

**STRATEGIC LEADERSHIP AND SOCIO-ECONOMIC DEVELOPMENT OF  
MUKURU SLUMS IN STAREHE SUBCOUNTY, NAIROBI, KENYA**

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## DECLARATION

This research is my original work and has not been submitted for award of any degree in any university or college for academic examination purposes


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This is supervision research project has been submitted with my approval as the appointed University supervisor.

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## **DEDICATION**

This research work is dedicated to my Family. My Father and Mother for the hard work they instilled me and to my wife, daughter and son for their moral support in this academic journey. May you follow in my footsteps and surpass me.

## TABLE OF CONTENTS

<b>DECLARATION</b> .....	<b>i</b>
<b>ACKNOWLEDGEMENT</b> .....	<b>ii</b>
<b>DEDICATION</b> .....	<b>iii</b>
<b>LIST OF TABLES</b> .....	<b>vii</b>
<b>LIST OF FIGURES</b> .....	<b>viii</b>
<b>LIST OF ABBREVIATIONS AND ACRONYMS</b> .....	<b>ix</b>
<b>ABSTRACT</b> .....	<b>x</b>
<b>CHAPTER ONE: INTRODUCTION</b> .....	<b>1</b>
1.1 Background of the Study .....	1
1.1.1 Strategic Leadership .....	3
1.1.2 Socio-Economic Development .....	4
1.1.3 Mukuru Slums in Starehe Sub-County, Nairobi.....	5
1.2 Research Problem .....	6
1.3 Research Objective .....	8
1.4 Value of the Study .....	8
<b>CHAPTER TWO: LITERATURE REVIEW</b> .....	<b>10</b>
2.1 Introduction.....	10
2.2 Theoretical Foundation .....	10
2.2.1 Transformational Leadership Theory.....	10
2.2.2 Stakeholder Management Theory .....	12
2.2.3 Resource-Based Theory .....	13
2.3 Strategic Leadership and Socio-Economic Development.....	15
2.4 Summary of Research Gaps.....	18
2.5 Conceptual Framework and Research Hypothesis .....	20
2.5.1 Conceptual Framework .....	20
2.5.2 Research Hypothesis .....	21
<b>CHAPTER THREE: RESEARCH METHODOLOGY</b> .....	<b>22</b>
3.1 Introduction.....	22
3.2 Research Design.....	22

3.3 Population of the Study.....	23
3.4 Data Collection .....	23
3.5 Data Analysis .....	26
3.6 Survey Confirmatory Tests.....	27
3.6.1 Tests on Validity.....	27
3.6.2 The Reliability Test Results for the Study Variables .....	28
<b>CHAPTER FOUR: PRESENTATION AND DISCUSSION OF FINDINGS .....</b>	<b>29</b>
4.1 Introduction.....	29
4.2 Profile of Respondents.....	29
4.2.1 Age of the Respondents.....	29
4.2.2 Gender of the Respondents .....	30
4.2.3 Education Level.....	31
4.3 Number of Years Lived in the Village.....	33
4.4 Descriptive Findings of Study Variables .....	34
4.4.1 Descriptive Findings on Strategic Leadership .....	34
4.4.2 Descriptive Findings of Socio-Economic Development.....	36
4.5 Relationship Between Strategic Leadership and Socio-Economic Development .....	38
4.6 Influence of Strategic Leadership on Socio-Economic Development.....	39
4.7 Discussion of Findings of Study Variables.....	43
4.7.1 Discussion of Findings on Strategic Leadership.....	43
4.7.2 Discussion of Findings on Socio-Economic Development .....	46
4.7.3 Discussion of Finding on Strategic Leadership and Socio-Economic Development ....	47
<b>CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....</b>	<b>51</b>
5.1 Introduction.....	51
5.2 Summary of Study Findings.....	51
5.2.1 Summary of Findings on Strategic Leadership .....	51
5.2.2 Summary of Findings on Strategic Leadership and Socio-Economic Development.....	52
5.3 Conclusion .....	53
5.3.1 Conclusions on Findings on Strategic Leadership .....	53
5.3.2 Conclusions on Findings on Strategic Leadership and Socio-Economic Development.....	54
5.4 Recommendation of the Study.....	55

5.4.1 Recommendations to Policy Makers.....	55
5.4.2 Recommendations to Practitioners.....	56
5.4.3 Recommendations to Academicians and Scholars.....	56
5.5 Limitations of the Research.....	58
<b>REFERENCES.....</b>	<b>59</b>
<b>APPENDICES.....</b>	<b>66</b>
Appendix I: Questionnaire.....	66
Appendix 2: List of Villages Within Mukuru Slum.....	69
Appendix 3: Letter of Introduction.....	70
Appendix 4: Research License.....	71

## LIST OF TABLES

Table 3.1: Tests of Reliability .....	28
Table 4.1: Distribution of Age of Respondents .....	30
Table 4.2: Distribution of Gender of Respondents .....	31
Table 4.3: Distribution of Educational Level of the Respondents.....	32
Table 4.4: Distribution of Number of Years Lived in the Village.....	33
Table 4.5: Distribution of Measures of Strategic Leadership .....	35
Table 4.6: Descriptive Measures of Socio-Economic Development .....	37
Table 4.7: Correlation Analysis Between the Strategic Leadership and Socio-Economic Development .....	38
Table 4.8: Summary Model of Influence of Strategic Leadership on Socio-Economic Development .....	39
Table 4.9: Analysis of Variance of Influence of Strategic Leadership on Socio-Economic Development .....	40
Table 4.10: Regression Coefficients .....	41



## LIST OF FIGURES

Figure 2.1: Conceptual Model .....	20
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## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>ANOVA</b>	Analysis of Variance
<b>CBO</b>	Community Based Organisation
<b>DPS</b>	Decision Making and Problem solving
<b>GDP</b>	Gross Domestic Products
<b>KWS</b>	Kenya Wildlife Service
<b>MEL</b>	Moral Ethical Leadership
<b>NGO</b>	Non-Governmental Organisation
<b>SACCO</b>	Savings and Credit Cooperative Organisation
<b>SED</b>	Socio-Economic Development
<b>SPSS</b>	Statistical Package for the Social Sciences
<b>UK</b>	United Kingdom
<b>UN</b>	United Nations
<b>VL</b>	Visionary Leadership
<b>VRIN</b>	Valuable, Rare, Inimitable, And Non-Substitutable
<b>WDR</b>	World Development Report

## ABSTRACT

This study sought to ascertain the relationship between strategic leadership and socio-economic development in the context of Mukuru Slums in Starehe Sub-County in Nairobi, Kenya. The researcher settled on Mukuru slums because of its geographical proximity to the central business district of Nairobi. This area was also ideal for researcher because he had previously worked in Mukuru as a government administrator for Starehe Sub-County. He therefore had succinct knowledge of the area and could easily form a researchable topic based on observable problems witnessed and experienced. The study was supported by transformational leadership theory, resource-based theory and stakeholder management theory. The study's main objective was to determine the contribution of strategic leadership to socio-economic development of the study area. Semi-structured questionnaire was used to collect primary data from 45 village elders of Mukuru slums. The researcher believed that good leadership based on the independent variable; strategic leadership could help this area achieve a meaningful socio-economic development. The area experiences poor sanitation, inadequate socio-amenities, and unemployment yet the area is sandwiched between industries, big businesses and high-end estates. The research focused on three dimensions of strategic leadership: ethical behaviour, visionary leadership, and decision-making and problem-solving abilities of the village elders. The literature review of related studies revealed concentration on profit making institutions, and competitive advantage. While similar studies on socio economic development to have been done outside Kenya. This revealed both contextual and conceptual gap, justifying the current study. The research hypothesised that; strategic leadership significantly influences socio-economic development. The findings revealed that strategic leadership defined by moral ethics, has a positive association, is significant and improves socio-economic development of Mukuru Slums. Ethical practices, fostered trust, credibility, and a sense of social responsibility among leaders, and is paramount in promoting sustainable development initiatives. However, the study highlighted the challenge of inadequate resources, as limit to ethical practices. Visionary leadership emerged well-exercised by the leaders, and is effective in mobilizing the community towards a collective sense of purpose. There were shortcomings in decision-making and problem-solving skills in this area. Addressing these skill gaps is pertinent to improving strategic leadership which is vital for making decisions to improve the living conditions in slum areas. The research emphasized the importance of ethical and visionary leadership in driving socio-economic progress, while advocating for resource support and skills development to fully harness the potential of strategic leadership in Mukuru Slums.

# CHAPTER ONE: INTRODUCTION

## 1.1 Background of the Study

The concept of strategic leadership involves plans made for the future to solve ensuing problems in an organisation or community. The application of strategic leadership is essential towards promotion of success in organisations globally. In the present unpredictable business environments which present multiple problems to communities and organisations and result in low performance and panic or anxiety among individuals, strategic leadership is one of the most crucial leadership qualities that reassure mitigation, Shao (2019). This means that the current challenging world full of uncertainty requires strategic leadership whether from an organisation perspective or from a community perspective. Strategic leadership has been lauded to play a significant part in the management of communities and organisations; it determines the performance and success of organisations in today's volatile environments (Birasnav and Bienstock, 2019). Strategic leadership provides organisations and leaders with the overall strategic direction which affects both technical and operational decisions and eventually promotes operational performance and success of the organisations (Kowo & Akinbola, 2019). The view is based on the notion that a strategic leader understands the decisive nature of value creation and various capabilities which is a necessity for improving organisations social and economic aspects of development (Szirmai, 2015). With strategic leadership, it is easy and simple to manage operations of firms and promote economic and social development of the people.

Socio-economic development refers to growth in the community in terms of an increase in gross domestic product (GDP), high life expectancy as well as promotion of social justice and democratic practices in a contemporary society (World Development Report2020). Social

economic development also refers to the procedural nature of societal remunerative development that aims to improve people's quality of life through better employment, income, education, and other factors (Kapur, 2018). It is an undertaking of societal change influenced by cultural and environmental influences. According to the World Development Report (2020), socio-economic development covers issues associated with having a high-quality life in terms of employment, education, food availability, healthy living as well as having stable social networks and decent housing or good medical care. In order to fulfil these demands in ways that is both realistic and long-term for the best of community, social economic development should have supportive strategies. The presiding goal is the identification of various avenues to raise the living standards of regions and at the same time ensuring that local economies are unassailable and able to support the local population. Indicators used to measure social economic development include the gross domestic product, national income, per capita income, life expectancy, literacy rates, and employment rates (Kapur, 2018).

In Kenya, especially among different communities, many leaders are slowly adopting strategic leadership skills with the aim of promoting their followers' success (Isunju, et al., 2022). It is also noteworthy according to various studies that, strategic management bears a close association with effectual leadership of groups of people, good decision making and ability to come up with different solutions (Olaka, Lewa & Kiriri, 2017). The concept of strategic leadership and socio-economic development has attracted research in the field of academia. Theories have been developed seeking the relationship types between the variables. This research work will be underpinned by transformational leadership theory, resource-based theory and stakeholder management model. Isunju et al. (2022) cites the numerous challenges that affect people living in informal social environments such as slums. With the emergent of Covid-19 pandemic, and the

current worldwide economic crisis, increased political tensions, climate change among different challenges, make it vital for leaders to ensure they enhance critical and credible management strategies that would address challenges in a bid to enhance socio-economic development.

