

Journal of Strategic Management

ISSN Online: 2616-8472



**Strategic Leadership and Service Delivery At Konza Technopolis
Development Authority, Kenya**

Lynneth Cheronoh & Dr. Lawrence Wainaina

ISSN: 2616-8472

Strategic Leadership and Service Delivery At Konza Technopolis Development Authority, Kenya

Lynneth Cheronoh¹ and Dr. Lawrence Wainaina²

1. Postgraduate Student, Strategic Management, Kenyatta University
2. Lecturer, Kenyatta University, School of Business, Economics and Tourism

How to cite this article: Cherono L., & Wainaina L. (2025). Strategic Leadership and Service Delivery At Konza Technopolis Development Authority, Kenya. *Journal of Strategic Management*. Vol 10(1) pp. 1-18.
<https://doi.org/10.53819/81018102t2541>

Abstract

Konza Technopolis Development Authority in Kenya has experienced challenges in service delivery, notably delay in provision of services and slow response to customer complaints. While strategic leadership has received attention in literature, its role in service delivery of the firm, especially in the context of Konza Technopolis Development Authority has remained unexplored. Thus, the general objective of this study was to establish how service delivery at KoTDA may be influenced by its strategic leadership. In specific terms, strategic direction and ethical practices were explored in relation to service delivery at Konza Technopolis Development Authority, Kenya. The Service Quality model, contingency theory, strategic leadership theory and human capital theory anchored the study variables. Descriptive survey design was adopted targeting employees working at Konza Technopolis Development Authority and investors (customers) adding to 255 respondents. From these, 156 respondents were sampled in strategic and random terms. Questionnaires gathered participants' insights. Pilot study was done using 6% of the sample size by respondents from Konza Technopolis Development Authority to validate and determine reliability of the instrument. SPSS guided quantitative analysis to be descriptively and inferentially conducted and content analysis for qualitative statistics. The study established that strategic direction ($M=3.78$, $\beta=.362$, $p=.000<0.05$) and ethical practices ($M=3.69$, $\beta=.306$, $p=.018<0.05$) were all practiced at Konza Technopolis Development Authority and they significantly predicted its service delivery. The study concluded that strategic leadership is a significant predictor of service delivery. It was recommended that senior managers working at Konza Technopolis Development Authority, Kenya should constantly review the vision and mission statements in response to the changes in the environment in order to influence service delivery. All employees working at the Konza Technopolis Development Authority, Kenya should be trained and guided on integrity and transparency issues through regular seminars and workshops.

Keyterms: Strategic leadership, Strategic Direction, Ethical Practices, Service Delivery

<https://doi.org/10.53819/81018102t2541>

1. INTRODUCTION

Background of the Study

State corporations operate as public sector organizations and they seek to avail a range of services to beneficiaries. The changing consumer needs have forced organizations to relook into their service delivery landscapes to fully address them (Nama, Daweti, Lourens & Chikukwa, 2022). In most state corporations, service delivery is laid down in a charter. According to Mahmud (2021), it is the responsibility of organizations to fully understand the varying preferences and needs of customers so as to come up with better ways of meeting or exceeding them more effectively and efficiently through service delivery. The need for organizations in the public sector to offer quality services in a cheaper way has widely been over emphasised in literature. According to Galushi and Malatji (2022), the basic role of State Corporation is to deliver efficient and effective services to citizens at costs that are reasonable.

Service delivery is defined by Anshari, Hamdan, Ahmad and Ali (2025) as the production of tangible or intangible value to customers. Shibambu (2025) defines service delivery as the actual delivery of final products to clients. According to Iddrisu and Fuseini (2025), service delivery incorporates all actions and activities by employees of an organization to ensure services are offered to them in an efficient and effective manner to meet or exceed their expectations and needs. While referring to the public sector, Callen, Gulzar, Hasanain, Khan and Rezaee (2025) defined service delivery as provision of socio-economic goods to people in a specific country. Service delivery was also defined by Okeke and Anaekwe (2025). As an operational undertaking that entails supply of resources of goods to customers.

There are many indicators of service delivery available in literature. According to Valencia and Layman (2021), service delivery can be measured through image, complaints and efficiency as well as satisfaction. Muslimin, Darmawan, Bahri and Rapi (2022) operationalized service delivery using speed, tangibility and consistency. The other widely documented measures of service delivery include timelines, dependability, user-friendliness, empathy and responsiveness (Mutinda, 2017); cost, innovativeness, price, quality and flexibility (Mogere, Kwendo & Nurwin, 2023) as well as simplicity, customer satisfaction, quality and speed (Hassan, 2019). The service quality (SERVQUAL) model lists five measures of service delivery as reliability, assurance, tangibles, empathy, and responsiveness (Al-Balas, Al-Maqableh, Athamneh & Odeibat, 2025). Leveraging this model, the present study measured service delivery through responsiveness, empathy and tangibility.

Strategic leadership (SL) is a practice where executives of the organization leverage a range of practices to improve the delivery of services in an entity (Ali & Anwar, 2021). It is a managerial capability that endows other employees to realize the vision of the firm by generating strategic change. It is a managerial capability that seeks to develop justification for the viability and survival of an organization. Strategic leadership is the business executives' roles to share firms' visions or some functions in the business and inspiring others to achieve the same (Ojogwa, 2021). Strategic leadership in this study was determined by considering strategic direction and ethical practices.

