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STRATEGIC LEADERSHIP AND ORGANIZATIONAL PERFORMANCE: AN EMPIRICAL OVERVIEW

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Abstract: **Strategic leadership is now a concept in business well known to add value on aspects that are important to firm performance. The study main objective revolved around the influence of strategic leadership on organizational performance an empirical review. The theories deemed key for the study were agency theory and upper echelon theory. The design that was key for the study was descriptive survey. The findings suggested significant relationship between strategic leadership and organizational performance. The theoretical undertakings involving theories like agency and upper echelon as suggested in the study received a boost in form of confirming their postulates and thus developed further. As per the study, the competitiveness of firms can be well enhanced when leadership at strategic level are aligned to the organizational objectives thus leading to improved organizational performance. In extending the scope of the current study, variables which may form importance such as external environment for example competition and political environment can play key role and therefore ought to be taken in to care by future researchers. In addition such factors as stipulated in the current study may be of great influence when considered to specific contexts like banks, insurance firms as well as MFIs who aspires to grow in to stable firms.**

Keywords: **Strategic leadership, Organizational Performance.**

I. INTRODUCTION

Organizational performance has been the ultimate goal for any firm’s continued survival in the market (Fullerton & Wempe, 2009). Several studies on organizational performance have emphasized the need for strategic leadership which can tap into the unique capabilities that firms develop to become successful (Carter & Greer, 2013). Leadership refers to exercising authority either informal or formal with policies and rules under law being taken in to consideration when responsibilities and rights are being explained among the parties within and without the activities of the organization aimed at ensuring the vision is achieved (Onyango, 2015). Strategic leadership has been defined as the process that drives vision, and motivates staff to own the company objectives and ideals ensuring the staff share the vision which is a critical tool for organisation performance (Rowold & Rohmann, 2009). On the other hand, Boal and Shultz (2007) define strategic leadership as the ability to articulate a vision and develop a team to execute the vision into tangible outcomes. Strategic leadership can therefore be perceived as the use of well-considered tactics to articulate the organization vision and working seamlessly with others to achieve the set targets.

Judge (2012) argues that leadership at strategic level gives followers an opportunity to interact with leaders to pursue what is known as goals of the organization. The strategies and moments at strategic change are well defined by leaders at strategic level so that targeted strategies are put to action so that to get the strategic change (Daft, 2011). Therefore, strategic leadership is required to harness and deploy requisite organizational capabilities that allow entities to ensure successful performance (Thompson, Strickland & Gamble, 2010). Strategic leadership measurements are derived from Conger (2013) who suggested such indicators like strategic orientation, competencies, strategic values and strategic direction.

II. MATERIALS AND LITERATURE REVIEW

Hitt (2008) argued that for strategic leadership to enhance overall performance it requires a strategic orientation and ability to provide a strategic direction for organisation stakeholders. Jassmy and Bhaya (2016) stress the importance of strategic direction in achieving superior performance noting that it enables to embed strategies aimed at responding to consumer needs while keeping at pace with the competition. Kirimi and Minja (2011) stress that strategic leaders influence others through actions and ensure the employees understand and observe the corporate governance and ethical codes. Therefore, the direction that a firm takes in its performance would be an indication of the kind of leadership exhibited by the leadership. Carter and Greer (2013) argue that strategic leaders will always strive to meet the bottom line of the organisation which translates into better financial performance, product market performance and shareholder returns. Strategic leaders would thus endeavour to foster strategic direction and share it with other stakeholders for collective efforts to achieve set goals.

Rowe (2012) shows that strategic leaders exhibit a synergy of managerial competencies and skills which play critical role in the short term and long term strategic positioning which ultimately ensures superior performance within the firm. These competencies enable harnessing of organisational resources to achieve set performance. According to Nyabdza (2008) strategic leaders also exhibit behaviour that enables the firm to effectively execute its strategies. However, Oladele and Akeke (2016) opine that strategic leadership does not necessary lead to performance and only some aspects e.g. inspiration exhibited significant positive relationship with leadership. It can therefore be implied that strategic leaders need to possess and are willing to learn in a bid to improve their capacity to steer organisations for better performance.