### **1.1.1 Strategic Leadership**

Strategic leadership has been linked to organisational success because it enables leaders to complete actions that are closely related to modification, decision making and execution of objectives and plans (Shao, 2019). Olaka et al., (2017) were assertive that strategic leadership requires critical analysis and evaluation. They postulated that the ability of leaders of organisations to influence others in arriving at decisions in tandem with the organisational goals construe strategic leadership. According to Ozer and Tinaztepe (2014), the management styles adopted by a company have an important influence on the direction and progression towards the company's vision. Thus, strategic leadership is critical in the management of a company's performance streamlining the firm and making the firm sustainable backed with reasonable compared to other companies. A strategic leader is one who considers all available options and points of view before deciding on a course of action, (Semuel, Siagian, & Octavia (2017); such actions are only intended to further the company's growth. Such leaders are self-motivated, capable of making wise decisions, and use their abilities to inspire others at work and to present their future (Mukhezakule & Tefera, 2019).

Some scholars posit that these kinds of leaders are people who can dynamically bond with other employees, as dictated by a project at hand, for the sake of effective completion (Isunju et al., 2022). A strategic leader should therefore be willing to take calculated risks if need be, in order to advance the goals of their organisations. This suggests that a strategic leader's primary

responsibility is to develop plans that will lead their organisations to success. However, strategic leadership has been criticized for being too formal and difficult to implement since it is a dexterous process that require effective planning and it is also time consuming. Strategic leadership is viewed and measured through formal planning, rational thinking and creative operations in organisations (Kowo & Akinbola, 2019). It is measurable in terms of visionary leadership, setting long term goals as well as having moral and ethical standards (Olaka, Lewa & Kiriri, 2017). Strategic leaders should also have the capacity for problem solving and make quick decisions.

### **1.1.2 Socio-Economic Development**

The term "socio-economic development" is often used in newspapers, magazines and other periodicals to refer to issues like poverty, unemployment, the construction of roadways and bridges, as well as infrastructure like health care facilities and educational institutions. This assertion is supported by the UN Sustainable Development Group (2020). Szirmai (2015), describes socio-economic development as the process of societal and remunerative modification. Additionally, changes in less tangible factors like a person's sense of personal dignity, ability to associate freely, their level of safety from physical harm, their participation or level of civic duty to the society are some constructs used to measure socio-economic development. According to Jaffee (1998), the concerns of the public are incorporated in socio-economic development when developing social policies and initiatives that are aimed at improving the economic situation of a society. The objective of social development is to improve of the living standards of people within a given society (Szirmai, 2015). The population's economic standard of living must steadily increase for this to happen; this is often achieved by increasing a nation's physical and human capital reserves and by supporting technological innovation. A high level of efficacy, general well-being, justice and democracy come about as a result of the progressive reinforcement of both

qualitative and quantitative dimensions within the socio-economic structure stemming from the implementation of socio-economic development within the society (Mukhezule & Tefera, 2019). Even though, socio-economic development is geared towards achievement of qualitative and quantitative models of development sometime it is difficult to achieve. Constructs associated with changes in well-being, level of literacy, GDP and levels of income or employment opportunities are used to measure socio-economic development (Mubarak & Yusoff, 2019). This study adopted the following dimension of socio-economic development; Adequate Socio- Amenities Infrastructure (Modern Houses, Electricity, Piped Water & Good Sewer System) Employment Enabling Environment.

### **1.1.3 Mukuru Slums in Starehe Sub-County, Nairobi.**

Of the more than 150 slums in Nairobi, Kenya, Mukuru is one of the biggest. Mukuru is made up of 6 communities located in the industrial zone of Nairobi, about 7 kilometres southeast of the CBD (Mukuru Promotion Center, 2022). The Mukuru Kwa Njenga, Mukuru Kwa Reuben, and Viwandani are all included in this informal settlement. The Ngong River, which divides Kwa Reuben from Viwandani, and the Kenya Railway, runs along the border between Kwa Reuben and Kwa Njenga, both pass through the neighbourhood (Mukuru Promotion Center, 2022).

The Mukuru settlements is situated within Embakasi, Starehe and Makadara sub-counties of Nairobi County, it has 6 political wards namely; Kwa Reuben, Kwa Njenga, Imara Daima, Landmawe (Mukuru Kayaba), South B (Mukuru Nyayo), and Viwandani. In addition to the informal settlement in the wards; each ward also boasts of better residential estates and other different types of land uses such as industries (Mukuru Promotion Center, 2022). The crosscutting ward boundaries make it difficult to use administrative data, such as census data, which are hard



to separate from nearby formal areas. The slums are highly populated and are subdivided to small units called villages for easy administrative purposes.

The socio-economic level of people living within the slum has been found to be low with over 70% of the population to be living below a dollar a day (Arimah & Branch, 2011). The literacy level within the slum is also low with many families depending on public schools. There are no hospitals; the available alternatives are clinics, which compete for the high demand of health services. This means that the residents of Mukuru are susceptible to unstandardized health care services that might also be unaffordable (Wanjiru & Matsubara, 2017). Due to the populous, crime is prevalent in the slums, as many youths' retort to crime due to lack of job opportunities. The level of sanitation within the slum is deplorable, with running sewer covering many open spaces. This has been linked to many health complications within the major slums of Nairobi. The problems within the slums can be summarized as inadequate sewage and sanitation management, unemployment, crime and poor infrastructural systems (Mukuru Promotion Center, 2022). These problems provided an opportune moment to undertake this study.

## **1.2 Research Problem**

The social economic challenges that face most urban settlements are significant and multi-faceted. The population is high while social amenities are limited which complicates the dynamics further. Political interests pursued in informal settlements self-centred, as it is more affordable to rally huge number of people towards achieving a political goal but not developmental goals (Mugo, 2021). The other main issues that affect the development informal settlement is increased corruption, poverty, lack of proper social amenities, poor infrastructure, insecurity and poor management of available resources. The presence of shanties built as temporary homes from

corrugated iron sheets, crowding, is a common defining feature of Kenyan urban settlements. Workable solutions to these challenges, highly depend on the leadership style and the motivation to fully address the shortcomings. To help manage high slum encroachment and poor development in many urban centres in Kenya, government through community leaders need to adopt strategic leadership in major decision-making process. Lack of strategic leadership among slum leaders is a problem that requires further interventions if socio-economic development is to be realised (Mubarak & Yusoff, 2019).

In Kenya, Joyce (2012) studied socio-economic and strategic leadership practices and noted that socio-economic challenges among slums can be managed and solved through adoption of strategic leadership. This is because effective decision-making, planning, and action-taking are aided by strategic leadership, which has been associated with organisational performance (Covin & Slevin, 2017). With strategic leadership, community leaders can succeed in formulating global solutions and are currently implementing techniques that combat environmental changes (Hitt et al., 2010). The notion of strategic leadership bolsters people to take independent decisions that can improve the success and development of the community over the long run. Communities with strategic leaders always experience conditions where specific actions are taken after keen deliberation and thorough evaluation of options involving consideration of current and future needs. Such leaders also motivate others, to connect and bond with other community members to make plans that guide the community towards successes and socio-economic development (Covin & Slevin, 2017).

From the studies reviewed, none fixated on formative effects of Strategic leadership on Socio-Economic Development of Mukuru Slums in Nairobi Kenya. Therefore, there exist conceptual gap where the effect of strategic leadership on socio-economic development needs to be carried out to address the gap. Further, there is a contextual gap since no study has been carried in this context

in regards to Mukuru slums of Starehe Sub- County, in Nairobi, Kenya as revealed by the reviewed studies. This study attempted to close these knowledge gaps by addressing the following research question: What is the influence of strategic leadership on socio-economic development of Mukuru slums in Nairobi, Kenya, Starehe Sub-County?

### **1.3 Research Objective**

The goal of the study was to ascertain the influence of strategic leadership on socio-economic development of the Mukuru Slums in Nairobi, Kenya, Starehe Sub-County.

### **1.4 Value of the Study**

Various key stakeholders in Kenya, and other nations, stand to benefit from the conclusion of this research. For Mukuru and other leaders elsewhere, this study will provide a framework upon which those in leadership position can craft and establish strategic strategies that improve economic development and success of regions they lead. It also espouses the best possible strategic leadership practices by giving information about the precise leadership tactics and methods that if adopted can expand socio-economic growth of such regions. The study stands to reveal the key roles that strategic leadership practices such as visionary leadership, moral ethical leadership, decision making and problem play in improving the stature of communities such as Mukuru.

Academicians, researchers, and intellectuals will all benefit from this study's conclusions. The findings can be cited in any literature review for future studies concerned with a similar subject, particularly those that determine how strategic leadership affects the socio-economic development. Additionally, the data presented here will serve as a foundation for future research studies examining the impact of strategic leadership on the socio-economic development within various contexts. Therefore, these findings would act as the basis for numerous future researches,

especially due to its scope on strategic leadership practices and the socio-economic development of slums.

The results of this study will be useful to national policy makers and governments. The conclusions will provide a framework for assessing and fostering socio-economic growth in Kenyan slums and as well as other regions. Additionally, the findings if adopted by policy makers at governmental and non-governmental agencies will help to create best intentional leadership practices and guides that promote socio-economic development.

The study can also help policy makers understand the challenges and barriers faced by slum communities, enabling them to design targeted interventions and initiatives to address these issues. By considering the findings of this study, policy makers and regulatory authorities can make informed decisions and take appropriate actions to foster socio-economic development in Mukuru Slums and anywhere with similar marginalised areas. Through implementation of such policies and regulations sustainable development will be achieved.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

In this section, the study provides related literature and the theoretical foundations on which the study was anchored. This section also illuminated on the link between strategic leadership and socio-economic development. A review of current literatures pertaining to strategic leadership and its impact on the socio-economic development of slums was carried out to provide the study with a foundation that guided it. The chapter concluded by summarizing the empirical assessment on the literatures that were studied and revealed the existing gaps to be filled.

### **2.2 Theoretical Foundation**

Under this section the three theories relevant to the investigation were covered, the theories examined included transformational leadership theory, resource-based theory and stakeholder theory. The literature review aimed to establish a conceptual framework and theoretical foundation for the study by examining existing knowledge and researches done on the topic. By analysing the existing literature, this chapter sought to identify gaps in the knowledge and highlighted their significance to the topic of the study in the context of slums.

#### **2.2.1 Transformational Leadership Theory**

The study based this theory on the works of Bass and Riggio (2005), which postulated that, the ability of individuals to perform beyond expectations was based on the ability of their leader to motivate them. With increased customer competition and customer expectation, new ideas about leadership has emerged, transformational leadership theory among them (Borkovskaya, 2018)

which proponents says promotes new ideas, such leaders focus on finding solutions and promotes teamwork (Kahiga, 2017).

Among key propositions of this theory is the existence of positive effects of leaders on labour force within the organisation. It theorized that, the nature of transformational leadership action has been found to raise performance, and lower anxiety in organisations (Kabetu & Iravo, 2018). Effective transformational leaders have vision, encourage teamwork, leadership, are risk takers and are impacting their organisation positively because they advocate for creativity and innovation, these leaders therefore boost performance of organisations (Kising'u, 2017). The strength of this theory is that it supports change through transformational models which explored change in top management behaviour and work structure (Szirmai, 2015).

Strategists, Braybrooke and Lindblom (1963), alluded that governing should be done on a piecemeal basis (project by project) while keeping options of the project open, in their work, 'A Strategy of Decision' they postulated that cost-benefit analysis is the foundation in which the approach to decision making is based, this they derived from the discipline of economics. Based on these approach policy makers identified the benefits (both monetary and non-monetary) to aid in prudent decision making for development programs that have high impact.

