strategic control mechanisms to outperform competitors.

Masungu et al., (2015) study assessed decentralized county governments in Kakamega province in Kenya revealing a positive correlation between strategic leadership practices and service delivery performance, emphasizing the importance of effective strategic controls for improved outcomes. The study by Li, Liu and Lee, (2022) focused on the interaction between strategic control and environmental factors, particularly environmental dynamism, and their combined effects on firm performance. Based on data collected from 300 technology companies, the research highlights that the positive effects of strategic control on performance are amplified in highly dynamic environments. The authors conclude that strategic control is a critical factor in maintaining high performance, especially in industries characterized by rapid technological changes and competitive pressures.

Overall, the literature accentuates the critical role of strategic leadership and effective management strategies in enhancing organizational performance, with specific emphasis on strategic direction, leadership practices, and employee competence development across different sectors and regions.

### III. METHODOLOGY

#### 3.1 Research Design

This study used a Cross-Sectional research design which observational in nature to measure the outcomes and disclosures among the research members at the same time. The aided in collecting and analyzing quantitative data from participants from large population of the study and comparing differences among the groups in explicit moment in period.

#### 3.2 Location of the study

The study was conducted at Kigamboni Municipal Council as a case of study representing five municipal councils located in Dar es Salaam region in Tanzania. The motive behind its selection based on the grounds that it is among the local government authorities in the country representing the public sector organizations with the core function of public goods and service delivery.

#### 3.3 Study Population

The population involved 165 employees at Municipal Head Office and 9 ward councilors responsible in leading and implementing various tasks in attaining the organizational performance obtained from municipal sampling frame (Kigamboni Municipal Council profile, 2023).

#### 3.4 Sampling Technique and Sample Size Determination

The study involved 61 respondents selected through Yamane (1967) sample size calculation formulae. Moreover, their selection to participate in the study was done through; simple random sampling involved random selection of units or participants from the population. While purposive sampling method ward councilors the method used based on the researcher judgmental, selective or subjective ability in selecting the population ideal or affecting the organization performance

#### 3.5 Data collection Tools/Instruments

A questionnaire survey adopted in collecting quantitative data using a set of structured written questions prepared for data collection. In the study the documentary review involved secondary data scrutiny to enrich the primary data that collected from the respondents and then be used to develop valid conclusions.

#### 3.6 Data Analysis and Presentation

The analysis of collected quantitative data collected through questionnaires was done using IBM Statistical Package for Social Sciences (SPSS) version 21 computer programme. The analysis processes involved two analysis techniques; descriptive statistics and inferential statistics (Linear Multiple Regression) to determine relationships between strategic leadership practices and organizational performance.

### IV. FINDINGS & DISCUSSION

#### 4.1. Leadership Strategic Direction Practices Influence the Performance of Kigamboni Municipal Council

Table 1 below results indicate that Model Summary results portray variance of relationship among predictors and response variable of  $R^2$  (.25.0) presenting the proportion of variations of 25.0% of Municipal strategic direction setting process. This suggests that there are some other variables that also influence the performance of Kigamboni Municipal Council but not contained in the study model. The ANOVA results also show F statistics of (4,54) = 4.495 greater to 2.54 F-critical value and p- value .003<sup>b</sup> less to .05 significance level (.05) or (p-value) indicting that the overall model being statistically significant.

The obtained linear multiple regression coefficients indicate the statistically significant relationship on the following; Municipal written vision, mission and goals (Beta =.486/Sig=.000); specifically, the significant positive relationship between the municipal written vision, mission, and goals (Beta = 0.486, p = 0.000) aligns with findings from Wakhisi (2021), who highlighted that a clear strategic direction significantly affects organizational performance in government-owned enterprises. Similarly, Masungu et al. (2015) emphasized the necessity of effective strategic leadership for improved service delivery outcomes in decentralized county governments, reinforcing the need for well-articulated vision and mission statements in the Kigamboni Municipal Council. The employees were found to significantly involved in Municipal formal direction setting process (strategic plan) (Beta=.168/Sig=.002) signifying the



positive statistically significant relationship between direction setting process (strategic plan) employees' involvement with public organizational performance.