Kitonga (2016) examined the impact of leadership at strategic level on organizational execution in not-revenue driven associations in Nairobi County utilizing a blended technique approach whereby both the illustrative or explanatory as well as survey relating to descriptive design were utilized. It was indicated that direction in strategy and ethical values are key to positively influence non-financial performance. Ofori (2009) studied the associations with full range initiative model, results relating to manpower, and the culture involving an organization in associations with bona fide pioneers in Singapore utilizing cross sectional review procedure and found that moral administration is emphatically connected with the influence that is idealized, individualized thought, pioneer adequacy, ability of workers to invest additional exertion, and fulfillment with the leaders in positions. The impediment of this examination is that the exploration configuration was cross sectional in nature. The impact of fleetingness can be inspected in longitudinal examinations.

Mutia (2015) contemplated the impact of key leadership at strategic level and its effect on growth of houses of worship in Kenya utilizing a correlational examination which is descriptive by design which received a positivist way of philosophy. The investigation uncovered that accentuation on moral practices was a solid indicator of the congregation's proficiency of operational.. There was a critical connection among culture and human capital and development of churches. Ozer and Tınaztepe (2014) on the impact of key styles in the leadership forum on firm execution utilizing a contextual analysis that applied to an organization of export nature in Turkey. It uncovered that relationship-arranged and transformational initiative styles are fundamentally identified with firm execution. However styles of leadership transformational initiative in a stronger way affect firm execution.. A few styles of leadership are applicable to key initiative, especially those attentive to behaviour or rather conduct of leaders and that have been the subject of later examination.

Carter and Greer (2013) did an examination on initiative of leadership at strategic level: qualities, styles, and leadership execution in Midwest Academy of Management in Chicago in an observational investigation utilizing empirical information sources. Results show that leader’s encounters, qualities, and characters significantly impact their translations of the circumstances they face, and, thus, influence their decisions. These decisions, thus, impact execution in their capacity. As the roles of key leaders keep on extending, thoughtfulness regarding the performance ramifications of these progressions is justified. There is requirement for more prominent comprehension of the variables that decide the presentation of key leaders in form of strategy utilizing proportions of effectiveness past execution of financials alone.

Matzler et al. (2008) analyzed style of leadership, and effect on development and execution of small medium scale undertakings (SMEs) in the assembling area of Ghana utilizing a field overview (by methods for surveys). It was built up that leadership and business procedure measurably and significantly affected organizational execution. However methodology had the more noteworthy impact. The investigation neglected to recognize that inspiration and intrinsic advantages influence performance. Regardless of whether the presentation of SMEs is additionally a result of procedure, in which the entrepreneur or supervisor assumes a significant job in the definition of the company's methodology was not set up.

Ullah (2013) studied the effect of conduct of leadership on organizational execution in D&R Cambric Communication Company in UK utilizing both the subjective and quantitative research technique was utilized in the investigation. It was found or revealed that practices of leadership influences in a significant way on execution by organizations. However the investigation concentrated uniquely on the conduct of a leader as a factor affecting performance. Regardless of whether the conduct of the CEO with the representatives of the organization was one of the significant purposes behind the organization's prosperity required a review further. Katana (2018) in the examination on the leadership at strategic level role for the upper hand that is sustainable in Kenyan private as well as colleges utilizing quantitative research plan and cross-sectional review investigate configuration found that there was a critical role of key leadership for manageable upper hand in Kenyan public as well as private colleges.

A study by Bartlett and Ghoshal (2014) on building competitive advantage through people concluded that the future of any organization must be planned by strategic leaders for the results to be realized. This involves strategic leaders integrating vision, innovation and creating necessary plans for success and the stable operation of the organization. Hitt, Ireland and Hoskisson (2013) in the literature reviewed on issues of management at strategic level as well as competitiveness and globalization emphasizes that performance of the firm is of independent to leadership at strategic level when they create competitiveness in the firm. Further Center for Creative Leadership (2004) argues in the context that strategic leaders develop and execute strategies through formulation, implementing, reassessing and revision. It is argued that there is scarcity of strategic leaders with only ten percent exhibiting these skills thus leading to failed organizations.