One of the primary concerns raised by critics of this theory is the lack of precision and objective measurement in defining transformational leadership. The qualities associated with this leadership style, such as charisma and inspiration, can be subjective and challenging to quantify in empirical terms, making it harder to establish clear criteria for identifying transformational leaders. This theory was pertinent to this study because it advocates for leaders who inspire others and advance development; which was applicable in the context of Mukuru slums. This theory also supports

organisational problem solving and swift decision making. The theory was examined and tested by this study.

### **2.2.2 Stakeholder Management Theory**

According to Follet (1962), participative and collaborative leadership is achieved when there is a direct contact between management and employees. The management guru alluded that, goals are achieved through people and a balance must be struck which allows a relationship to be maintained that permits coordination between leaders and followers. Followers are the first and direct stakeholders of the organisation.

R. Edward Freeman, Jeffrey Harrison, and Andrew C. Wicks made significant contributions to stakeholder management theory by developing it as a strategic management approach, emphasizing the consideration of various stakeholders' interests in decision-making processes (Freeman, 1999; Freeman, 2007). Thomas Donaldson and Lee Preston advanced the theory by exploring normative dimensions and ethical implications, providing insights for corporate governance and ethical decision-making (Donaldson & Preston, 1995). Robert Mitchell, Bradley Agle, and Donna Wood introduced the concept of "stakeholder salience," which allows firms to identify and prioritise stakeholders based on traits that include authority, legitimacy and urgency (Mitchell, Agle, & Wood, 1997). These contributions enriched stakeholder management theory, guiding businesses to adopt more inclusive and ethical approaches to decision-making and long-term value creation.

Despite all the works and contributions in this regard, the theory of stakeholder management was formerly proposed by Freeman 1984 (Rusconi, 2019), it viewed organisations as being made of different stakeholders requiring transparency and accountability of operations. The most notable

stakeholders in the community are the public, political leaders, religious leaders, CBOs and NGO leaders (Ninan, Mahalingam & Clegg, 2019). The theory operates on the assumption that firms and public entities have a role to maintain a relationship with their stakeholders (Kools & George, 2020).

The theory established the interaction between organisation and outside world and the contribution of each stakeholder to productivity (Sendjaya et al., 2016). The strength of this theory lies in the contribution of stakeholders to the success of organisation. It supports effective stakeholder management program. The critics of the theory claim that because of its emphasis on taking all stakeholders' interests into account, it can be difficult to apply and make decisions. The theory's broad focus is on numerous stakeholders, each of whom may have competing interests, may make it complex and challenging to successfully prioritise and balance their requirements. The lack of clear instructions on how to resolve conflicting stakeholder requests and how to choose which stakeholders should have precedence in decision-making processes has also drawn significant criticism. The theory was examined and tested by the study.

### **2.2.3 Resource-Based Theory**

The resource-based theory heavily picks from the works of Selznick (1957), which first defined the concept of distinct competence, which refers to those activities that an organisation performs extra ordinarily well, which then gives it a competitive advantage over rivals. To achieve an edge over competitors, an organisation must use its resources strategically (Barney, 1996). The Resource-Based Theory (RBT) was significantly influenced by Edith Penrose through her seminal work "The Theory of the Growth of the Firm" (1959). Penrose's work emphasized the role of resources as the primary drivers of a firm's growth and competitive advantage. She argued that a



special blend of physical and non-physical assets, including managerial skills, knowledge, and technology, is crucial for a firm's ability to adapt and grow over time.

Penrose's insights challenged the prevailing focus on market forces and highlighted the internal capabilities and resources that firms possess as the foundation for sustained competitive advantage (Penrose, 2009). A paper by Wernerfelt (1984), on resource base view of firms, introduced a concept of resource heterogeneity and immobility, the emphasis was made on the difference of resources endowment by the organisation, and the inability to duplicate such resources by others leads competitive advantage. A study by Barney (1991), on sustained competitive advantage on resources by firms, stressed, the importance of valuable, rare, inimitable and non-sustainable (VRIN) to securing a competitive position. The relevance of the theory to this study is that there are different unique bundle of resources and competencies available in the slums that if utilised well can spur socio-economic development (Alvarez & Busenitz, 2001), such resources include a robust youthful population with large pool of skilled and semi-skilled labour which if tapped well can make a leap towards socio economic development.

The theory has been applicable in different contexts, in most cases when defining, comparing and contrasting the performance of different organisations as a result of different strategic interventions. The main criticism is that sometimes different resources could generate same value to firms or regions and therefore there would be no competitive advantage. This limitation may not be very much applicable to this study, as the region is very distinct from other regions. The aspect of location and available amenities, provide it with unique challenges that would only be addressed by unique solutions into the problem (Wanjiru & Matsubara, 2017). The theory is also cited to ignore the factors surrounding resources and therefore do not consider the efforts undertaken to ensure key capabilities are acquired. The limitation of the theory would therefore be

addressed by ensuring that key capabilities in the region are well considered and strategic leadership decisions that have been made to hedge on these competencies reviewed, with the ability to enhance socio-economic development. The theory was examined and tested by the study.

### **2.3 Strategic Leadership and Socio-Economic Development**

Several studies done on strategic leadership and economic development reveals that strategic leadership promotes socio-economic development of organisations (Al Thani & Obeidat, 2020). Adopting strategic leadership enhances processes, which are visible in the way that people's lifestyles improve, thanks to advancements in employment, education, income, and other areas. Organisations undergo remunerative and societal transformation based on cultural and environmental factors with strategic leadership (Ninan, Mahalingam & Clegg, 2019). The strategic management and leadership practices can help invest in the best models in the society and promote healthcare, crime reduction and educational management in the community (Ogola, 2019).

According to Grandy (2013), strategic leadership promotes the success of churches around the world and the implementation of strategic management methods aid in and promote the success of communities globally. Strategic leadership, according to Gibney et al., (2009) occurs when a leader is able to anticipate potential issues down the road, make plans for them, and persuade people to work toward their long-term goals. This type of leadership makes significant contributions to the community or organisation's ability to make wise decisions and solve problems. Some of the most important traits that strategic leaders have include positive interpersonal relations, cognitive ability, risk-taking propensity, future orientation, capacity to focus on the bigger picture and proactive management of operations (Johnson, 2010).

Bhardwaj, Mishra and Jain (2021) pose it that strategic leadership is defined by key development milestones, associated with planning and effective decision making that considers multiple problems solving framework, which is associated with socio-economic development (Njeri, 2017). The gross domestic product (GDP), life expectancy, literacy levels, and unemployment levels are some of the metrics employed to gauge it. For effective socio-economic development, leaders in communities must adopt strategic thinking and strategic planning. Strategic leadership helps to promote development, which is the method that culminates in the augmentation of societal institutions in a way that increases society's capability to achieve its goals (Shao, 2019). The qualitative augmentation in a society's self-shaping and day-to-day operations, as demonstrated, for example by, progressive behaviour and attitudes within the populace, adoption of efficacy and more advanced technology (Grandy, 2013). Leaders with strategic leadership abilities have the power to ensure an improvement in the community's economic, political, and social wellbeing of its people. Strategic leadership broadens their horizons and takes into account issues related to people's free time, the environment, autonomy, egalitarianism, or gender equality (Özer & Tinaztepe, 2014).

The UN Sustainable Development Group (2020) indicated that adjustments in less tangible aspects, such as the level of democratic societal participation, individual safety, individual and social freedom, and safety from physical harm were also taken into account. (Szirmai, 2015). Socio-economic development is seen in decent lifestyle, having good education, housing and healthcare variables (Szirmai, 2015). In slum environment, socio-economic development would be evident when there exists a clean environment, clean water, decent housing as well as good medical health and low levels of crime rate, however, this normally is a contrast. Effective drainage, employment opportunities, good infrastructure as well as social and psychological well-

being of the people are directly associated with socio-economic development in communities (UN, 2020).

There have been varying studies on strategic leadership and social economic development. A study in the US by Borkovskaya (2018) found that strategic leadership contributes to success of organisation by linking operations, strategies and plans, the study concluded that; strategic leadership increase company's performance. A study by Omer, Sadq and Ahmed (2017) of Lebanese firm (Korek Telcom Company) established that strategic leadership can improve future performance of by anticipating challenges. Another study in the UK by Akter, Kaur and Punjaisri (2017) sought to evaluate the values promoting strategic leadership. It found that key components of strategic leadership are good decision making, problem solving and motivation; the study recommended that strategic leadership enhanced social economic development.

To establish a connection between key plans, and performance, Carter and Greer (2013), conducted a cross sectional survey design study. The study established that lack of strategic leadership led to operational failure. Research into the connection between sustainable leadership and strategy found that strategic leadership assures sustainable organisational performance. The study was conducted in South Africa aviation industry by Mukhezekule and Tefera (2019), the study used a stratified sampling technique of 370 participants of the aviation industry. There existed a contextual gap as it was undertaken in South Africa whereas the context of this study is Kenya's Mukuru slums and a conceptual gap because of the topic.

In Kenya, a study by Kabetu and Iravo (2018) on the effect of strategic leadership on functionality and success of NGOs in Kenya used a cross-sectional survey design, this study focused mainly on corporate strategy and success of NGOs. A different study conducted on flower conglomerates in

Kenya focused on the impact of strategic leadership behaviour using a descriptive survey design targeting 21 flower companies revealed that, majority of companies had strategic plans, and that strategic development had a significant influence on organisation performance, this study was conducted by Maroa and Muturi (2015). For their study they chose 5 respondents from the 21 companies and 10 others at random.

Obunga, Marangu, and Masungu (2015) in a study conducted in Kakamega, Kenya to ascertain the postulated link between systems of management and the value of SACCOS discovered that various strategic management techniques significantly impacted the performance of the SACCOS. A descriptive correlation analysis with 482 participants was similarly used by Mutia (2015), to evaluate the connection between transformational planning and church development in Kenya. She discovered a meaningful connection. However, the study focused on savings and credit management and not socio-economic parameters. A case study by Ndunge (2014) about change management on how strategic plan improve management effectiveness at KWS revealed that, strategic leadership is essential to implementing change by encouraging correspondence, strengthening plans, to give organisations a strategic direction.

## **2.4 Summary of Research Gaps**

Kahiga (2017) examined the relationship between strategic management and banks comparative advantage through the lens of the National Bank of Kenya. He found a notable correlation as a hallmark to success. The completion of the study ascertained that strategic leadership enhanced operational output of the banks; and therefore, adopted strategic leadership. Similar to this, Nyong'a and Maina (2019) sought to assess the elements that influenced strategic management benefits in businesses. Using a situational analysis of the Kenya Revenue Authority, the

researchers concluded that the implementation of cooperative governance and change awareness were essential components in strategic leadership. Olaka, Lewa, and Kiriri (2017) found strategic leadership to make significant difference in the increased outputs of Kenyan banks while researching on how it affected this sector of the economy. The findings of the research backed up those of Kabetu and Iravo's (2018) analysis into the impact of strategic management on NGOs' performance in Kenya.

The researchers found that strategic leadership was crucial to the businesses' ultimate effectiveness. A study by Kitonga, Bichanga, and Muema (2016) on the impact of transformational planning on county governance issues was the most significant and pertinent to the current study. Using Nairobi County Government as a case study, the study concluded that; strategic management positively influences the performance of county governments. However, these studies covered a different concept other than the concept in which this study was undertaken. Similarly, the studies did not specifically refer to strategic leadership and effect on socio-economic development as referred by this study, therefore enhancing the conceptual gap.