Contrarily, the negative impact of the formal direction-setting process (strategic plan) (Beta = -0.540, p = 0.002) suggests potential deficiencies in the implementation of strategic plans, echoing findings from Ndlovu (2016), which pointed out that poor strategic leadership can hinder public service delivery efficiency. Furthermore, the non-significant relationships observed in strategic goals preparation (Beta = 0.218, p = 0.143) and setting values and principles (Beta = 0.123, p = 0.337) indicate that employees perceive setting values and principles in the organization (Beta=.123/Sig=.337) has not influenced organizational performance in public sector. This highlight areas where additional focus and improvement are necessary strategic goals preparation and performance (Beta = 0.249) weak relationship observed is contrasts with the findings of Masungu et al. (2015), who noted a positive correlation between strategic leadership practices and service delivery. This discrepancy may suggest that the specific context of Kigamboni Municipal Council requires a more nuanced understanding of how strategic goals are operationalized.

The obtained data indicate the negative statistically significant relationship on decisions which are incisive, informed and bold at all levels of the organizational performance. Muthaa (2018) added that, the strategic direction practices decisions making, setting and implementation is right path for attaining organizational performance. This in line with Lola and Nyangau (2018) indicating that, is the duty of strategic leadership function of establishing and managing the future long-term vision and objectives in predicting the future performance of the organization.

**Table 1**  
*Leadership Strategic Direction Practices Influence the Performance of Kigamboni Municipal Council*

| Coefficients <sup>a</sup>                                       |   |                             |                           |       |        |      |
|---|---|-----------------------------|---------------------------|-------|--------|------|
| Model   |   | Unstandardized Coefficients | Standardized Coefficients |       | t      | Sig. |
|   |   | B                           | Std. Error                | Beta  |        |      |
| 1   | (Constant)  | 2.799                       | .886                      |       | 3.158  | .003 |
|   | Municipal written vision, mission and goals                 | .436                        | .117                      | .486  | 3.716  | .000 |
|   | Municipal formal direction setting process (strategic plan) | -.540                       | .168                      | -.560 | -3.209 | .002 |
|   | Strategic Goals preparations                                | .325                        | .218                      | .249  | 1.488  | .143 |
|   | Set values and principles                                   | .052                        | .054                      | .123  | .969   | .337 |
|   | Model Summary R <sup>2</sup> .250)                          |                             |                           |       |        |      |
| ANOVA F (4, 54) = 4.495/ p .003 <sup>b</sup> <.05. Sig/ P-value |   |                             |                           |       |        |      |

a. Dependent Variable: Public organizational performance in Tanzania

#### 4.2 The Influence of Operational Efficacy on the Performance of Kigamboni Municipal Council

The study also examined the influence of operational efficacy as strategic leadership practices on the performance of Kigamboni Municipal Council. This involved Operational Efficacy metrics in triggering the organizational performance.

As outlined in Table 2, the model's R<sup>2</sup> of 58.0% suggests a strong explanatory power regarding operational efficacy practices in influencing organizational performance. The ANOVA results show F (df = 6, 53) = 5.423, F-critical value 2.19 and p value 0.001 signifying the overall model is statistically significant, indicating that at least one of the predictors significantly contributes to explaining variations in organizational performance.

The linear multiple regression coefficients result indicate the positive and negative statistical relationship on the following; the significant positive coefficients for efficient service delivery (Beta = 0.759, p = 0.000) and cost-effectiveness in service delivery (Beta = 0.844, p = 0.046) align with Chepkurgat (2019) findings, which emphasized the role of administrative and operational processes in enhancing performance. That efficient service delivery is a major driver of improved organizational performance at the municipal. Thus, increase in service delivery efficiency has resulted to increase on municipal performance. This is to comply with requirement stipulated that requires them to function for ensuring social welfare development and qualitative and quantitative public service delivery, maintaining law, order and good governance and promotion of local development under participatory process.

On the influence and leverage technology (Beta=.402/Sig=.022) displaying a positive and statistically significant relationship with organizational performance entails that efficient leveraging of technology contributed to improving organizational performance. This also stressed by Sarkera and Sahay (2014) arguing that leveraging technology in strategic leadership practices facilitate better organization performance through improved operational efficiency, enhanced decision making, communications, client engagement, innovation, flexibility, scalability cost efficiency. These components are critical in contemporary word quick changing and multifaceted business and services environment. On which technological advancements unceasingly restructure operational landscapes. Efficient and cost



effectiveness in delivering services (Beta = .844/Sig.=046) with organizational performance obtained positive coefficient and statistically significant demonstrating that cost-effective service delivery positively affects the organizational performance.