According to argument by Daft (2011) on the leadership experience found that the advantage and success of an organization determines how selection and recruitment of top leaders are carried out. This is from the view that top cream leaders will understand the organization and steer strategies towards the future demands. Judge (2012) in his qualitative and quantitative review study found that personality and leadership connecting and bonding with the surrounding people in the organization is key to a strategic leader since it results to improved performance. Bower (2010) in behavioural leadership and success to organization gives his views in the sense that the challenges involving management is key to performance of the firm. The gaps within the organizational performance can be bridged if the right strategic leaders of the organization are identified and recruited to steer the organizational objectives. These gaps are threats to performance of any organization since they affect the effectiveness and more so efficiency of the management teams.

III. RESULTS

The subsection was key in determining the effect of strategic leadership and the significance it has on performance. The values of the composites were calculated and analysis done through simple regression where results were tabulated and interpreted. Three levels of sub hypotheses were considered including how each of the strategic leadership manifestation influence performance; competencies, direction in strategy as strategic values. The results are as indicated within the subsequent sections herein

The study determined independently the influence of competencies on non-financial performance. This was determined by getting the composite index of competencies and performance constructs and applied simple linear regression analysis to determine their significance levels. Consequently, the following sub hypothesis was tested. **H1a:** There is a significant relationship between competencies and non-performance**.** The results were as depicted in Table 1.

Table 1: Competencies and Non-Financial Performance

Model Summary[b]										
					Change Statistics					
Model	R	R^2	Adjusted R^2	SEE	R^2 Change	F. Change	df1	df2	Sig. F. Change	Durbin,Watson
1	.451[a]	.203	.185	7.34482	.203	10.981	1	43	.002	.160

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	592.365	1	592.365	10.981	.002[b]
	Residual	2319.695	43	53.946		
	Total	2912.060	44			

Coefficients[a]

Model		Unstandardized, Coefficients		Standardized, Coefficients			Collinearity, Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	1.855	3.025		.613	.543		
	Competencies	3.284	.991	.451	3.314	.002	1.000	1.000

The results in the test of how competencies relate to performance of non-financials were significant. This was evidenced by R which was .451 as well as R^2 represented by .203 implying that performance is explained by 20.3% of competencies in the generated model. The significance representing the model overall is evidenced since F value is found to be 32.541 with significance (p value) having a lower value than 0.05 threshold with also individual significance of evidenced with Beta=.451 and t being 3.314 at a less than 0.05 p-value threshold. The associated hypotheses according the researcher is thus accepted and thus based on the outcomes of the results the regression model explaining the relationship becomes;

$Y= 1.855+.991\ X_1$

Where Y is non-financial performance and X_1 **is** competencies.

Strategic orientation was found critical in the current study as performance was deemed to change especially when non financials are put in the equation through a hypothesis that supports the influence. During analysis to ascertain this argument simple regression was considered and the associated outcome presented in Table 2

Table 2: Strategic Orientation Influence on Non-Financial Performance

Model Summary[b]

Model	R	R^2	Adjusted R^2	SEE	Change Statistics					
					R^2 Change	F. Change	df1	df2	Sig. F, Change	Durbin,Watson
1	.439[a]	.193	.174	.65894	.193	10.294	1	43	.003	1.620

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.470	1	4.470	10.294	.003[b]
	Residual	18.671	43	.434		
	Total	23.141	44			

Coefficients[a]

Model		Unstandardized, Coefficients		Standardized, Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.349	.496		2.721	.009
	Strategic Orientation	.459	.143	.439	3.208	.003

The results in the test of how orientation at strategic level relate to performance of non-financials were significant. This was evidenced by R which was .439 as well as R^2 represented by .193 implying that performance is explained by 19.3% of strategic orientation in the generated model. The significance representing the model overall is evidenced since F value is found to be 10.294 with significance (p value) having a lower value than 0.05 threshold with also individual significance of evidenced with Beta=.439 and t being 3.208 at a less than 0.05 p-value threshold. The associated hypotheses according the researcher is thus accepted and thus based on the outcomes of the results the regression model explaining the relationship becomes; $Y= 1.349+.439\ X_1$

Where Y is non-financial performance and X_1 **is** strategic orientation.