The studies undertaken indicated different research gaps. The studies on strategic leadership and social economic development were not done in Kenya. These indicated contextual gaps since, issues on cultural differences, are crucial to strategic leadership and would have significant influence. A study conducted in Pakistan by Carter and Greer (2013) might have different recommendations in regard to strategic differences from a study in Kenya, due to cultural diversity and lifestyle of the subjects of the study. The other studies undertaken in Kenya, have conceptual research gaps, they did not specifically address strategic leadership and economic development, as indicated by studies such as Kabetu and Irayo (2018) and Olaka et al., (2017) that focused on strategic leadership and financial performance of banks in Kenya. Therefore, there was no specific

study that focused on influence of strategic leadership and social economic development of Mukuru Slums in Starehe Sub-County this therefore okayed the conduct of this study.

## 2.5 Conceptual Framework and Research Hypothesis

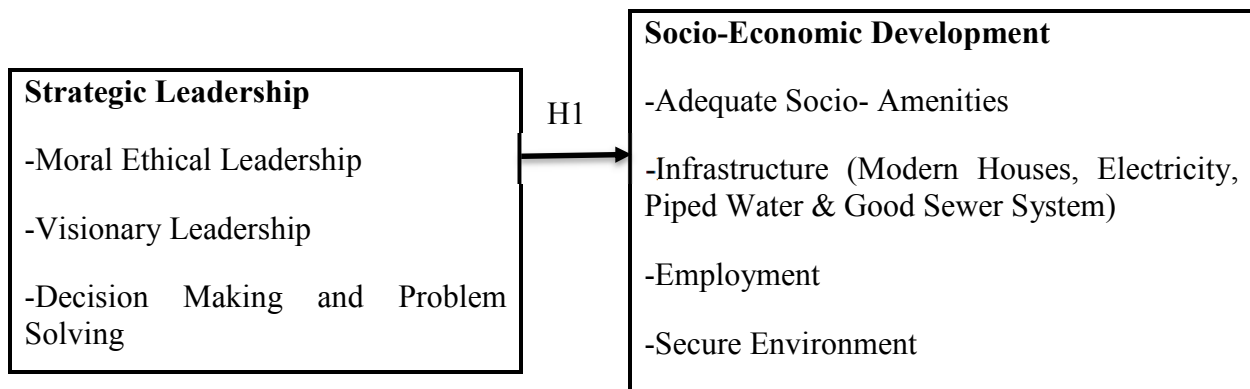
A conceptual framework and a conceptual model emerged from the reviewed literature as depicted below. The framework portrays the relationship between the two variables. And from the framework a hypothesised relationship among the variables was made.

### 2.5.1 Conceptual Framework

The conceptual framework portrays that strategic leadership is the independent variable while socio-economic development as the reliant variable. The study proceeded that there is a nexus between the dependent and the independent variable. The relationship was shown to be direct.

#### Independent Variable

#### Dependent Variable



**Figure 2.1: Conceptual Model**

### **2.5.2 Research Hypothesis**

From the conceptual model one conceptual hypothesis explaining the relationship between the two variables was drawn.

H1: There is significant relationship between strategic leadership and socio-economic development within Mukuru slums.

H0: There is no significant relationship between strategic leadership and socio-economic development within Mukuru slums.



## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

Research technique includes discussions of the collection and analysis of data for the final report, and this chapter explains the approach that was used to complete the study and reach the study's goals. This included the sample size, sampling procedures, target population and research design. Additionally, this chapter discussed the methods used to collect data, data processing strategies, and research instruments, as well as the validity and dependability of each.

### **3.2 Research Design**

Research design, according to Kothari (2004), is the framework used to carry out the investigation, the descriptive cross-sectional survey research design was acceptable for the study since it gives information on the study variables as they are at the time of the study and allow for patterns discernment. The design was best suited for this study because it described the situation as it was, while minimizing biasness (Cooper and Schindler, 2006).

Descriptive cross-sectional survey research approach, according to Kothari (2004), can be used to generalize the study results to a wide range of people. The research goal of the study on the influences of strategic leadership on socio-economic development of Mukuru Slum in Nairobi, Kenya, was achieved in part thanks to the descriptive cross-sectional survey approach. It provided a way in which the study variables were described as they existed without manipulating them. In order to demonstrate the connection between strategic leadership and socio-economic development, the study used deductive reasoning.

### **3.3 Population of the Study**

The total set of participants or subjects from which researchers hope to get general conclusions is referred to as the population of a study (Kothari, 2004). A research population is group from which the results will be drawn, the population as a whole is where the sample could be taken. The research population is the complete group that a researcher is interested in for their research; this is the group that the researcher uses to extrapolate the study's result (Obwatho, Thuo, & Mwiti, 2014).

The villages of Mukuru were chosen as the study's analytical unit. The researcher, established that there are 45 villages within the study area as shown in Appendix 2, this data was obtained from Nairobi Regional Commissioner's office archives which concurred with the findings of Wanjiru and Matsubara (2017) who also obtained similar data from the same source. Regional commissioner derives powers from the state department of National administration, which has the authority over Kenya's administrative units. The leadership of the study's analytical unit is determined democratically through a participative barraza's organized by the chiefs. The attributes of village elders are well outlined in national administration operation manual, which stipulates the requirements of a village elder, one of the main attributes, is being a person of integrity. The number obtained from the data base and as such all the 45 village elders were considered as participants in the study. There was no sampling required and therefore a census study was chosen.

### **3.4 Data Collection**

The study collected data from all the 45 village elders and their responses were analysed. The study considered the elders of Mukuru slums in Kenya, as its respondents. They were selected as the study respondents because they were deemed to be knowledgeable about strategic leadership

concerns and capable of articulating problems with socio-economic growth in the slum. The leaders were evaluated based on their leadership attributes. Senior citizens were majority of the respondents. The study's major data collection instrument was a questionnaire. The mode of data collection was drop-and-pick using a self-administered questionnaire. This technique of data collection was chosen because it was less expensive, impartial, feasible to employ on a broad scale, and suitable even for groups that were geographically and numerically spread. The questionnaire was used as a research instrument for gathering information about the villages because it was easy for the researcher to itemize each subject question to address a particular objective, in order to answer research question, or hypothesis of the research study (Saunders et al., 2009).

The questionnaire for collecting data was structured and divided in to three parts. Sections A was intended to capture the village elder's general information mainly on the profile of the respondents such as age, gender, level of education and the number of years they have lived in the village this was pertinent in their knowledge, and understanding of issues raised within the questionnaire pertaining to their respective villages. Section B, captured strategic leadership techniques – the measure of strategic leadership was measured using three dimensions; moral ethical leadership, visionary leadership and decision making and problem solving. Section C gave an analysis of socio-economic development criteria. To gauge how much the respondents agreed or disagreed with certain questions, the researcher utilized a Likert scale of 1-5.

The secondary data from Mukuru promotional centre (2020) was used as a guide to formulate the questions. The level of agreement of the respondents to each question of the study variables was described using descriptive statistics, which included mean, standard deviations, minimum and maximum values. The replies were rated on a scale of 1 to 5, with 5 being strong agreement and 1 representing strong disagreement. Based on the Likert scale, mean values lower than 1.5 indicated

strong disagreement, mean range of 1.50 to 2 indicated disagreement to the statements, mean range from 2 to 2.49 indicated that respondents somewhat disagreed to the questions asked. Mean values ranging from 2.5-3 represented somewhat uncertain 3.50 to- 4.49 suggested some level agreement in opinion from respondents, 4.50-5 the respondents strongly agreed to the queries raised.

The study relied heavily on self-reported data obtained through statements and surveys from village elders of Mukuru Slums. This introduced the possibility of response bias, where participants might have provided socially desirable answers or might not have accurately recalled their perceptions and experiences. The reliance on self-reported data also limited the objectivity of the findings and might have not fully captured the accurate dynamics of moral and ethical leadership, visionary leadership and decision making and problem solving within the villages.

During the conduct of the study in Mukuru Slums, the researcher faced notable difficulties in obtaining survey participation from the respondents. The potential participants expressed hesitancy in disclosing information, primarily driven by concerns about sensitivity of the information and the potential impact on their reputation within the community. They emphasized the importance of strict confidentiality and sought assurances that their responses would be used solely for academic purposes. These challenges in securing survey participation underscored the sensitivity surrounding the study's subject matter and the need for ethical considerations when conducting research in marginalized communities such as Mukuru Slums.

The researcher was forced to seek for prior informed consent from the research participants before administering research instruments to the respondents. The researcher got the help of research assistants who are identified based on suitability and appropriately briefed for consistency in the execution of the survey questionnaires. The research assistants carried out a pre-administration

assessment to determine whether the village elders fell within the desired scope, no incentives were provided to the respondents. The research assistants were enumerated on a piece-meal basis against completed questionnaires to reduce the chances of non-responses from the sampled villages. The issued questionnaires to the respondent were recorded and follow call was done to ensure full understanding and timely completeness of the questionnaires

### **3.5 Data Analysis**

The completed questionnaire for analysis was examined by the researcher for consistency and completeness. The obtained data was edited, coded and posted to statistical software package for social sciences to facilitate analysis which utilized descriptive statistics. To check the extent to which strategic leadership was practiced in Mukuru slums, descriptive statistics such as mean and standard deviation were used to identify the particular aspects of strategic that have been adopted and to what extent. To ascertain how strategic leadership that is; moral ethical leadership, visionary leadership, decision making and problem solving and socio-economic development are related to each other, Pearson correlation coefficient was utilized to ascertain the association. The correlation coefficient of any variables can either be 0, +1 or -1, with 0 indicating no relationship, +1 and -1 indicates a perfect positive and negative relationship respectively. Multiple regression was used to test the objective of the study which sought to find the impression of strategic leadership on socio-economic development of Mukuru slums of Starehe sub county. To achieve these dimensions of strategic agility were regressed against socio-economic development and the resulting regression equation appeared as shown below;

$Y = a + bx + e$ , Where  $Y$  = Socio-economic Development,  $b$  = Coefficient of strategic leadership  
 $x$  = Strategic Leadership,  $e$  = error

### **3.6 Survey Confirmatory Tests**

Survey confirmatory test, was done to confirm the validity of the instrument and reliability of the research data used before any analysis could be carried out. The survey confirmatory test was carried in two phases first by carrying out validity test and second by testing the reliability of the data collected by the researcher. Pilot-test was used carried to test validity of the research instrument and Cronbach Alpha test was used to test the reliability of the data that was collected.

#### **3.6.1 Tests on Validity**

The validity test is mandatory in confirming whether the technique employed in the study will measure the desired outside outcome. Validity tests are two in nature; external and internal. Internal validity is designed to show the causal relationship between variable (Blumberg et al., 2014). In this study, the main concern was to demonstrate that any of the independent variable in this research affected the dependent variables. External validity explained the generalizability of the findings to wider population or sample.

Validity can either be content or construct (Sekeran & Bourgie, 2013). Construct validity is employed to get the information sought through the research instruments employed which provides the guideline for constructing research questionnaire. Content validity relates to the structure of the questions within the research instrument. The objective of content validity was achieved through a pilot study with an aim of revealing potential challenges that may pop up in administering the questionnaire. The pilot test involved interviewing 25 village elders from Mukuru. The selected respondents were interviewed verbally using snippet questions extracted from the sections of the questionnaire but not the whole questionnaire. Of the selected elders, 23 were found and responded to the interviews and their views were recorded.