Strategic direction entails the establishment of the path of an organization through objectives, values, mission and vision (El-Namaki, 2023). Strategic leaders take an active role in motivating employees to adhere to the established vision and mission by providing relevant resources. Strategic direction creates clarity and structure for employees of an organization. Successful

organizations are characterized by clear direction and purpose defining its objectives. Lerai, Rintari and Moguche (2023) argue that strategic direction enhances service delivery since it helps to generate relevant insights that reduce unforeseen uncertainties. It can also help employees at KoTDA to understand the environment that their organization operates in. The vision explains that intention of the firm in achieving the established objectives (Slätten, Mutonyi & Lien, 2021). On the other hand, mission is a statement of purpose revealing the philosophy, products and clients of an organization. Objectives are specific outcomes that should be actualized by firms like KoTDA in an agreed period (AlQershi, 2024).

Ethical practices determine the effectiveness of the process that an organization leverages to execute its formulated strategies. These ethical practices guide leaders and other employees when providing services to customers (Zaim, Demir & Budur, 2021). In an organization like KoTDA guided by a vision of achieving effective service delivery, ethical leadership is paramount (Huang, Qiu, Yang & Deng, 2021). According to Ghazi, Salem, Dar and Elbaz (2024), the rampant increase in unethical practices like corruption and bribery in the public sector organizations underscores an urgent need for ethical leadership. In an organization, ethical practices include integrity, transparency and accountability. According to Huang, Qiu, Yang and Deng (2021), integrity is the moral quality of being consistent in uprightness. Integrity entails having uncompromising and consistent adherence to strong moral principles and values in an organization (Sharma, 2022). Transparency is an act of information sharing and carrying out actions in an open manner (Al-Balushi, 2021). Accountability is taking responsibility for actions and decisions undertaken by employees in an organization (Tran, Nguyen & Hoang, 2021).

Konza Technopolis Development Authority provides various services and products to its customers at Konza Technopolis. The key products are land parcels, office space in the Konza Complex building, data center services (cloud and collocation) and utility services including electricity, water and sewerage services. However, empirical evidence points out that there exist some leadership-service delivery challenges at Konza Technopolis Development Authority. Some empirical studies have pointed out growing concerns of delivery service at KoTDA marred by delayed services and increasing customer complaints (Lewis-Miller, 2024) and well as poor appearance of some of the physical facilities (Lango, 2024). Existence of a number of strategic constraints such as corruption and fraud, bureaucracy, delayed funding from government and corruption (Mumo, 2020) has also been documented at KoTDA. According to Mathenge (2021), navigating some of the strategic challenges like corruption to enhance service delivery at KoTDA will require strategic leadership mindset.

Statement of the Problem

In proving customer services, KoTDA has to ensure that the delivery is excellent. However, the existing literature indicates that service delivery at KoTDA is below expectations. According to Lango (2024), lack of responsiveness and reliability among employees of KoTDA has resulted in delays and increased waiting time thus adversely affecting service delivery. Lango (2024) further pointed out that lack of empathy among staff and poor appearance of some of the physical facilities has negatively affected service delivery at KoTDA. The challenges that KoTDA has experienced in its service delivery are not unique and it characterizes how services are offered in the public sector entities in Kenya. The poor service delivery at KoTDA can largely be attributed to ineffective organization controls, unethical practices, lack of proper strategic direction and

inadequate human capital development (Mumo, 2020) and (Ndirangu, 2023). The poor service delivery has resulted in delayed services and increased customer complaints at KoTDA (Lewis-Miller, 2024).

While many studies have been conducted on strategic leadership there are still gaps as some like Haule and Mushi (2024) focused on Tanzania and not Kenya thus presenting a contextual gap. The study by Imari (2023) used change management as the outcome variable and thus conceptual gap. The study by Ragul (2021) adopted systematic review of literature as the methodology while the present study was empirical in nature. Thus, in reference to the aforementioned contextual conceptual and methodological gaps, the present study was justified.

Research Objectives

- i. To establish the effect of strategic direction on service delivery at Konza Technopolis Development Authority, Kenya.
- ii. To determine the effect of ethical practices on service delivery at Konza Technopolis Development Authority, Kenya.

Research Questions

- i. What is the effect of strategic direction on service delivery at Konza Technopolis Development Authority, Kenya?
- ii. How does ethical practices affect service delivery at Konza Technopolis Development Authority, Kenya?

2. LITERATURE REVIEW

Theoretical Review

The Service Quality model and the contingency theory underpinned variables of this study

Service Quality (SERVQUAL)Model

Parasuraman, Zeithaml and Berry (1988) developed this theory by listing five measures of service delivery in an organization: reliability, assurance, tangibility, empathy, and responsiveness. According to Zeithaml (1988), service delivery is the analysis of customers from the overall excellence of the service. The model was tested by Dobholkar, Thorpe and Rentz (1996) and it emerged that it had been adopted in public entities. The model allows managers of an organization to identify gaps in factors that affect offering of services.

Reliability is the ability of the employees to achieve commitment of the organization (Seth, Deshmukh & Vrat, 2005). Responsiveness is the prompt provision of services to end users. Assurance is the courtesy, knowledge and understanding demonstrated by employees of an organization (Kang & James, 2004). Empathy is a personal attention of employees to customers (Yarimoglu, 2014). Tangibility cover things like physical facilities and appearance of staff of the organization.

The five dimensions of service delivery under this model mainly focus on human aspects and tangibles of the service (Seth et al., 2005). Shahin (2005) argue that SERVQUAL model is the most efficient way of measuring quality of service delivery since it accounts for expectations of

<https://doi.org/10.53819/81018102t2541>

customers regarding the services as well as the various perceptions regarding the service. This model enables the assessment of service quality and in tracking of the perceptions and expectations of customers over time. It also allows an organization to compare with competitors on similar aspects of service delivery. The model can also be used to compare the variance between expectations of clients and the actual service delivery to establish gaps in service delivery. High service quality is characterized by a small gap. The established gaps can be the basis for improving service delivery in an organization.