While negative statistical relationship observed timely citizen needs and response (Beta =-.573/Sig. =001) the negative coefficient advocates that delays in addressing citizen needs negatively impact organizational performance, with a significant effect. This also supported by Onu et al. (2018) that timely reactions are critical for upholding organizational high-performance levels while untimely response present strong conflicting relationship with organizational performance.

While leveraging technology (Beta = 0.402, p = 0.022) presents a positive relationship, the weak significance of designing alternative service delivery models (Beta = 0.168, p = 0.163) implies that innovation in service delivery methods may not yet be fully integrated into strategic practices, echoing the necessity for comprehensive approaches to strategic leadership identified by Salman et al. (2020). Thus, designing alternative service delivery model is not largely depending on leadership strategic practices at the municipal. Similarly, compliance to policy and procedures (Beta=-.245/Sig=.116) with negative non-statistically coefficients indicate non-significant role playing in the influencing organizational performance. Thus, compliance to policies does not appear to significantly influence performance based on this model. The result implies that municipalities in Tanzania can enhance their organizational performance by focusing on efficient service delivery, timely responses to citizen needs, effective use of technology, and cost management strategies. The importance of operational efficacy in driving performance, as indicated in study analysis, aligns with Ndlovu (2016) findings on public service delivery inefficiencies being linked to poor strategic leadership. This underscores the need for municipalities like Kigamboni to prioritize operational effectiveness as a foundational component of their strategic leadership framework

**Table 2**

*The Role of Strategic Leadership Operational Efficacy Practices in Promoting Municipal Organizational Performance*

| Coefficients <sup>a</sup>   |   |            |                           |       |        |      |
|---|---|------------|---------------------------|-------|--------|------|
| Model   | Unstandardized Coefficients                             |            | Standardized Coefficients | T     | Sig.   |      |
|   | B   | Std. Error | Beta                      |       |        |      |
| 1   | (Constant)  | 2.365      | .846                      |       | 2.797  | .007 |
|   | Efficient service delivery                              | .677       | .149                      | .759  | 4.543  | .000 |
|   | Timely citizen needs and response)                      | -.497      | .421                      | -.573 | -3.552 | .001 |
|   | Influence and leverage technology                       | .523       | .222                      | .402  | 2.360  | .022 |
|   | Designing alternative service delivery model            | .071       | .050                      | .168  | 1.416  | .163 |
|   | Compliance to policy and procedures                     | -.201      | .126                      | -.245 | -1.598 | .116 |
|   | Efficient and cost effectiveness in delivering services | .787       | .386                      | .844  | 2.040  | .046 |
|   | Model Summary R <sup>2</sup> .580) = 58.0%              |            |                           |       |        |      |
| ANOVA F (df 6,53) = 5.423/ p .000 <sup>b</sup> <.05. Sig/ P-value |   |            |                           |       |        |      |

a. Dependent Variable: Public organizational performance in Tanzania

### 4.3 The Influence of Competence Development on the Performance of Kigamboni Municipal Council

The study also examined on what is the importance or roles of strategic leadership competence development practices in Municipal Council organizational performance. The linear multiple regression results in Table 3 on the role of strategic leadership human competence development practices on municipal organizational performance indicate that model summary of R<sup>2</sup> (.308) = 30.8% depicts variance of relationship among predictors and response. The obtained R<sup>2</sup> shows that the included variables in model are not only predictors of the role of strategic leadership human competence development on the performance of Kigamboni Municipal Council. Hence, given that only about 30.8% of the variance in performance is explained by the model, strategic leaders should consider other external and internal factors that may also influence municipal organizational performance.

The ANOVA results show F statistics of df (7,52) = 4.640 greater to 2.19 F-critical value and p- value .001<sup>b</sup> lower to .05 significance level indicating that the overall model is statistically significant. The regression coefficients results revealed statistically significant relationship on the following human competence development practices; on strategic practices in developing human capital competency creates value (Beta =.647/Sig=.000) which Kegeni and Kimencu (2021) affirmed as essential for enhancing performance in the public sector. Thus, the human competency is resource and asset for making the organization competitive advantage hence attain organizational performance. This coefficient is positive and statistically significant, indicating that developing human capital competency is strongly



associated with enhanced organizational performance. This suggests a strong effect, meaning that as human capital competencies increase, organizational performance significantly improves.

Conversely, the negative impact of failing to spot cost advantage opportunities (Beta = -0.735, p = 0.000) suggests strategic leaders must be proactive in identifying and leveraging opportunities for cost efficiency. This reflects findings from Abass et al. (2017), who noted that effective decision-making among strategic leaders is vital for financial performance in government entities.