The pre-test data was analysed based on the response using SPSS according to the sections in the questionnaire. The pilot study revealed a good result for both descriptive and quantitative data so there was no need for readjustments of the research instrument. This revealed that application of the entire questionnaire in the final study would not create much deviation.

### 3.6.2 The Reliability Test Results for the Study Variables

It was crucial to verify the data's internal reliability and validity before beginning any statistical analysis to make sure it met the required standards. A Cronbach alpha test is used to carry out this test. Alpha obtained from the test are ranked, with alpha values above 0.7 considered acceptable, 0.8 considered as good and 0.9 considered as excellent, to test a hypothesis.

**Table 3.1: Tests of Reliability**

#### **Cronbach's Alpha Coefficients for the Measurement Scales for the Constructs**

<b>Variable</b>	<b>Dimension Measured</b>	<b>Number of Items Measured</b>	<b>Alpha</b>
Strategic Leadership	Moral Ethical Leadership	4	.840
	Visionary Leadership	4	.760
	Decision Making and Problem Solving	4	.771
	<b>Socio-Economic Development</b>	<b>4</b>	<b>.751</b>

**Source: Field Survey (2023)**

From the test results moral ethical leadership had an alpha value of .840, visionary leadership had an alpha value of .760 decision making and problem solving had an alpha value of .771 while socio-economic development had an alpha value of .751. All the study variables met the threshold alpha value that is required to test for internal reliability and validity. Meaning that the data we obtained was reliable to test and give valid conclusions. According to Nunally (1994), study constructs with an alpha value of more than 0.7 meets the minimum recommended threshold.

## **CHAPTER FOUR: PRESENTATION AND DISCUSSION OF FINDINGS**

### **4.1 Introduction**

This chapter contains the analysis of the information gathered. The chapter focused on the respondents' demographics, including their age, gender, educational background, and the number of years lived in the slum. Descriptive analysis was used to show the extent of adoption of various strategic measures, inferential statistic on the hand, tested the relationship between the determining variable and the reliant variable. Tables were used to illustrate the results of field survey. These results were interpreted to back the contribution of the independent variable to the dependent variable in relation the topic of the study.

### **4.2 Profile of Respondents**

Based on the guide by general objective of the study, information describing the respondents were sought, the aim was to reveal the profile of the village elders and to gauge their stance against the various leadership issues that were of interest to the researcher, in regards to, socio-economic development of Mukuru slums of Starehe sub-county. The character looked for was age, gender, education level and the number of years lived in the village.

#### **4.2.1 Age of the Respondents**

The age of the respondent was pertinent to the study as it revealed not only the respondent's maturity but also their ability to understand and comprehend the complex issues surrounding societal leadership. The research profiled the respondents based on age and presented their results below.



**Table 4.1: Distribution of Age of Respondents**

	<b>Age</b>	<b>Frequency</b>	<b>Percent</b>
Valid	Below 30years	4	8.9
	31-40 years	8	17.8
	41-50 Years	10	22.2
	50-60 years	13	28.9
	<b>Total</b>	<b>45</b>	<b>100</b>

**Source: Field survey (2023)**

Different age categorization had been considered by the study. The respondents identified themselves according to the age bracket that best described their current age and from table 4.1 above, 13 of the respondents were between the ages of 51 and 60 accounting for 29% of the respondents, 10 respondents were between the ages of 41 and 50 years this represented 22% of the respondents, 22% of the respondent were above 60 years, while 8 participants were between the age of 31 and 40 years which accounted for 17.8% and only 4 respondents were aged below 30 years which represented about 9%. Cumulatively the data depicted that most respondents at 73% were above 40 years and this showed that age and community leadership went hand in hand. Age may be perceived as having the requisite experience to lead in the context of Mukuru. This could be influenced by the fact that most leadership traits are built over a time period, where the character trait of young people is found to be erratic and therefore questionable over their elderly counterparts (Walter & Scheibe, 2013).

#### **4.2.2 Gender of the Respondents**

Information on the gender of the respondents was also collected for this study, gender representation is pertinent to leadership especially at the helm of the society and communities.

Gender mix in leadership is considered to bring a blend of leadership style and perspectives. The gender of the respondents is presented below.

**Table 4.2: Distribution of Gender of Respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	26	57.8
Female	19	42.2
<b>Total</b>	<b>45</b>	<b>100.0</b>

**Source: Primary Data (2023)**

The gender of the participants was a key component for the study in order to account for diversity and provide a divergent perspective to leadership. Gender according to Powell, (2012), is an important factor in leadership as it provides diversity which is crucial for representation in enhancing equality in the society. From the table the gender composition of the 45 elders who were the respondents was as follows; 26 were male and 19 were female. This indicated that in the leadership structure of Mukuru Slums is comprised of, 58% male leaders while 42% are female leaders. This number showed the ratio of leadership at Mukuru as fairly apportioned.

#### **4.2.3 Education Level**

Consideration was made on education of the respondents, with formal education, the respondents were believed to be able to comprehend the requirement of the questionnaire and relate them to the leadership's requirement, specifically to strategic leadership practices. The following table present the result showing the education level of the respondents.

**Table 4.3: Distribution of Educational Level of the Respondents**

<b>Education level</b>	<b>Frequency</b>	<b>Percent</b>
Primary	1	2
Secondary	9	20
Certificate	16	36
Diploma	12	27
Bachelors	2	4
Masters	4	9
Doctorate	1	2
<b>Total</b>	<b>45</b>	<b>100.0</b>

**Source: Primary Data (2023)**

It was essential to find out the level of education of the respondents because formal education is imperative to leadership, it permits understanding and how for grasping and expressing of opinions. And with it individual are able to grasp societal issues and are in a position reason and to act in the best interest of the society. Education level of the respondents were as indicated in table 4.3above, 78% of the respondents had post-secondary qualification meaning that only 22% of the respondents did not have post-secondary education, out of the 22%, only 2% had primary education while 20% had secondary education. The table also indicates that only 15% of the participants had acquired a minimum bachelor's degree qualification. The majority of the leaders in the Mukuru slums had a certificate as their greatest level of education, closely followed by those with a diploma at 27%. According to the respondents' level of education, they were able to comprehend the questions asked in the questionnaires' content and supply the necessary data for making relevant interpretations.

### 4.3 Number of Years Lived in the Village

The number of years lived in the villages determined the level of understanding of the village. The understandings of issues raised by the questionnaire were based on the insights from experience of having lived in any of the 45 respective villages.

**Table 4.4: Distribution of Number of Years Lived in the Village**

<b>Number of years</b>	<b>Frequency</b>	<b>Percent</b>
Below5 Years	3	6.7
6-10Years	10	22.2
11-15Years	22	26.7
16 Years and Above	20	44.4
Total	45	100.0

**Source: Primary data (2023)**

The number years one has lived in the village was crucial for this study, based on this, the elders were believed to understand their respective villages and the problems therein. Gedron et al., (2020), alludes that years of experience often lead to improved outcomes due to the learning curve concept. As individuals engage in a particular task or profession over time, they gain valuable knowledge, skills, and insights, enhancing their efficiency and effectiveness so the number of years the elders have lived in the village was a pointer of their knowledge of the problems within their respective villages. As indicated by table 4.4, 44% of the respondents have resided in the village for over 16 years, 27% have lived for 11-15 years while 22% have lived between 6-10 years, only 7% of the participants had lived in Mukuru slums for less than 6 years. Combined over 70% of the village elders have lived therein for more than 10 years.

#### **4.4 Descriptive Findings of Study Variables**

Descriptive statistics for the study variables, strategic leadership and socio-economic development, was covered in this section. The study variables independent and dependent variable were covered; mean and standard deviation were used to describe the result of the responses. The result of the analysis was presented below;

##### **4.4.1 Descriptive Findings on Strategic Leadership**

Descriptive findings on strategic leadership based on the data collected are presented in the table below. The presentation is made for the variables that operationalized the independent variables that is; Moral ethical leadership, visionary leadership and decision making and problem solving.

The outcomes of the different sub constructs that operationalized strategic leadership, including Moral Ethical Leadership, Visionary Leadership, and Decision Making and Problem Solving, are displayed in Table 4.5 below. The overall results for the variables showed that the respondents were somewhat uncertain that moral ethical leadership exist in Mukuru slums due to an overall mean of ( $M = 3.47, SD = .853$ ). The leaders acknowledged that they are aware of the moral expectations. They also acknowledged existence of consequences to leaders who are unethical. Moreover, they further agreed to the existence of reward to leaders who are ethical and morally upright. The leaders however, not certain to the fact that there are resources available to them to support ethical leadership as well as help fight corruption. The statement was supported by mean of ( $M = 3.92, SD = 1.094$ ). The standard deviation was scattered from this mean further supporting the claims.

**Table 4.5: Distribution of Measures of Strategic Leadership**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>
<b>Moral ethical leadership</b>	<b>4</b>	<b>3.47</b>	<b>.853</b>
All leaders in the village are well aware of moral expectation		4.16	1.094
There are available resources to support ethical standards and fight corruption		3.92	1.094
There are strict penalties and legal consequences for leaders are unethical and immoral		3.85	.830
Most ethical and morally upright leaders are rewarded		3.64	.654
<b>Visionary Leadership</b>	<b>4</b>	<b>4.20</b>	<b>.988</b>
The village has proper written and well documented future plan and vision		3.50	1.151
All village members are frequently consulted when preparing the vision and plans of the village		3.92	.816
There is a structure for reporting problems encountered in the village and a well laid process of solving the problem		3.85	.830
There are seminars and workshops organized to empower the most vulnerable in the village such as girls, disabled and the youth		3.64	.654
<b>Decision Making and Problem Solving</b>	<b>4</b>	<b>3.19</b>	<b>1.134</b>
There are long term goals that have been set		3.31	1.184
There is good leadership structure on how decisions are made and village members understand the structure		3.24	1.048
Most problems in village are solved in time and democratically		3.00	1.128
All parties are provided with enough opportunities to be heard before decisions are made		3.20	1.179
<b>Total</b>	<b>12</b>	<b>3.39</b>	<b>.990</b>

**Source: Research Data (2023)**

The elders of Mukuru slums somehow agree to the fact that there is visionary leadership for the entire, this statement had a mean of ( $M= 4.20$ ) which backs the claim. Specifically, the leaders agree that they organize seminars and workshops to empower the most vulnerable in their community. The elders also agreed that there is structure for reporting problems encountered in

the village and a well laid down process of solving the inherent problem. However, they were uncertain that all the members of the community are consulted when preparing the vision plan for the community the statement had a mean of ( $M = 3.20$ ). This statement might be so considering that consulting the entire community would slow down the decision making and implementation process. The elders were uncertain of existence to proper written and documented future plans and vision for their respective villages due to a moderate mean of ( $M = 3.50$ )

Strategic leadership's decision-making component had an overall mean of ( $M = 3.19, SD = 1.138$ ). This suggested that the village elders had an unbiased approach to making decisions and solving problems. The deviation value indicated that the individual replies were widely dispersed from the mean. Specifically, they somehow agree that long term goals have been set and that good leadership structure on how decisions are made do exist in Mukuru slums these leaders were however, uncertain that problems in their respective villages are solved democratically and on time.

#### **4.4.2 Descriptive Findings of Socio-Economic Development**

The degree of adoption of meaningful socio-economic development within Mukuru was also considered since it was part of the study variable and the results based on the response of the village elders to the statement that measured this factor was recorded in Table 4.6 below.