This SERVQUAL model is not without limitations and criticisms. According to Shi and Shang (2020), this model has a limitation in providing actionable insights. The model has been critiqued for its inability to provide reliable and accurate measurement of service quality. Despite these criticisms, this SERVQUAL model supported service delivery which was the outcome variable in the proposed study, and it was the main theory in the present study.

Contingency Theory

Fiedler (1964) is the theory's proponent who suggested that the effectiveness of strategic approaches adopted by the firm is contingent on specific conditions and context that an organization operates. Therefore, strategic direction of the firm is contingent upon an alignment in the strategy, existing structures and the external surroundings (Islam & Hu, 2012). A clear understanding and adaptation to contingencies allow managers to strategize delivery of services. This theory argues that strategic intent and direction undertaken by the firm should be responsive and flexible to the external environment that firms operate. This alignment promotes resilience such that an organization is able to maintain its service delivery despite changes and volatilities in the operating environment (Donaldson, 2006). The theory highlights and underscores the central role occupied by strategic leaders in communicating the vision, mission and objectives of the firm to improve service delivery. According to this theory, effective strategic leadership ensures that strategic direction is well executed hence improving service delivery (Donaldson, 2006).

Several criticisms and limitations have been leveled against this contingency theory. This includes the difficulties and complexities encountered in its practical application and in the identification and assessment of situational factors that influence strategic interventions of the firm (Levy, 2000). The theory also over-emphasizes the central role played by unique situations limiting its generalizability. In spite of these limitations, this theory supported the strategic direction variable and was therefore applicable to the present study in explaining the implication of strategic direction in service delivery.

Empirical Literature Review

Strategic Direction and Service Delivery

Existing literature indicate that effective strategic direction can improve the delivery service of an organization. For instance, Muchiri, Gichunge and Mutegi (2024) evaluated how strategic direction affected performance from an organizational point of view. The anchor theory was contingency theory and the Agricultural Finance Corporation was the case. The gathered and analyzed data was that entities performed better when strategies are clearly communicated to staff.

However, this study adopted simple random sampling unlike the present study that will be a census.

Lerai, Rintari and Moguche (2023) determined how strategic direction determined performance of commercial linked parastatals in Kenyan context. A total of 6 entities were reviewed in this study. The gathered and analyzed data gave an indication that strategic direction and performance were significantly connected with each other. This study covered six (6) commercial-based parastatals while the present study will focus only on KoTDA.

Odero (2023) aimed at determining nexus between provision of clear strategic paths and actualization of goals of SACCOs in Kenyan context. The embraced design was descriptive in nature and participants were staff in managerial positions. Analysis indicated existence of direct and significant nexus between strategic direction and performance. This study was done among SACCOs while KoTDA will feature in present inquiry.

Makori and Waithaka (2019) conducted an analysis of the nexus between strategic direction and implementation of strategies in multinational agrochemical entities in Kenyan context. Seventy entities were targeted and census was adopted. Data was collected through questionnaire. Results were that strategic direction significantly led to performance of the entity. However, this study creates a conceptual gap by focusing on strategy implementation as the outcome variables unlike the delivery of services.

Ethical Practices and Service Delivery

Mahohoma and Sihlangu (2024) concentrated in municipalities in South Africa and appraised the link between ethical leadership and delivery of services. Data was gathered through questionnaires, from 80 participants. The analysis was that ethical leadership significantly predicted the delivery of services. However, KwaZulu-Natal was the study context while KoTDA was detailed in proposed inquiry. Onah, Ugwuibe, Nwogbo and Osadebe (2022) covered Nigerian context and determined link between work related ethics and sustainable delivery of services. Questionnaire aided in data collection. From analysis, it was apparent that the public sector of Nigeria is marred by high unethical practices which were not acceptable. This study creates contextual gap by focusing on Nigerian away from Kenyan context.

Wanja, Thuranira and Kubaison (2023) annexed the practices of ethics and staff performance in the County of Nairobi. With data being collected from first hand sources, it was clear that ethical practices and performance of staff were directly and significantly connected with each other. This study creates a conceptual gap by focusing on human resource performance as outcome variable will provision of service as key variable in proposed inquiry.

Ibrahim and Yakubu (2019) covered Nigeria and determined how firm level ethics affected the delivery of services within public entities. Descriptive was the design adopted and 885 staff was targeted but 171 sampled. It was determined that firm values, self-discipline and integrity all have significant implication on the delivery of services. his study creates contextual gap by focusing on Nigerian away from Kenyan context.

While the existing global literature provides that ethical practices are associated with positive outcomes, they can also have insignificant influence. For instance, Kajwang (2022) aimed at

linking practices of ethics and goal attainment of insurance entities in Kenyan context. The methodology adopted was desk review with the period from 2016-2021. Notable evidenced was that ethical practices have mixed effect on performance and service delivery of the firm.

Kosgey, Ongera and Thuo (2020) determined the nexus between ethical leadership and governance with emphasis on Uasin Gishu County. Survey was the design adopted. With data from firsthand sources, it was clear from analysis that ethical practices ensure adherence with policies formulated by the government. The study creates conceptual gap by focusing on governance as the outcome variable away from the delivery of services.