The other significant contribution noted on strategic leadership practice spotted on human competence in enabling the development and implementation of developmental strategies (Beta=.409/Sig.=029). This positive coefficient and beta value is also statistically significant, indicating that the ability to develop and implement effective developmental strategies positively influences organizational performance. In line with Ondoro (2017) suggest the execution of all government development projects needs the competent civil servants to supervise, monitor the process for achieving value for money and serving people needs.

In congruent with findings Kegeni and Kimencu (2021) identified that human competence development practices have strong effect in supervision, monitoring and self-management in organizational performance in public sector. This reduces time and resources employed in managing work activities. These obtained coefficients and statistical results from your analysis suggest a robust relationship between strategic leadership operational efficacy practices and municipal organizational performance. Although the ability to increase employees' competency in generating revenue (Beta = 0.179, p = 0.170) and enhance productivity (Beta = -0.144, p = 0.372) showed weak relationships, these areas warrant further exploration to unlock potential performance gains.

**Table 3**

*The Role of Strategic Leadership Human Competence Development Practices in Municipal Organizational Performance*

| Coefficients  |   |                             |            |                           |        |      |
|---|---|-----------------------------|------------|---------------------------|--------|------|
| Model   |   | Unstandardized Coefficients |            | Standardized Coefficients | T      | Sig. |
|   |   | B                           | Std. Error | Beta                      |        |      |
| 1   | Developed human capital competency creates value                        | .586                        | .157       | .647                      | 3.741  | .000 |
|   | Enables to spot cost advantage opportunities and take advantage of them | -.712                       | .186       | -.735                     | -3.828 | .000 |
|   | Enables to develop and implement developmental strategies               | .552                        | .246       | .409                      | 2.244  | .029 |
|   | Increasing employee's competency in generating revenue                  | .076                        | .055       | .179                      | 1.392  | .170 |
|   | Increases the employees productivity (Beta=-.144/Sig.=372)              | -.126                       | .140       | -.144                     | -.901  | .372 |
|   | Model Summary R <sup>2</sup> .308) = 30.8%                              |                             |            |                           |        |      |
| ANOVA F (df 5,54) = 4.640/ p .001 <sup>b</sup> <.05. Sig/ P-value |   |                             |            |                           |        |      |

a. Dependent Variable: Public organizational performance in Tanzania

#### 4.5 Influence of Leadership Practices as Strategic Control Elements on Organizational Performance

The important roles/function played of leadership practices strategic control element in achieving organizational performance The results in Table 4 demonstrate that the model explains 34.3% of the variance in organizational performance. The ANOVA results show F statistics of df (7,52) = 4.640 greater to 2.19 F-critical value and p- value .001<sup>b</sup> lower to .05 significance level indicating that the overall model is statistically significant. The regression coefficients results revealed statistically significant relationship established on identifying flaws and deviations (Beta = 0.837, p = 0.000) and monitoring progress (Beta = 0.883, p = 0.046) indicate that strategic leadership practices play a critical role in enhancing performance. These findings resonate with Aldhaheri et al. (2020), who advocated for establishing clear strategic controls within public sector leadership is key to organizational performance. The observed adverse effect of taking corrective actions (Beta = -1.277, p = 0.006) suggests that inappropriate or delayed adjustments can hinder performance, emphasizing the need for timely and informed decision-making in line with Muthaa (2018).

Furthermore, study results indicate the positive statistically significant relationship between strategic control facilitation of work plans, objectives and targets development (Beta=-.354/Sig=.050) with organization performance in public sector. Enablement of work plans, objectives and targets development infer a vigorous engrossment by senior leaders in the determination of the strategic activities trailed by the organization work plan to meet performance target





set. The positive statistically significant relationship revealed on strategic control informs annual operational activities, strategies and timelines (Beta=.084/Sig=.048) with organization performance in public sector.

The results also indicate positive non-statistically significant relationship on following strategic controls of analyzing the data pertaining to the implementation process and controlling (Beta=.153/Sig=.367) while, positive non-statistically significant relationship noted on strategic control on formation and implementation of strategic plan (Beta=.133/Sig=.498). In short, the findings the strategic control found to have significant effect on the organization performance as it allowed the leaders to set standards that ensure organization achieve the desired goals. The average Significance levels obtained indicate Sig .017 indicating that strategic leadership practices imposed and practiced controls are significantly influenced the municipal performance.