The overall mean of socio-economic development was ( $M = 2.10, SD = 1.05$ ) this implied that elders agreed that they are backward in socio-economic development within their areas, with lack of income being the major challenge with lowest mean value of ( $M = 1.82, SD = .650$ ) among the statements that operationalized this variable further reinforcing the statement, was standard deviation that showed that the responses were concentrated around the mean; a fact that could be

explained by unemployment that also had a low score in its mean ( $M = 1.83$ ), there was also a disagreement with statement of existence of good sanitation and sewage, consequently the people within this community also lack adequate food and can barely pay their rent, there was somewhat disagreement to almost uncertainty that there is low crime rate and existence of road networks and health facilities, the people in the slums therefore still face many health challenges as well.

**Table 4.6: Descriptive Measures of Socio-Economic Development**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>
The village is experiencing good sewage and sanitation		1.87	.815
The village is experiencing low crime rate		2.84	1.127
People living in the village food and can pay rent		1.89	.775
People living in the village have monthly income		1.82	.650
People living in the village do not experience health challenges due to availability of affordable clinics		2.56	1.179
People living in the village have employment opportunities		1.83	.668
The village has proper road networks and health facilities		2.73	1.116
<b>Total</b>	<b>7</b>	<b>2.10</b>	<b>1.05</b>

**Source: Research data (2023)**

The third lowest score on measure of socio-economic development was the existence of sewage and sanitation system. This measure scored a mean of ( $M = 1.87$ ,  $SD = .815$ ) implying a response that were clustered away from the mean. This further confirmed the strength of disagreement to the statement. From table 4.6, and based on scores of responses provided by the respondents, showed that the level of socio-economic development in Mukuru slums is still very low. The major contributing factor to the personal challenges faced by individuals residing within Mukuru is lack of steady income expounded by unemployment.



#### 4.5 Relationship Between Strategic Leadership and Socio-Economic Development

To ascertain the relationship between two study variables we carried out a correlation analysis of the study variables, independent (Strategic leadership) and dependent variable (Socio-economic development), this would measure the strength of association as well as show the direction which the relationship takes which can either be positive or negative (Gogtay & Thatte,2017). The correlation was done between the independent variable, operationalized by moral ethical leadership (MEL), visionary leadership (VL) and decision making and problem solving (DPS) against socio-economic development (SED). This analysis was presented below.

**Table 4.7: Correlation Analysis Between the Strategic Leadership and Socio-Economic Development**

		MEL	VL	DPS	SED
MEL	Pearson Correlation	1			
	Sig.(2-tailed)				
	N	45			
VL	Pearson Correlation	.419**		1	
	Sig.(2-tailed)	.004			
	N	45	45		
DPS	Pearson Correlation	.382**	.758**	1	
	Sig.(2-tailed)	.010	.000		
	N	45	45	45	
SED	Pearson Correlation	.516**	.010	.196	1
	Sig.(2-tailed)	.003	.950	.197	-
	N	45	45	45	45

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

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

**Source: Field Survey (2023)**

Table 4.7 of the correlation revealed that moral ethical leadership (MEL) is significantly and positively related to socio-economic development (SED). The correlation coefficient ( $r$ ) for the association between moral ethical leadership and socio-economic development was  $r(45) = 0.432$ ,  $p = 0.003$  and which is less than 0.05 significant value, an indicator that any variation in moral ethical leadership had a positive and significant contribution to socio-economic development. Visionary leadership (VL) had a positive but an insignificant relationship with SED at a value of  $r(45) = 0.10$ ,  $p = .950$  this figure is more than 0.05 significance level. The relationship between decision making and problem solving (DPS) and socio-economic development (SED) also had a positive but an insignificant relationship with socio-economic development, their correlation coefficient was  $r(45) 0.196$ ,  $p = .197$ . This means that even though a relationship does exist between the two-sub construct of independent variable (VL, DPS) and the dependent variable, there contribution to socio-economic development is slight

#### 4.6 Influence of Strategic Leadership on Socio-Economic Development

To assess the relationship between the predictor variable (strategic leadership) and dependent variable (socio-economic development), it was crucial to carry out a regression analysis to find out the extent of prediction between these two variables. Regression analysis was carried out between strategic leadership and socio-economic development.

**Table 4.8: Summary Model of Influence of Strategic Leadership on Socio-Economic Development**

Model	R	R Square	Adjusted RSquare	Std. Error of theEstimate
1	.553 <sup>a</sup>	.306	.255	.2968

a. Predictors:(Constant), DPS, MEL, VL

b. Dependent Variable: SED

Source: Field Survey (2023)

For the data, the r-squared coefficient of determination and the adjusted coefficient of determination were determined. According to Pallant (2005), the r square value demonstrates the goodness of fit and demonstrates how well the independent variable explains the dependent variable. The better the explanation, the higher the value. Low r-square values indicate that there are higher variations among the variables and that the relationship model adequately describes the variable. As depicted in the summary model table 4.8 of strategic leadership and socio-economic development, the value of r square was .306. this indicate that 30.6% variation of socio-economic development is linked to changes in strategic leadership, 69.4% is explained and contributed by other factors other than strategic leadership which had not been covered by this study.

To reveal the strength of connection between the independent (strategic leadership) and dependent variables (socio-economic development) analysis of variance had to be carried out. The results of the values are explained using the F values which are interpreted to show the fitness of the model that is; how strategic leadership do affect socio-economic development. These values are results used to interpret the results and the p-values obtained are the equivalent of alpha significance threshold (alpha) of 0.05 used to make conclusion about the results. From the results the investigation rejected the null hypothesis, by acknowledging significance of the association between the two variables; since the p-value obtained was less than 0.05.

**Table 4.9: Analysis of Variance of Influence of Strategic Leadership on Socio-Economic Development**

<b>Model</b>		<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	159.361	3	53.120	6.029	.000 <sup>b</sup>
	Residual	65.385	41	8.810		
3	Total	82.903	44			

**Source: Field Survey (2023)**

The relationship between the variable was tested 95% level of confidence. This allowed a decision to either reject or accept the study hypothesis. The F-values shows the overall significance of the study model as well as indicates the level of fitness of the data based on the linear model that had been provided by the study. If the result of F-statistics is greater than the F-critical value, and with a *p*-value less than 0.05, then relationship is judged as significant and null hypothesis will have to be rejected. The ANOVA permitted the researcher to determine the dimensions of independent variables which had been hypothesised to influence the dependent variables. From the table above the  $F(3,44) = 6.029$   $p < 0.05$  which showed an overall significance, hence the study rejected the null hypothesis and concluded that strategic leadership has a significant relationship with social-economic development.

**Table 4.10: Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	24.131	3.403		7.079	.000
MEL	.942	.252	.547	3.744	.001
VL	.142	.279	.107	.510	.613
DPS	.516	.212	.484	2.429	.020

a. Dependent Variable Socio-Economic Development

**Source: Field survey (2023)**

Regression coefficient was necessary to find out how each sub construct used to operationalize independent variable affects the dependent variable; this operation considers the B values as well the significance values to make any meaningful interpretation to give values to the regression model that the study adopted. The values of unstandardized coefficient are also considered. The

unstandardized coefficient and the  $p$ -value of the constant is considered to make judgement about the model.

From the table, all the predictors contribute positively to the dependent variable. From the results of the model when the variables are zero, socio-economic development would be 24.131. The Beta value of moral ethical leadership (MEL) was  $\beta = 0.547$ ,  $t(45) = 3.744$ ,  $p = 0.01 < 0.05$ , the implication is that moral ethical leadership significantly predicted socio-economic development. Visionary leadership (VL) was  $\beta = 0.107$ ,  $t(45) = .510$ ,  $p = 0.613 > 0.05$ , the contribution of visionary leadership to socio-economic development was insignificant. Decision making and problem solving (DPS) was found to also significantly influence socio-economic development from its results  $\beta = 0.484$ ,  $t(45) = 2.429$ ,  $p = 0.020 < 0.05$ . This implies that when moral ethical leadership is increased by 1-unit, socio-economic development will also increase by 0.547, a unit increase in visionary leadership contributes to 0.107-unit increase in socio-economic development, additionally a 1 unit change in decision making and problem-solving leads to a 0.484 unit change in socio-economic development.

Consequently, they had a significant value of  $p = 0.01$ ,  $p = 0.613$  and  $p = 0.020$  respectively, this means that there is a direct significant relationship between moral ethical leadership (MEL) and socio-economic development (SED) there is also direct linear relationship between decision making and problem solving (DPS) with socio-economic development due to their  $p$  values of  $p(0.001$  and  $0.020)$  which are below 0.05 respectively. This indicates a significant relationship between these two variables and SED. However, there is an insignificant relationship between visionary leadership (VL) and socio-economic development (SED) due to its  $p$  value which was 0.613 which was above 0.05. This means that even though there is a relationship between visionary

leadership and socio-economic development, this variable does not contribute directly to socio-economic development.

From the values obtained from the resultant regression model appeared as follows.

$$Y = 24.131 + .547x_1 + .107x_2 + .484x_3 + 3.409$$

The regression equation above shows that without strategic leadership socio-economic development in Mukuru slum will stand at 24.131 units. An increase in moral and ethical leadership construct of strategic leadership will result in a .547 increase in socio-economic development. Likewise, an increase visionary leadership and decision making and problem solving will increase socio-economic development by .107 and .484 units respectively. The implication is existence positive relationship between socio-economic development and strategic leadership dimensions investigated.

#### **4.7 Discussion of Findings of Study Variables**

The findings of the study interpreted in the previous sections are discussed in this section. Specifically, the study discussed the finding on strategic leadership based on how the study was operationalized to the extent of its adoption in Mukuru slums. The discussion also compared the findings by other scholars who have conducted research in a similar context. Consequently, discussed was the outcome of strategic leadership as well as the findings between the two research variables, to show the relationship as well as the influence.

##### **4.7.1 Discussion of Findings on Strategic Leadership**

Strategic leadership was the dependent variable of this study and it was operationalized by three sub constructs; moral ethical leadership, visionary leadership and decision making and problem solving. Majority of respondents agreed to the existence, moral ethical leadership, and the society's

moral expectations and the role it contributes to the community welfare. With the awareness of moral expectation, majority of leaders agreed that, the society expects them to practice moral and ethical leadership. Leaders of Mukuru slums believe therefore, that their conduct is judged based on their dealings on community issues. The findings also indicated that leaders were perceived to demonstrate moral and ethical leadership, with a strong expectation of upholding integrity and fairness in their actions. These findings conform to those Ojogiwa (2021), who studied strategic leadership and public sector institutions of Nigeria. The study established that leadership quality based on a leader's integrity plays into followers' perceptions which improve performance, and help in resource allocation and minimization of wastage.

Same as, Ojogiwa (2021), this study identified and highlighted how inadequate resources hinder the full potential of ethical leadership, suggesting a need for greater support and investment in fostering ethical practices in the community. Congruent to the assertion of Ojogiwa, leaders of Mukuru recognized the importance of adequate resource support in fostering development. The respondents were also neutral as to whether ethical leaders are adequately rewarded. The indication to this is that; leadership structure of Mukuru has not provided a reward system or a mechanism in which leaders who are ethical and uphold high moral standards can be rewarded or recognized. The leaders also indicated that there is strict penalties and legal consequences for leaders who engaged in unethical behaviour.