Conceptual Framework

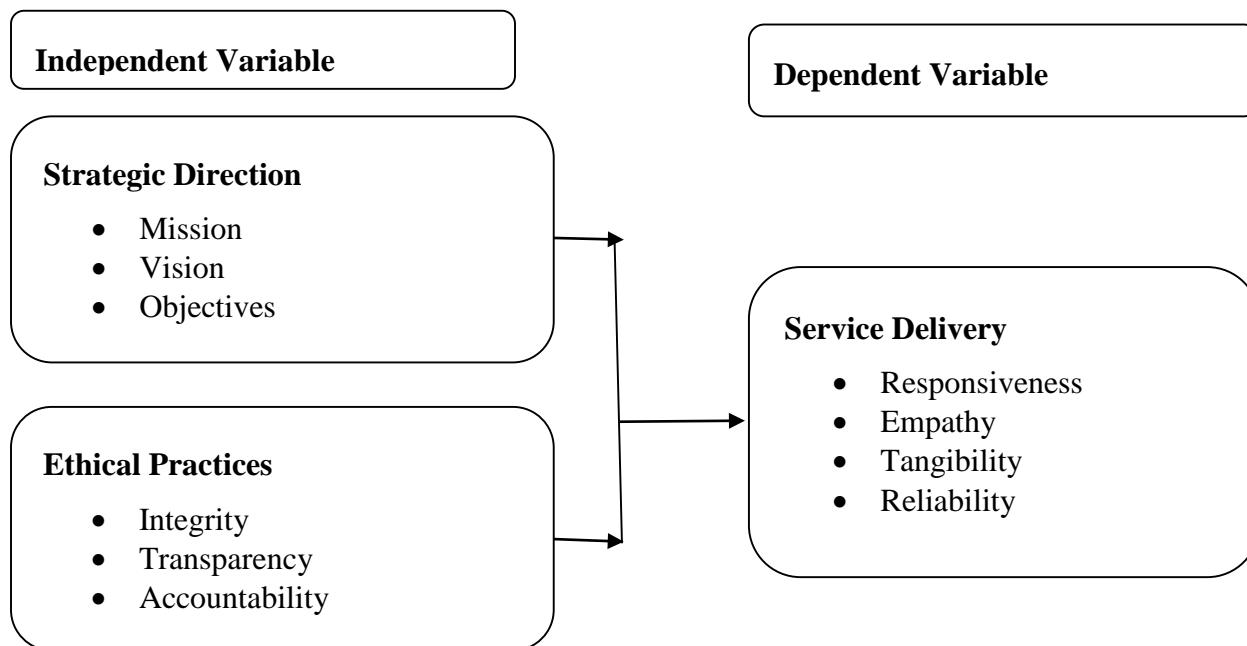


Figure 1: Conceptual Framework

3. RESEARCH METHODOLOGY

Research Design

The design for adoption was descriptive survey. According to Coe, Waring, Hedges and Ashley (2021), descriptive design provides an accurate description of the population attributes which can later help to drawn inferences. Fellows and Liu (2021) argue that descriptive design provides views on current affairs as they exist in their present state. Therefore, the use of descriptive survey design will allow for detailed analysis of the strategic leadership and provision of services at KoTDA in Kenya. The design sought to explore possible cause effect relationship between variables. The design took care of both qualitative and quantitative methods to enhance vigor of the findings.

Target Population

It covers individuals with interlinked qualities of interest to an investigator (Chalmers & Cowdell, 2021). This study targeted 185 employees working at KoTDA (Public Service Commission, PSC, 2025) and 70 investors (customers) (KNBS, 2025).

<https://doi.org/10.53819/81018102t2541>

Table 1: Targeted Participants

Target Population	Category	Number
KoTDA employees	Senior managers	17
	Middle level management staff	32
	Lower-level management staff	136
KoTDA investors (Customers)		70
Total		255

Source: PSC (2025) & KNBS (2025)

The employees of KoTDA provided information on strategic leadership and service delivery while the customers provided relevant insights on service delivery as the recipients of the services from KoTDA. Stratification of the respondents in Table 3.1 made it easy for the study to select the sample size randomly.

Sample Estimation

Sample size is small and representative elements that are drawn from the target population (Cui, Wang, Ho & Cambria, 2023). In this study, sampling method of data collection was adopted. Below formula determined sample

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

Where;

N is total population size.

n is Sample size (with population of less than 10,000 units)

e is Margin error (0.05)

$$\begin{aligned}
 (n) &= 255 \div (1 + 255(0.0025)) \\
 &= 255 \div (1+6.375) \\
 &= 255 \div 1.6375 \\
 n &= 156 \text{ respondents}
 \end{aligned}$$

The respondents were selected through stratified random sampling. In this regard, the whole target population of 255 respondents was stratified into employees and customers of KoTDA, with samples being selected from each stratum as indicated in Table 2:

Table 2: Sampling Technique

Category	Population	Sample proportion	Sample size
KoTDA Employees	Senior managers	17	6.7%
	Middle level management staff	32	12.5%
	Lower level management staff	136	53.3%
KoTDA investors (customers)	70	27.45%	43
Total	255	100.0	156

Data Collection Instrument

First hand data to be gathered through structured questionnaire. The use of structured questionnaires allowed for quantitative methods and provides clarity for respondents to share their views. The questionnaire was divided into six sections covering general information, service delivery, strategic direction, ethical practices, organizational control and human capital development respectively. Open as well as close ended items were captured on the study tool.