The direction in the strategy was also key where data originating from the responses was analysed and subsequently results generated to provide evidence in the existence of significance or not. The sub hypotheses was thus considered, tests generated and results thereafter tabulated as indicated in Table 3

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Table 3: Strategic Direction on Non-Financial Performance

Model Summary[b]

					Change Statistics					
Model	R	R^2	Adjusted R^2	SEE	R^2 Change	F. Change	df1	df2	Sig. F. Change	Durbin,Watson
1	.387[a]	.150	.130	7.58907	.150	7.562	1	43	.009	.473

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	435.519	1	435.519	7.562	.009[b]
	Residual	2476.541	43	57.594		
	Total	2912.060	44			

Coefficients[a]

		Unstandardized, Coefficients		Standardized, Coefficients			Collinearity, Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	20.105	4.726		4.254	.000		
	Strategic Direction	4.338	1.578	.387	2.750	.009	1.000	1.000

The results indicates the outcome which was significance as p value was below 0.05 with other tests like R giving .387 and R^2 tabling a value of .150. This therefore confirms that strategic direction gives performance 15.0% change. Further the overall results pertaining the model shows significance with the value of F being 7.562 which is also less than the threshold 0.05 value of significant. The individual level significance was also taken in to consideration by the use of t value where it was found to be make significance sense by being greater than the p value ($t = 2.750$, $p < 0.05$).

The direction in the strategy therefore gives a change to performance prompting the study to accept the hypothesis and thus based on the outcomes of the results the regression model explaining the relationship becomes;

$Y = .387 + 2.750 X_1$

Where Y is non-financial performance and X_1 **is** strategic direction.

The values in the strategy were also key where data originating from the responses was analysed and subsequently results generated to provide evidence in the existence of significance or not. The sub hypotheses was thus considered, tests generated and results thereafter tabulated as indicated in Table 4

Table 4: Strategic Values on Non-Financial Performance

Model Summary[b]

					Change Statistics					
Model	R	R^2	Adjusted R^2	SEE	R^2 Change	F. Change	df1	df2	Sig. Change	F, Durbin,Watson
1	.972[a]	.945	.943	1.93419	.945	735.395	1	43	.000	1.172

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2751.192	1	2751.192	735.395	.000[b]
	Residual	160.868	43	3.741		
	Total	2912.060	44			

Coefficients[a]

		Unstandardized, Coefficients		Standardized, Coefficients			Collinearity’ Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	.232	.393		.590	.558		
	Strategic Values	1.158	.043	.972	27.118	.000	1.000	1.000

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The results indicates the outcome which was significance as p value was below 0.05 with other tests like R giving .972 and R^2 tabling a value of .945. This therefore confirms that strategic values give performance 94.5% change. Further the overall results pertaining the model shows significance with the value of F being 735.395 which is also less than the threshold 0.05 value of significant. The individual level significance was also taken in to consideration by the use of t value where it was found to be make significance sense by being greater than the p value ($t = 27.118$, $p < 0.05$). The strategic value therefore gives a change to performance prompting the study to accept the hypothesis and thus based on the outcomes of the results the regression model explaining the relationship becomes;

$Y= .232+.972 X_1$ Where Y is non-financial performance and X_1 **is** strategic values.

Strategic leadership at an overall perspective was thus given a test to identify if performance may change based on a composite value from all the indicators measuring it within the firms. There was also a hypothesis formulated as per the objective dictate and analysed where the results were presented on Table 5.

Table 5: Strategic Leadership and Non-Financial Performance

Model Summary[b]

Model	R	R^2	Adjusted R^2	SEE	Change Statistics: R^2 Change	F. Change	df1	df2	Sig. Change	F. Durbin'Watson
1	.938[a]	.879	.876	.28509	.879	312.289	1	43	.000	2.512

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.381	1	25.381	312.289	.000[b]
	Residual	3.495	43	.081		
	Total	28.876	44			

Coefficients[a]

Model		Unstandardized' Coefficients B	Std. Error	Standardized' Coefficients Beta	t	Sig.	Collinearity' Statistics Tolerance	VIF
1	(Constant)	.309	.164		1.888	.066		
	Strategic leadership	.896	.051	.938	17.672	.000	1.000	1.000