The link between reward and performance conform to the findings of Sulistiyani and Rahardja (2018). These scholars examined the influence of transformational leadership, extrinsic reward and performance of Indonesian SMEs. The study revealed that, high transformational leadership linked to extrinsic reward collectively improve performance. The discourse however, is the nature of reward, while this study established extrinsic reward. The current study acknowledged the need

for it. However, this study similarly, recognized negative reinforcement through penalties for those engaging in unethical practices as means to foster performance and discourage unethical behaviour.

The other aspect of strategic leadership that was covered and tested by the study was visionary leadership. According to Ninan, Mahalingam and Clegg (2019) visionary leadership, is characterized by a leader's ability to inspire and guide others with a clear and compelling vision for the future. For this aspect of strategic leadership; most elders (respondents), agreed that there are proper written and well documented future plans & vision for the villages, this implies that even though Mukuru slums is backward in development, there exist an overall strategy and a deliberate plan to improve the community.

Visionary leadership was found to be present, with proper future plans and vision documented for the slum. The study acknowledged that leaders engaged in frequent consultations and involved pertinent members when making vision plans, fostering a sense of inclusivity and collective ownership of the community's future. These findings align to research by Chemonges (2023), which looked at Nelson Mandela's transformational leadership style, which set out to address socio-economic inequalities and disparities; and the scourge of HIV and AIDS in South Africa. The study revealed that, Mandela transformational leadership style was characterized by a compelling vision, and a commitment to long-term change.

The study revealed challenges in regards to decision-making and problem-solving aspects of strategic leadership in Mukuru Slums. The respondents expressed neutral views on the ability to set long-term goals and solve problems adequately and promptly. This indicated potential deficiencies in the leadership's capacity to address complex issues and work towards long-term



sustainable solutions. These results contravene the findings of Chemonges (2023) research on Mandela's transformational leadership style, which concluded that transformational leadership style must be based on commitment to long-term goals. The inability to make decisions on time contravenes these findings.

The leaders were however uncertain about the frequency consultation of all residents about the vision plan for the village, this finding contravenes Ndung'es findings which established that strategic leadership is crucial for enhancing change because it fosters communication which is useful in reinforcing a particular viewpoint to provide strategic direction (Ndung'e, 2014). This aspect may have taken this direction due to various reasons, one; the difficulty of possibly assembling all village members in one common place for consultation. Secondly, could be the slow process that this would contribute to the overall process. Lastly, the difficulty of finding majority of the villages in order to make decisions; together with the tough economic conditions, majority of resident opt to look for income rather than attend such events that probably takes a day or two. Choosing village representative for such meetings is also easier for the leaders as compared to mobilizing the entire village for meetings.

#### **4.7.2 Discussion of Findings on Socio-Economic Development**

The variable of socio-economic development was measured by 7 items and there was a general disagreement among the leaders on the various issues concerning this variable. The overall score in mean for socio-economic development was very low at mere  $M = 2.10$ , the implication of this is that; elders of Mukuru slums agreed that they are backward in terms of socio-economic development within their areas, the most prevalent challenge in Mukuru is lack of income as indicated by the respondents among the 7 statements of socio-economic development. The lack of income can be explained by unemployment which also scored low in its mean as majority of

leaders disagreed with existence of steady income and employment opportunities to the people of this community. The leaders consensually disagreed with the statement of existence of good sanitation and sewage, they emphatically agreed that the people within their communities lack adequate food and can barely pay their rent. There was somewhat disagreement to almost uncertainty that there is low crime rate, as some of the youths within these communities still resort to crime as an option to sustenance, even though the leaders try to engage them in communal issues through seminars as revealed earlier. The leaders also disagreed on existence of road networks and health facilities; it could therefore be concluded that the people in the slums of Mukuru still face many health challenges as well.

#### **4.7.3 Discussion of Finding on Strategic Leadership and Socio-Economic Development**

The influence of strategic leadership and social economic development was undertaken through the use of regression analysis. The analysis was used to determine whether strategic leadership had significant influence on social economic development in Mukuru Slums in Kenya. The study was undertaken at 95% confidence level to mean that it only allowed 5% probability of making an error. The results indicated that there was positive significant influence of strategic leadership on social economic development of Mukuru slums in Kenya.

The study results suggest that strategic leadership, defined by its emphasis on moral ethics, significantly influenced the social economic development of Mukuru Slums in Kenya. The leaders' focus on ethical principles likely contributed to building trust and credibility among community members, fostering a sense of social responsibility, and promoting sustainable development initiatives. The findings align to those of Kabetu and Iravo (2018) that leadership guided by strong leadership quality is pertinent to achieving performance. This study had focused on Humanitarian

organizations in Kenya. However, despite the moral underpinnings of strategic leadership, the study found that there were inadequate resources available to fully support the implementation of these ethical practices. This limitation may have hindered the leaders' ability to fully realize the potential impact of their strategic leadership on social economic development. The findings of inadequacy of resources as a challenge to residents of informal settlements, conforms to the findings of Isunju et al., (2022), who studied the challenges of informal settlements in Kampala Uganda. The study found that inadequate resources to support socio- economic development was found to be among the major challenges, that compound or give rise to other challenges within slum communities.

In contrast, visionary leadership was found to be well exercised by the leaders in Mukuru Slums. This aspect of leadership allowed the leaders to articulate a clear and inspiring vision for the community's future, rallying residents around common goals and aspirations. Visionary leadership likely played a crucial role in mobilizing community efforts and fostering a collective sense of purpose. The findings of visionary leadership confirm to the studies of strategic leadership and performance of SMEs in Nigeria by Kowo and Akinbola (2019), who measured strategic leadership through, formal planning, rational and creative thinking.

Similar to the current study this study found long range planning to improve performance. The ability to plan and guide the community is perhaps linked formal education, the study had revealed that 78% of the respondents had post-secondary education, 20% had secondary education with only 2% having primary level education, this meant that 98% of the village elders this gave them the ability to understand, grasp and comprehend the various issues contained in the study questionnaire and relate them to challenges faced by their communities, it also implied that these

leaders are capable able to prepare or come up with an action plan for solving the issues bedevilling their community as later revealed by the findings.

On the other hand, the study revealed that decision-making and problem-solving skills were not well exercised by the village elders. This limitation may have hindered the effective implementation of strategic plans and hindered progress towards social economic development goals. Addressing this gap in decision-making and problem-solving skills could be crucial for enhancing the overall impact of strategic leadership on improving the living conditions and opportunities in Mukuru Slums. This confirms the finding of Ndunge (2014) about change management on how strategic plan can bring about improved operations.

Strategic leadership rooted in moral and ethical principles, visionary thinking, and extraordinary decision-making and problem-solving abilities is essential for achieving significant and long-lasting success in the field of socio-economic development (Mukhezekule & Tefera, 2019). Leadership acts in a society are prioritized in accordance with ethical leadership, which also upholds ethical standards. Strategic leaders can develop strategies that are in line with the goals and aspirations of the community by using visionary leadership, which enables them to look beyond short-term gains and promote an environment of inclusivity and shared prosperity (Borkovskaya, 2018).

Leaders that possess strong decision-making and problem-solving abilities can also confront complicated societal challenges with empathy and creativity while coming up with novel ideas that promote change. Such strategic leadership encourages partnerships between the commercial sector, the government, and civil society to work together towards common social and economic goals, which in turn fosters collaboration among stakeholders. By cultivating a culture of ethical behaviour, visionary thinking, and responsible decision-making, strategic leaders can contribute

significantly to the advancement of social economic development, creating a more equitable and prosperous society for all. This finding is in line with Ozel & Tinaztepe, (2014) who revealed that good leadership style leads to increased firm's performance.

## **CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter marks the culmination of this comprehensive study into the influence of strategic leadership on the socio-economic development of Mukuru Slums, Nairobi, Kenya. This chapter delves into the summary of findings and provides the conclusions on strategic leadership and socio-economic development. The chapter consequently provided recommendations of the study for stakeholders working towards sustainable socio-economic progress in similar marginalized communities as well its limitations.

### **5.2 Summary of Study Findings**

The study set out to find the association between strategic leadership and socio-economic development. The study's objective was to ascertain the influence strategic leadership has on socio-economic development. The study employed both descriptive statistics and inferential statistics to analyse the data, interpretation and discussion were made based on the findings, they are summarized below.

#### **5.2.1 Summary of Findings on Strategic Leadership**

The study evaluated strategic leadership in Mukuru Slums, focusing on ethical behaviour, visionary leadership, and decision-making dimensions of strategic leadership as a trait in the leaders. The findings highlighted that the leaders' demonstrated moral and ethical leadership, though limited by inadequate resources. Visionary leadership was found to be present, through in

the form of deliberate future plans for the slum that are well documented, the plans were by involving and consultations with community members.

However, there were challenges in decision-making and problem-solving, evident from the neutral response obtained on aspect of setting long-term goals and ability to address complex issues. Concerns arose about the leadership role among the villagers, emphasizing the need for clearer communication and transparency. The study therefore underscored the importance of ethical and visionary leadership in driving social and economic development, while identifying areas for improvement in decision-making and problem-solving to enhance strategic leadership effectiveness.

Consequently, the results also indicated that, the only significant dimensions of strategic leadership were moral ethical leadership and decision making and problem solving, on the other hand, visionary leadership was found to be insignificant in contributing to social economic development.

### **5.2.2 Summary of Findings on Strategic Leadership and Socio-Economic Development**

The study employed regression analysis to examine the influence of strategic leadership on social economic development in Mukuru Slums, Kenya. The results indicated a positive and significant influence of strategic leadership on social economic development in the community. Strategic leadership, defined by emphasis on moral ethics, was found to foster trust, credibility, and a sense of social responsibility among leaders, contributing to sustainable development initiatives. However, the study identified a lack of adequate resources to fully support the implementation of ethical practices, potentially limiting the full impact of strategic leadership. Visionary leadership was well exercised by the leaders, inspiring residents with a clear vision for the community's future and mobilizing collective efforts towards common goals.

On the other hand, decision-making and problem-solving skills were not well exercised by the village elders, potentially hindering effective strategic plan implementation and progress towards social economic development goals. Addressing these deficiencies in decision-making and problem-solving could enhance the overall impact of strategic leadership on improving living conditions and opportunities in Mukuru Slums.

### **5.3 Conclusion**

This section gives conclusions of strategic leadership in the context of Mukuru slums. Conclusion is made regarding the sub-variables of the independent variable on their contribution to the socio-economic development of Mukuru slums. Lastly conclusion is also provided for the connection between independent and dependent variable of the study.

#### **5.3.1 Conclusions on Findings on Strategic Leadership**

In conclusion, the study findings emphasize the significance of strategic leadership in Mukuru Slums, where leaders exhibited ethical behaviour and visionary thinking, laying the foundation for positive socio-economic development. While moral and ethical principles were evident in actions of the leaders, the study highlighted the need for increased resources to fully support and sustains these ethical practices within the community. Visionary leadership was observed through well-documented future plans and inclusive consultations, fostering a sense of shared ownership among community members.

Challenges were however identified in decision-making and problem-solving skills among the village elders, indicating the importance of addressing these areas for further enhancing the impact of strategic leadership. By fortifying these essential skills, leaders could effectively address complex issues and steer the community towards more sustainable and inclusive development. The



research offered valuable insights into the role of ethical and visionary leadership in driving socio-economic progress in Mukuru Slums, while advocating for targeted efforts to strengthen decision-making and problem-solving capabilities to maximize their transformative potential.