Pilot Study

Determining validity and reliability of a test instrument is best achieved through pilot study. It helps to predict the appropriateness and accuracy of the instrument. According to Walliman (2021), 1-10 per cent of study sample can constitute pilot test respondents. In this study, the questionnaire was pilot tested using 6% of the sample size thus 9 respondents from KoTDA who were selected purposively although were excluded from final inquiry.

Instrument's Validity

To ensure construct validity, the observable variables for use to represent the constructs were clearly defined (Flake et al., 2022). Face validity is the qualitative assessment of validity concerned with establishing whether the test measures an item it is designed to indicate. Face validity in this study was established through supervisor (Vu, 2021). Content validity determines whether all critical issues of an underlying construct have been captured in a measure. Expert views and judgment were sought to improve the contents of the questionnaire and achieve content validity. Criterion validity assesses the accuracy of a test instrument to capture the outcome that it was designed to measure (Flake, Davidson, Wong & Pek, 2022). This was determined through correlation between target measure and the criterion variable.

Reliability of Instrument

It is the consistency of the test instrument in generating similar scores or outcome even when administered at different time intervals or settings (Ahmed & Ishtiaq, 2021). The reliability of questionnaire was determined by computing Cronbach Alpha values from pilot tested questionnaires and the statistic above 0.7 will signify reliability as recommended by Vu (2021).

Data Analysis and Presentation

It began by entering the sorting of the questionnaires to determine the duly filled in for every section. These were then keyed into excel for inspection and record keeping purpose. From excel, the responses were then exported to SPSS version 27. Descriptively and inferentially, evidence of this study was generated. Thereafter, inferential statistics in form of multiple regression analysis were performed to draw relevant deductions. The model that was adopted during analysis took the following form:

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

Where Y = Service delivery

β_0 = Constant

β_1, β_2 are Coefficients

ϵ = error term

X_1 = Strategic direction

X_2 = Ethical practices

Ethical Considerations

The consent of respondents was sought before undertaking the inquiry. The responses from participants were handled with confidentiality. There was no monetary incentive and reward to the study participants. No respondent was allowed to disclose personal names on the questionnaire. Taking part in this study was voluntary and free. The literature reviewed in this study was acknowledged properly to avoid plagiarism.

4. FINDINGS AND DISCUSSION

Response Rate

The findings indicate an overall response rate of 88.4% where employees and investors of KoTDA accounted for 67.3% and 21.1% respectively. This finding agrees with Wu, Zhao and Fils-Aime (2022) who observed that an above 80% response rate is excellent to support analysis and presentation of the findings in a survey study.

Descriptive Statistics

The study determined descriptive statistics on the variables of the study and the findings are as presented in subsequent sections

Strategic Direction

Results of descriptive statistics in terms of means and standard deviations on strategic direction were determined and presented as shown in Table 3.

Table 3: Strategic Direction

Statements on strategic direction	Mean	Std Dev
Strategic direction of KoTDA is articulated through its vision	3.70	.974
The vision explains that intention of KoTDA in achieving the established objectives	3.78	.895
The mission reveals the philosophy of KoTDA	3.75	.887
Services of KoTDA are identified through mission	3.87	.922
The objectives set out specific outcomes that KoTDA intent to achieve in a given timeline	3.73	.967
The vision of KoTDA is constantly reviewed in line with changes in the environment	3.80	.869
The objectives of KoTDA are matched with customer needs	3.81	.848
Average	3.78	.909

The findings in Table 3 indicate that on overall, respondents agreed ($M=3.78$, $SD=.909$) that strategic leadership was practiced at KoTDA. In particular, while some of the respondents agreed that services of KoTDA were identified through mission ($M=3.87$, $SD=.922$), other respondents agreed that the objectives of KoTDA were matched with customer needs ($M=3.81$, $SD=.848$) and other respondents also agreed that the vision of KoTDA was constantly reviewed in line with changes in the environment ($M=3.80$, $SD=.869$). This means that strategic leadership at KoTDA entailed identification of mission, objectives and review of vision statement. These findings agree with El-Namaki (2023) who established that strategic leaders take an active role in motivating employees to adhere to the established vision and mission by providing relevant resources.

The study also established that while some of the respondents agreed that the vision explained the intention of KoTDA in achieving the established objectives ($M=3.78$, $SD=.895$), others agreed that the mission revealed the philosophy of KoTDA ($M=3.75$, $SD=.887$), the objectives set out specific outcomes that KoTDA intended to achieve in given timelines ($M=3.73$, $SD=.967$) and that strategic direction of KoTDA was articulated through its vision timelines ($M=3.70$, $SD=.974$). This shows that strategic direction at KoTDA entailed articulation of vision, mission and objective statements to employees. El-Namaki (2023) established that successful organizations are characterized by clear direction and purpose defining its objectives.

Ethical Practices

The findings on ethical practices were determined and summarized as indicated in Table 4

Table 4: Ethical Practices

Statements on ethical practices	Mean	Std Dev
I have a moral quality of being consistent in uprightness	3.70	.826
I conduct my assigned duties in an open manner	3.61	.981
I have consistent adherence to strong moral principles	3.96	.899
I take responsibility for actions undertaken in this organization	3.55	.821
I am accountable of my decisions	3.67	.895
Transparency has established a culture of trust among employees in this organization	3.76	.943
Accountability has improved credibility of this organization	3.59	.908
Average	3.69	.896

From Table 4, it can be observed that respondents agreed that ethical practices were in place at KoTDA ($M=3.69$, $SD=.896$). This finding contradicts with Onah et al. (2022) who covered Nigerian context and determined link between work related ethics and sustainable delivery of services. Questionnaire aided in data collection. From analysis, it was apparent that the public sector of Nigeria is marred by high unethical practices which were not acceptable. More specifically, while some of the respondents agreed that they had consistent adherence to strong moral principles ($M=3.96$, $SD=.899$), others agreed that transparency had established a culture of trust among employees in the organization ($M=3.76$, $SD=.943$) besides having moral quality of being consistent in uprightness ($M=3.70$, $SD=.826$). This means that ethical practices at KoTDA entailed adherence to moral principles, there was transparency and with high moral quality among

employees. The result agrees with Ghazi et al (2024) who established in an organization, ethical practices include integrity, transparency and accountability.