The results indicates the outcome which was significance as p value was below 0.05 with other tests like R giving .938 and R^2 tabling a value of .879. This therefore confirms that strategic leadership give performance 87.9% change. Further the overall results pertaining the model shows significance with the value of F being 312.289 which is also less than the threshold 0.05 value of significant. The individual level significance was also taken in to consideration by the use of t value where it was found to be make significance sense by being greater than the p value ($t = 17.672$, $p < 0.05$). Strategic leadership therefore gives a change to performance prompting the study to accept the hypothesis and thus based on the outcomes of the results the regression model explaining the relationship becomes;

$Y=0.309+.938 X_1$

Where Y was non-financial performance and X_1 is strategic leadership.

Return on assets being important in performance especially financial perspective was thus evaluated against strategic leadership in the process of the hypothesis testing as a basis using regression as a technique in the analysis and results tabulated in Table 6.

Table 6: Regression Results from the Test of the Effect of Strategic Leadership on Return on Assets

Model Summary

Model	R	R^2	Adjusted R^2	SEE
1	.686[a]	.470	.468	.44916

ANOVA[a]

Model		Sum of' Squares	df	Mean' Square'	F	Sig.
1	Regression	53.323	1	53.323	264.310	.000[b]
	Residual	60.120	43	.202		
	Total	113.444	44			

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Coefficients						
Model		Unstandardized' Coefficients		Standardized' Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.882	.146		6.050	.000
	Strategic leadership	.651	.040	.686	16.258	.000

The results indicates the outcome which was significance as p value was below 0.05 with other tests like R giving .686 and R^2 tabling a value of .470. This therefore confirms that strategic leadership give ROA 47.0% change. Further the overall results pertaining the model shows significance with the value of F being 264.310 which is also less than the threshold 0.05 value of significant. T he individual level significance was also taken in to consideration by the use of t value where it was found to be make significance sense by being greater than the p value ($t = 16.258$, $p< 0.05$). Strategic leadership therefore gives a change to performance as far as ROA is concerned prompting the study to accept the hypothesis and thus based on the outcomes of the results the regression model explaining the relationship becomes;

$Y= .882+.651 X_1$ Where Y is return on assets and X_1 **is** strategic leadership.

Strategic leadership can be key when debt equity ratio is concerned and therefore a composite was calculated for both the indicators pertaining their manifestations and regression analysis undertaken to test the hypothesis in question. The results tested and generated were tabulated in Table 7.

Table 7: Regression Results from the Test of the Effect of Strategic Leadership on Firm Deb Equity Ratio

Model Summary				
Model	R	R^2	Adjusted R^2	SEE
1	.700[a]	.489	.488	.43436

ANOVA[a]						
Model		Sum' of Squares'	df	Mean' Square	F	Sig.
1	Regression	53.511	1	53.511	283.630	.000[b]
	Residual	55.845	43	.189		
	Total	109.357	44			

Coefficients						
Model		Unstandardized' Coefficients		Standardized' Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.878	.143		6.161	.000
	Strategic leadership	.654	.039	.700	16.841	.000

The results indicates the outcome which was significance as p value was below 0.05 with other tests like R giving .700 and R^2 tabling a value of .489. This therefore confirms that strategic leadership give debt equity ratio 48.9% change. Further the overall results pertaining the model shows significance with the value of F being 283.630 which is also less than the threshold 0.05 value of significant. The individual level significance was also taken in to consideration by the use of t value where it was found to be make significance sense by being greater than the p value ($t = 16.841$, $p< 0.05$). Strategic leadership therefore gives a change to performance as far as debt equity ratio is concerned prompting the study to accept the hypothesis and thus based on the outcomes of the results the regression model explaining the relationship becomes

$Y= .878+.700 X_1$ Where Y is debt equity ratio and X_1 **is** strategic leadership.