**Table 4**

*The Important Roles/Function Played of Leadership Practices Strategic Control Element in Achieving Organizational Performance*

| Coefficients <sup>a</sup> |   |                             |            |                           |        |      |
|---------------------------|---|-----------------------------|------------|---------------------------|--------|------|
| Model                     |   | Unstandardized Coefficients |            | Standardized Coefficients | T      | Sig. |
|                           |   | B                           | Std. Error | Beta                      |        |      |
| 1                         | (Constant)  | 3.438                       | .710       |                           | 4.843  | .000 |
|                           | Identifying any flaws and deviations                              | .747                        | .177       | .837                      | 4.224  | .000 |
|                           | Taking the necessary adjustments/corrective actions               | -1.194                      | .415       | -1.277                    | -2.876 | .006 |
|                           | Analyzing the data pertaining to the implementation process       | .152                        | .167       | .153                      | .909   | .367 |
|                           | Informs annual operational activities, strategies and timelines   | .036                        | .050       | .084                      | .707   | .048 |
|                           | Facilitation of work plans, objectives and targets development    | -.308                       | .154       | -.354                     | -2.003 | .050 |
|                           | Monitor the progress and budget control                           | .830                        | .406       | .883                      | 2.044  | .046 |
|                           | Emphasizing financial controls to manage risks                    | -.123                       | .180       | -.133                     | -.683  | .498 |
|                           | Model Summary R <sup>2</sup> .343) = 34.3%                        |                             |            |                           |        |      |
|                           | ANOVA F (df 7,52) = 3.386/ p .005 <sup>b</sup> <.05. Sig/ P-value |                             |            |                           |        |      |

a. Dependent Variable: Public organizational performance in Tanzania

## V. CONCLUSIONS & RECOMMENDATIONS

### 5.1 Conclusion

The findings of this study provide compelling theoretical and empirical evidence that strategic leadership practices significantly impact organizational performance, albeit with varying effects across different explanatory variables. Notably, the study highlighted that strategic leadership practices related to setting a clear strategic direction have been instrumental in establishing a future vision, mission statement, and strategic objectives for Kigamboni Municipal. This alignment has been crucial in enhancing the municipality's performance across various domains, as evidenced by the statistically significant relationships identified in the research.

The study also confirmed that operational efficiency is a vital component of overall organizational success and performance at the municipal level. Respondents indicated that municipal leaders effectively leverage technology to enhance operations, deliver services in a cost-effective manner, and optimize resource utilization—including personnel, equipment, inventory, and funds. This enhanced operational efficacy not only saves time but also reduces waste and improves overall system efficiency triggering municipal performance.

Moreover, strategic leadership practices focused on employee competence development emerged as a critical function for municipal leaders, significantly contributing to organizational performance. The study observed that these practices encompass fostering communication and influencing skills, enabling teamwork and self-management, enhancing decision-making abilities, and promoting problem-solving capabilities among employees.

Additionally, the findings revealed that strategic control mechanisms have been considerably employed by the municipality to proactively address potential challenges and seize new opportunities. The implementation of strategic controls such as identifying flaws and deviations, managing risks through corrective actions, enforcing financial oversight, and facilitating the development of work plans and objectives has substantially contributed to improved municipal performance.

In conclusion, this study affirms that strategic leadership practices significantly contribute to the overall performance of Kigamboni Municipal. Thus the core components of effective strategic leadership include visionary leadership, core competencies, strategic direction, people development, and innovation capability. Therefore, for an organization to achieve optimal performance, it is imperative to have strategic leaders who can effectively formulate and implement strategic directions, ensure operational efficiency, develop staff competencies, and establish robust strategic controls.

## 5.2 Recommendations

Based on the research findings the current study draws the following recommendations in enhancing the strategic leadership practices in the country public organizations; The study finds that strategic direction, especially clear vision and goals, helps keep employees focused and fosters teamwork, essential for organizational performance. It recommends that strategic leaders in public organizations should establish a clear vision to guide decisions and motivate staff toward shared objectives. In-service training on strategic leadership practices, such as implementing strategic controls and enhancing core competencies, is advised to improve operational efficiency. Municipal leaders should ensure effective strategic controls to maintain alignment with vision and objectives, as weak financial controls can hinder desired outcomes. The research also suggests that central government should implement change management in local governments to boost accountability, productivity, and service efficiency.

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