Respondents also established that they were accountable of their decisions ($M=3.67$, $SD=.895$), they conducted their assigned duties in open manner ($M=3.61$, $SD=.981$) and that accountability had improved credibility ($M=3.59$, $SD=.908$). This shows that accountability and openness characterised ethical practices at KoTDA in Kenya. This accountability was viewed by Tran, Nguyen & Hoang (2021) as taking responsibility for actions and decisions undertaken by employees in an organization.

Multiple Regression Results

The model summary from multiple regression analysis was determined and presented as shown in Table 5.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.771 ^a	.594	.581	1.78658

Table 5 gives the value of coefficient of correlation R as 0.771, this means that a strong and positive relationship is evident between strategic leadership and service delivery. The value of adjusted R square is recorded as .581, an indication that 58.1% of variation in service delivery at KoTDA can be explained by its strategic leadership. Thus, the unexplained 41.9% of variance could be attributed to other factors not covered in this study underscoring the need for further research.

The findings of ANOVA were established in this study and summary is as indicated in Table 6

Table 6: Analysis of Variance

	Sum of Squares	df	Mean Square	F	Sig.
Regression	575.118	2	143.780	45.045	.000
Residual	392.601	125	3.192		
Total	967.719	127			

The findings in Table 6 indicate the F calculated value of 45.045 with $p=.000$ which is lower than 0.05. Comparing the F critical value, it can be inferred that the overall regression model used in this study was significant. The findings on beta coefficients and significance were determined and presented as shown in Table 7

Table 7: Beta Coefficients and Significance

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	13.160	2.000		6.579	.000
Strategic Direction	.362	.064	.365	5.622	.000
Ethical Practices	.306	.085	.004	3.600	.018
Organizational Control	.362	.102	.828	3.549	.000
Human Capital Development	.294	.072	.075	4.083	.019

The fitted model from Table 7 becomes

$$Y = 13.160 + 0.362X_1 + 0.306X_2 + e$$

Where Y- Service delivery

X_1 = Strategic Direction

X_2 = Ethical Practices

e-error term

The first objective of the study sought to establish the effect of strategic direction on service delivery at Konza Technopolis Development Authority, Kenya. The key statistics on strategic direction from Table 4.10 are as follows ($\beta=.362$, $p=.000<0.05$). This means that strategic direction was a significant predictor of service delivery at KoTDA. This finding agrees with some of the existing empirical evidence for instance, Muchiri et al. (2024) evaluated how strategic direction affected performance from an organizational point of view where it was noted that entities performed better when strategies are clearly communicated to staff. Lerai et al. (2023) determined how strategic direction determined performance of commercial linked parastatals in Kenyan context where the gathered and analyzed data gave an indication that strategic direction and performance were significantly connected with each other. Odero (2023) indicated existence of direct and significant nexus between strategic direction and performance. Makori and Waithaka (2019) established that strategic direction significantly led to performance of the entity.

The second objective of the study was to determine the effect of ethical practices on service delivery at Konza Technopolis Development Authority, Kenya. The key findings on ethical practices from Table 4.10 are as under ($\beta=.306$, $p=.018<0.05$). Thus, it can be deduced that ethical practices are significant predictors of service delivery at KoTDA. This finding agrees with the available empirical studies like Mahohoma and Sihlangu (2024) who established that ethical leadership significantly predicted the delivery of services. Kosgey, Ongera and Thuo (2020) noted that ethical practices ensure adherence with policies formulated by the government. Wanja et al. (2023) established that ethical practices and performance of staff were directly and significantly connected with each other. However, the result also contradicts with Kajwang (2022) who established that ethical practices have mixed effect on performance and service delivery of the firm.

5. CONCLUSION AND RECOMMENDATIONS

Conclusion

The first objective of the study sought to establish the effect of strategic direction on service delivery at Konza Technopolis Development Authority, Kenya. Based on descriptive and regression results, it can be concluded that strategic direction was practiced and it significantly predicted service delivery at KoTDA. Strategic leadership at KoTDA entailed identification of mission, objectives and review of vision statement. It also incorporated the articulation of vision, mission and objective statements to employees.

The second objective of the study was to determine the effect of ethical practices on service delivery at Konza Technopolis Development Authority, Kenya. In view of the findings, ethical

practices were in place and they exerted significant effect on service delivery at Konza Technopolis Development Authority, Kenya. Ethical practices at KoTDA entailed adherence to moral principles, there was transparency and with high moral quality among employees. Similarly, accountability and openness characterized ethical practices at KoTDA in Kenya.

Recommendations of the Study

The study established that strategic direction through vision, mission and objectives significantly predicted service delivery. Based on this finding, senior managers working at Konza Technopolis Development Authority, Kenya should constantly review the vision and mission statements in response to the changes in the environment in order to influence service delivery. The objectives set out at Konza Technopolis Development Authority, Kenya should be as realistic as possible.