In a firm especially concerning financials, performance in the manner loans are doing is key to performance and therefore the study determined how performance in terms of loan repayment can be influenced by strategic leadership. The hypothesis associated to the sub objective was thus tested and tabulated in Table 8

Table 8: Regression Results from the Test of the Effect of Strategic Leadership and Loan Repayment Performance

Model Summary						
Model	R	R^2		Adjusted R^2	SEE	
1	.859[a]	.737		.729	.38768	
ANOVA[a]						
Model		Sum' of Squares	df	Mean 'Square	F	Sig.
1	Regression	13.510	1	13.510	89.893	.000[b]
	Residual	4.809	43	.150		
	Total	18.320	44			

Coefficients						
Model		Unstandardized' Coefficients		Standardized 'Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.869	.241		3.604	.001
	Strategic leadership	.722	.076	.859	9.481	.000

The results indicates the outcome which was significance as p value was below 0.05 with other tests like R giving .859 and R^2 tabling a value of .737. This therefore confirms that strategic leadership adds to loan repayment performance by 48.9% change. Further the overall results pertaining the model shows significance with the value of F being 89.893 which is also less than the threshold 0.05 value of significant. The individual level significance was also taken in to consideration by the use of t value where it was found to be make significance sense by being greater than the p value ($t = 9.481$, $p < 0.05$). Strategic leadership therefore gives a change to performance as far as loan repayment performance is concerned prompting the study to accept the hypothesis and thus based on the outcomes of the results the regression model explaining the relationship becomes;

$Y= .869+.859X_1$ Where Y is loan repayment performance and X_1 **is** strategic leadership.

IV. CONCLUSIONS

The study objective sought to determine the relationship between strategic leadership and performance. Manifestations arising from strategic leadership that is perceived to add value to the firms' future plans as outlined in the objectives and goals as per the strategic plan. Among them was direction of strategy, orientation and involved competencies. The study determined the extent to which strategic orientation attributes are manifested among the firms. Strategic orientation plays a significant role in decision making of firm's complexities and challenges which in turn provides firms with the ability to succeed and make profit. The results displayed shows that the averages mean score of the strategic orientation attributes is 3.245, SD of 1.199 and CV of 0.39. This is a moderate mean score depicting average manifestation of strategic orientation attributes among firms. The results therefore depict that among firms in Kenya, strategic orientation as a dimension of strategic leadership is manifested on average implying that some have not adopted the orientation part in their operations due to lack of proper strategic leadership mindset that is necessary for performance to be realized. The findings therefore shows that firms have not put necessary strategic orientation dimensions in place to steer performance aspects as far as the organizational goals and strategic leadership is concerned.

The study established the extent to which strategic direction attributes are manifested among the firms. Good strategic direction through best leadership manifestations in place enables firms to operate efficiently and profitably. Good strategic directions have also contributed to firms making sound business decisions leading to improved firm performance. The average mean score for strategic direction attribute according to the study was 3.566, SD of 1.129 and CV of 0.32. This is a higher mean depicting high manifestation of strategic direction construct in firms. Firms need strategic direction in the wake of competition from other financial institutions to perform. The results show that strategic direction is key in any firm that is geared to perform in the wake of competition and technological advancement. It is therefore necessary that firms are adopting strategic direction in order to meet their goals and objectives set. Firms in Kenya are therefore in the forefront to adopt strategic direction attributes in order to survive and create a competitive edge for their products and also outperform other competitors in the same line of business like banks and Saccos.

The study determined the extent to which strategic competencies attributes are manifested among the surveyed firms. Strategic competencies relate to acquiring expertise services, training and developing of staff and strategically handling of personnel issues are key to a company's ultimate survival. The results show that the overall mean score of the strategic competencies attributes is 3.137 with SD of 1.222 and CV of 0.39. This is a moderate mean score depicting moderate manifestation of strategic competencies among firms in Kenya.

The results therefore in general depicts that there is moderate strategic competencies among the firms in Kenya which may be attributed to the fact that those with high qualifications and skills and management are rare to get since they are absorbed by well-established financial institutions and other corporations in the country who can afford to pay their demands. It is therefore important to note from the findings that firms requires better strategic leadership competencies in order to outperform other financial institutions in the same industry and also meet their objectives and goals through better strategies and decision making competencies. The summaries on strategic leadership measures showed that strategic direction attributes showed the highest ranking. This was followed by strategic orientation and strategic competencies respectively. The results demonstrates that strategic direction is the most important strategic leadership attribute which may be illustrated to mean it give firms direction due to utilization of required skills to carry out roles effectively.

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