Overall, the study emphasizes the significance of ethical, decision making and problem solving and visionary leadership in driving social and economic development in the slum area, while magnanimously identifying areas for improvement in decision-making and problem-solving skills as key to effective strategic leadership with the highest outcome.

### **5.3.2 Conclusions on Findings on Strategic Leadership and Socio-Economic Development**

The study utilized regression analysis to investigate the influence of strategic leadership on social economic development in Mukuru Slums, Kenya. The results demonstrated a significant positive impact of strategic leadership on the community's development. Ethical principles were found be dominant aspect of strategic leadership, fostering trust, credibility, and a sense of social responsibility among leaders, thereby promoting sustainable development initiatives. Challenges of adequate resources was unveiled by the study as limiting factor to the full potential of ethical practices and possibly hindering the realization of contribution of strategic leadership to social economic development. This called for increased support and investment in fostering ethical practices within the community.

Additionally, visionary leadership emerged as a well-exercised aspect among the leaders in Mukuru Slums. Through clear and inspiring visions for the community's future, visionary leadership effectively mobilized residents towards shared goals and aspirations, fostering a collective sense of purpose. Conversely, a gap was identified in decision-making and problem-solving skills among the village elders, which might have hindered the implementation of strategic

plans and slowed progress towards social economic development goals. Addressing this deficiency would be vital in enhancing the overall impact of strategic leadership on improving the living conditions and opportunities within the slum area.

#### **5.4 Recommendation of the Study**

The purpose any research study is to find and provide solutions to existing problem by addressing existing gaps identified. The purpose of this research was to examine the influence of strategic leadership on socio-economic development in Mukuru Slums. From the study findings, several recommendations were made; to policy makers, practitioners and academicians. This highlighted the importance of this study.

##### **5.4.1 Recommendations to Policy Makers**

From the study findings, the study recommends policy interventions that focus on strengthening moral and ethical leadership in and outside Mukuru Slums and as way to improving social-economic development since the findings revealed a positive and significant correlation between moral and ethical leadership and social-economic development. This could be achieved by establishing policies that support ethical standards and combats corruption, allocate resources to support ethical standards, implementing strict penalties for unethical behaviour and rewards to leaders who exhibit moral and ethical conduct.

Strengthening ethical framework contributes to the overall development and well-being of the community, enhancing trust and integrity within leadership. By fostering a culture of integrity and accountability, leaders could contribute significantly to the overall progress and well-being of communities.

### **5.4.2 Recommendations to Practitioners**

To improve decision-making and problem-solving processes in Mukuru Slums, there is need to establish clear structures, enhance transparency, and promote inclusivity. Leaders should focus on creating a well-defined leadership structure that enables efficient communication, setting long-term goals, participatory decision-making and timely problem resolution as well as providing ample opportunities for all parties to be heard.

This could be achieved through capacity-building programs for leaders, promoting dialogue and collaboration among community members and implementing feedback mechanisms to ensure all stakeholders are heard. By strengthening these aspects of leadership practice, the villages could overcome challenges more effectively and foster a participatory environment that empowers community members to contribute to decision-making processes. These findings suggest clear communication and transparency in leadership processes in order to foster greater understanding and engagement within the community.

### **5.4.3 Recommendations to Academicians and Scholars**

Future research should consider using mixed methods approaches to validate their results by combining subjective data with objective measurements or observations. The dynamics of moral and ethical leadership, visionary leadership and decision-making and problem-solving within underprivileged communities like Mukuru Slums would then be more thoroughly and reliably understood.

The geographical reach of future research ought to be expanded beyond an area, as was with this study. Comparative research across various slums or urban settings would allow for a more thorough knowledge of the difficulties and possibilities for social-economic development. In order to establish targeted interventions and policies to encourage sustainable development in slum

communities, this would make it possible to identify similarities and differences among various environments.

The study's key anchoring theory was transformative leadership theory which focused on leaders' ability to find solutions. From the finding of the study, moral ethical leadership, decision making and problem solving and visionary leadership aided with well-documented plan for the slum significantly improves socio-economic conditions for such areas. Thus, this study added to the body of knowledge with regards to transformational leadership theory. By acknowledging the key aspects of strategic leadership that greatly transforms both communities and organizations; visionary leadership is key in providing overall directions, moral ethical leadership is crucial for selflessly deploying resources to the benefit of the organization or community, while a strong stance in decision making and problem solving is pertinent to continuous improvement and effectiveness.

The findings of the study also revealed that inadequate resources hinder leaders from carrying out their mandate. Therefore, the study recognised the role played by resources in transforming communities or organizations. Leaders of Mukuru should therefore be supported by the resources that can help them achieve the transformative agenda they have for their community. Consequently, the research acknowledged, the endowment of Mukuru slums with a youthful population that if properly tapped can be used to elevate the status of this community. The study points to the role played by unique resources and its importance such resources towards bringing about transformation to a society or organization. For Mukuru, lack of adequate resource was found to be a hindrance to socio-economic development. Therefore, the study added to the body of knowledge with regards to resource-based theory by stressing on the importance of resources for any meaningful achievement for an organization or society.

## **5.5 Limitations of the Research**

The study examined the relationship between strategic leadership and socio-economic development, it offers valuable insights, however the study also experienced notable limitations. A significant limitation of the study lied in its narrow geographical focus, concentrating exclusively in Mukuru slums within Starehe Sub County. This restricted scope, limited the generalizability of the findings and hampered a broader understanding of informal settlements as a whole. Additionally, the study was limited by time; the timeframe for this research was limited to months, yet a study area like Mukuru has myriad of issues affecting it that could not be covered within such period. Conceptualizing socio-economic development in areas like Mukuru was challenge because of a lack of standard measure on development; some other parameters might have been left out by the study.

Moreover, the study's exclusive concentration on strategic leadership as the sole independent variable in the context of socio-economic development overlooked other crucial factors. Phenomena such as drug and substance abuse, the high influx of people into slums, and undefined land tenure systems were excluded from consideration, potentially overlooking significant contributors to the slow growth of socio-economic dynamics of informal settlements. To address these limitations, future research endeavours could benefit from employing mixed-method approaches, expanding the geographic coverage to encompass a broader range of informal settlements, diversifying the participant pool, and incorporating a more comprehensive set of independent variables for a more holistic understanding of these complex issues.

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## APPENDICES

### Appendix I: Questionnaire

The study's purpose is to determine the influence of Strategic leadership on Socio-Economic Development of Mukuru Slums in Starehe Sub-County, Nairobi Kenya.

#### **SECTION A: GENERAL INFORMATION**

Tick appropriately or write in the spaces provided.

**1. Please indicate which category best describe your current age:**

Below 30 years

31-40 years

41-50 years

51- 60 years

Above 60 years

**2. Indicate your gender**

Male

Female

**3. Which is your highest level of education**

Primary

Secondary

Diploma

Bachelors

Masters and above

**4. How many years have you lived in the village?**

**0-5 years**

**6-10 years**

**11-15 years**

**16 and above years**

**SECTION B: Strategic Leadership**

**To what extent do you agree that your village leaders have adopted the following strategic leadership practices?**

	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Uncertain</b>	<b>Agree</b>	<b>Strongly agree</b>
<b>Moral and Ethical Leadership</b>					
All leaders in the village are well aware of moral expectations					
There are available resources to support ethical standards and fight against corruption	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are strict penalties and legal consequences for leaders who are unethical and immoral					
Most ethical and morally upright leaders are rewarded					
<b>Visionary Leadership</b>					
The village has proper written and documented future plan and vision.					
All village members are frequently consulted when preparing the vision and plans of the village					
There is a structure for reporting problems encountered in the village and a well laid down process of solving the problem	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are seminars and workshops organised to empower the most vulnerable in the village such as girls (women), disabled and the youth.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>Decision Making and Problem Solving</b>					
There are long term goals that have been set	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a good leadership structure on how decisions are <u>made</u> and village members understand the structure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Most of the problems in the village are solved in time and democratically	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All parties are provided enough opportunity to be heard before decisions are made	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**SECTION C: Socio-Economic Development in the Villages**

**To what extent do you feel that Socio-economic Development in the Villages has been achieved by the leaders?**

<b>Socio-economic Development in the Villages</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Uncertain</b>	<b>Agree</b>	<b>Strongly agree</b>
The village is experiencing good sewage and sanitations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The village is experiencing low crime rate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People living in the village have food and can pay rent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People living in the village have monthly income	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People living in the village do not experience many health challenges due to availability of affordable clinics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People living in the village have employment opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The village has road networks and health facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Appendix 2: List of Villages Within Mukuru Slum**

<b>S/NO.</b>	<b>NAME OF VILLAGE</b>	<b>S/NO.</b>	<b>NAME OF VILLAGE</b>	<b>S/NO.</b>	<b>NAME OF VILLAGE</b>
1	SHIMO LA TEWA	16	RIVER SIDE	31	MABATINI
2	MATTER	17	PLAINSVIEW	32	KENYA WINE B
3	KABIRIRA	18	KAMONGO	33	VIWANDANI
4	FUATA NYAYO	19	MUKURU KAYABA	34	MASS VILLAGE
5	KISII	20	NAKUMATT A	35	MUKURU
6	SOUTH B	21	NAKUMATT B	36	KAMPI MOTO
7	HAZINA	22	CRESENT	37	KINGSTONE
8	MARIGUINI	23	BUNDALANGI	38	MASAI
9	BALOZI	24	RAILWAY	39	SANASANA
10	MILIMANI	25	BUSIA ROAD	40	PRISON VILLAGE
11	MANDAZI	26	KITUI VILLAGE	41	HAZINA MARKET
12	KENYA WINE A	27	SENGEI ROAD	42	DALLAS
13	COMMERCIAL	28	TOWNSHIP	43	TETRAPACK
14	MATOPENI	29	PEMBE	44	DIAMOND PARK 1
15	VIWANDANI	30	ENTREPRISE ROAD	45	CARTONS



### Appendix 3: Letter of Introduction



**UNIVERSITY OF NAIROBI**  
**FACULTY OF BUSINESS AND MANAGEMENT SCIENCES**  
**OFFICE OF THE DEAN**

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Our Ref: **D61/21518/2019** May 23, 2023  
National Commission for Science, Technology and Innovation  
NACOSTI Headquarters  
Upper Kabete, Off Waiyaki Way  
P. O. Box 30623- 00100  
**NAIROBI**

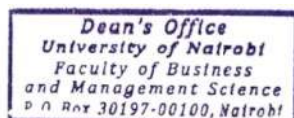
**RE: INTRODUCTION LETTER: PHILIP KAMAMI MBUVI**

The above named is a registered Masters in Business Administration candidate at the University of Nairobi, Faculty of Business and Management Sciences. He is conducting research on ***"Influence Of Strategic Leadership On Socio- Economic Development Of Mukuru Slums In Starehe Subcounty, Nairobi Kenya"***.

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the Project.

The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your co-operation will be highly appreciated.








**PROF. JAMES NJIHIA**

**DEAN, FACULTY OF BUSINESS AND MANAGEMENT SCIENCES**

JN/pgr

## Appendix 4: Research License

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<b>RESEARCH LICENSE</b>	
	
<b>This is to Certify that Mr., Philip Kamami Mbuvi of University of Nairobi, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: INFLUENCE OF STRATEGIC LEADERSHIP ON SOCIO-ECONOMIC DEVELOPMENT OF MUKURU SLUMS IN STAREHE SUBCOUNTY, NAIROBI, KENYA for the period ending : 14/November/2024.</b>	
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