The findings were that ethical practices represented by integrity, transparency and accountability was a significant predictor of service delivery. Thus, all employees working at the Konza Technopolis Development Authority, Kenya should be trained and guided on integrity and transparency issues through regular seminars and workshops. Clear and open communication should be encouraged among employees of Konza Technopolis Development Authority to foster a culture of accountability.

Areas for Further Research

In the present study, the dependent variable was service delivery. Future studies can be conducted covering other different variables like competitive advantage or performance. It emerged from multiple regression analysis that strategic leadership only explained 58.1% of variation in service delivery at KoTDA, thus unexplained 41.9% variations could be due to other factors that can be explored and established in future studies. The study adopted case approach, where one organization being KoTDA was the focus. Future studies should therefore cover a range of institutions perhaps the public sector institutions in Kenya .

REFERENCES

Ahmed, I., & Ishtiaq, S. (2021). Reliability and validity: importance in medical research. *Methods*, 12(1), 2401-2406.

Al-Balas, S. M., Al-Maqableh, H. O., Athamneh, S., & Odeibat, A. M. (2025). Quality status: A SERVQUAL approach to evaluate the effect of the quality of healthcare services on patient satisfaction in Jordan. *International Journal of Healthcare Management*, 18(2), 351-367.

Al-Balushi, M. (2021). How internal transparency impacts organizational resilience. *International Journal of Quality & Reliability Management*, 38(5), 1246-1263.

Ali, B. J., & Anwar, G. (2021). Strategic leadership effectiveness and its influence on organizational effectiveness. *International Journal of Electrical, Electronics and Computers*, 6(2).

AlQershi, N. (2024). Strategic thinking, strategic planning, strategic innovation and the performance of SMEs: The mediating role of human capital. *Management Science and Education Innovations*, 1(19).

Anshari, M., Hamdan, M., Ahmad, N., & Ali, E. (2025). Public service delivery, artificial intelligence and the sustainable development goals: trends, evidence and complexities. *Journal of Science and Technology Policy Management*, 16(1), 163-181.

Callen, M., Gulzar, S., Hasanain, A., Khan, M. Y., & Rezaee, A. (2025). Personalities and public sector performance: Evidence from a health experiment in Pakistan. *Economic Development and Cultural Change*, 73(3), 1439-1474.

Chalmers, J., & Cowdell, F. (2021). What are quantitative and qualitative research methods? A brief introduction. *Dermatological nursing*, 20(2).

Coe, R., Waring, M., Hedges, L. V., & Ashley, L. D. (Eds.). (2021). *Research methods and methodologies in education*. Sage.

Cui, J., Wang, Z., Ho, S. B., & Cambria, E. (2023). Survey on sentiment analysis: evolution of research methods and topics. *Artificial Intelligence Review*, 56(8), 8469-8510.

Donaldson, L. (2006). *The contingency theory of organizational design: challenges and opportunities*. *Organization Design: The evolving state-of-the-art*, 19-40.

El-Namaki, M. S. S. (2023). Strategic Intent. In *Neo Strategic Management: Conceptual and Operational Foundations of Tomorrow's Strategic Thinking* (pp. 145-149). Cham: Springer Nature Switzerland.

Fellows, R. F., & Liu, A. M. (2021). *Research methods for construction*. John Wiley & Sons.

Flake, J. K., Davidson, I. J., Wong, O., & Pek, J. (2022). Construct validity and the validity of replication studies: A systematic review. *American Psychologist*, 77(4), 576.

Galushi, L. T., & Malatji, T. L. (2022). Digital public administration and inclusive governance at the South African Local Government, in depth analysis of e-government and service delivery in Musina Local Municipality. *Academic Journal of Interdisciplinary Studies*, 11(6), 116-126.

Ghazi, K. M., Salem, I. E., Dar, H., & Elbaz, A. M. (2024). Leveraging strategic leadership for boosting operational resilience in hotels: the role of crisis response strategies and e-readiness. *International Journal of Contemporary Hospitality Management*, 36(10), 3300-3323.

Haule, A., & Mushi, A. (2024). Effects of Strategic Leadership Practices on Public Organization's Performance in Tanzania: A Case Study of Kigamboni Municipal Council. *African Journal of Empirical Research*, 5(4), 1593-1603.

Huang, N., Qiu, S., Yang, S., & Deng, R. (2021). Ethical leadership and organizational citizenship behavior: Mediation of trust and psychological well-being. *Psychology Research and Behavior Management*, 655-664.

Iddrisu, I., & Fuseini, I. (2025). The impact of digital technologies on public service delivery: the role of organizational structures and decision-making. *International Journal of Organizational Analysis*.

Imari, D. G. (2023). *Effects of strategic leadership on change management in private universities: Nairobi County, Kenya* (Doctoral dissertation, Africa Nazarene University).

Kajwang, B. (2022). Influence of Ethical Practices on Performance of Insurance Firms in Kenya. *European Journal of Information and Knowledge Management* 1(1), 56 – 69

Kang, G. D., & James, J. (2004). Service quality dimensions: an examination of Grönroos's service quality model. *Managing Service Quality: An International Journal*, 14(4), 266-277.

Kosgey, H. K., Ongera, A., & Thuo, M. (2020). Influence of ethical leadership practices on governance in Uasin Gishu County. *The Strategic Journal of Business & Change Management*, 7(1), 628 – 641.

Lango, B. (2024). Konza Technopolis (KONZA City): Special Economic Zone Overview.

Lerai, S. E., Rintari, N., & Moguche, A. (2023). *Influence of strategic direction on organizational performance of commercial-based Parastatals in Kenya*.

Lerai, S. E., Rintari, N., & Moguche, A. (2023). *Influence of strategic direction on organizational performance of commercial-based Parastatals in Kenya*.

Levy, D. L. (2000). Applications and limitations of complexity theory in organization theory and strategy. *Public Administration and Public Policy*, 79, 67-88.

Lewis-Miller, K. (2024). *Smart Cities Aren't That Smart an Idea: Lessons from Konza Techno City and Tatu City*. Retrieved at <https://qazini.com/>

Mahohoma, T., & Sihlangu, S. (2024). The Impact of Ethical Leadership on the Service Delivery at Umhlathuze Local Municipality. *International Journal of Environmental, Sustainability, and Social Science*, 5(2), 341-355.

Makori, N. N., & Waithaka, P. (2019). Effect of strategic direction on strategy implementation at the selected multinational agrochemical companies in Kenya. *European Journal of Business and Strategic Management*, 4(5), 16-31.

Mathenge, P. K. (2021). *Strategic Leadership and Corruption: Implications for Kenya's Gemstone Industry* (Doctoral dissertation).

Mogere, K. M., Kwendo, E. S., & Nurwin, F. (2023). Supply chain resilience and service delivery of public health care facilities in western region Kenya. *African Journal of Empirical Research*, 4(1), 207-218.

Muchiri, V. M., Gichunge, E., & Mutegi, D., (2024). Influence of sector diversification on financial performance of pension funds in Kenya. *The Strategic Journal of Business & Change Management*, 11 (3), 386 – 399.

Mumo, M. (2020). *Scandals mar dream of Konza technopolis*. Retrieved at <https://nation.africa/kenya/business/>

Muslimin, R. H., Darmawan, A., Bahri, S., & Rapi, A. (2022). Improving Service Quality of Delivery Services Based On Heterogeneous Customer Behavior InA Developing Country: A Context During Covid-19. *Journal Management Industrial Dan Logistik (JMIL)*, 6(1), 43-64.

Musyoka, J., & Ouma, C. (2024). Effect of strategic leadership on performance of SMEs during COVID-19 pandemic in Nairobi County, Kenya. *Kabarak Journal of Research & Innovation*, 14(01), 26-43.

Mutinda, M. M. (2017). E-Government Strategy and Service Delivery in Nairobi City County, Kenya (Doctoral dissertation, Kenyatta University).

Nama, K., Daweti, B., Lourens, M. E., & Chikukwa, T. (2022). The impact of training and development on employee performance and service delivery at a local municipality in South Africa. *Problems and Perspectives in Management*; Vol. 20, Issue 4.

Ndirangu, M. (2023). *Social Media Marketing and Performance of Public Private Partnership Projects: a Case Study of Konza Technopolis* (Doctoral dissertation, University of Nairobi).

Ojogwa, O. T. (2021). The crux of strategic leadership for a transformed public sector management in Nigeria. *International Journal of Business and Management Studies*, 13(1), 83-96.

Okeke, M. N., & Anaekwe, V. B. (2025). E-administration and employee service delivery in selected government ministries in Anambra state: 2015-2023. *Humanities Horizon*, 2(2), 109-121.

Onah, F. N., Ugwuibe, C. O., Nwogbo, D. C., & Osadebe, N. O. (2022). Work ethics and sustainable service delivery in Nigeria public service. *Journal of Economics and Allied Research*, 7(2), 93-110.

Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). Servqual: A multiple-item scale for measuring consumer perceptions. *Journal of Retailing*, 64(1), 12.

Ragul, V. (2021). *Strategic leadership and service delivery in organizations: A critical review of literature*. AfricArXiv Preprints.

Seth, N., Deshmukh, S. G., & Vrat, P. (2005). Service quality models: a review. *International Journal of Quality & Reliability Management*, 22(9), 913-949.

Sharma, N. (2022). *Effects of integrity and controls on financial reporting fraud*. Retrieved December, 8, 2022.

Shibambu, A. (2025). Implementation of the 5IR for efficient service delivery in the public sector, South Africa. *Africa's Public Service Delivery and Performance Review*, 13(1), 887.

Slåtten, T., Mutonyi, B. R., & Lien, G. (2021). Does organizational vision really matter? An empirical examination of factors related to organizational vision integration among hospital employees. *BMC Health Services Research*, 21, 1-17.

Tran, Y. T., Nguyen, N. P., & Hoang, T. C. (2021). The role of accountability in determining the relationship between financial reporting quality and the performance of public organizations: Evidence from Vietnam. *Journal of Accounting and Public Policy*, 40(1), 106801.

Valencia, D., & Layman, C. V. (2021). E-wallet service innovation, service delivery, and customer satisfaction on customer loyalty within Shopeepay in Indonesia. *Ultima Management: Jurnal Ilmu Manajemen*, 13(1), 23-46.

Walliman, N. (2021). Research methods: The basics. Routledge.

Wanja, E., Thuranira, S., & Kubaison, S. (2023). Ethical practice and Human Resource performance in Nairobi City County government, Kenya. *African Journal of Science, Technology and Social Sciences*, 2(2), 198-204.

Wu, M. J., Zhao, K., & Fils-Aime, F. (2022). Response rates of online surveys in published research: A meta-analysis. *Computers in human behavior reports*, 7, 100206.

Yarimoglu, E. K. (2014). A review on dimensions of service quality models. *Journal of marketing management*, 2(2), 79-93.

Zaim, H., Demir, A., & Budur, T. (2021). Ethical leadership, effectiveness and team performance: An Islamic perspective. *Middle East Journal of Management*, 8(1), 42-66.