

**ROLE OF STRATEGIC LEADERSHIP ON ORGANIZATIONAL
TRANSFORMATION AT KENYA REVENUE AUTHORITY**

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ABSTRACT

Strategic leadership is paramount in leading 21st century organizations due to the unpredictable operating environment which is becoming more and more volatile, uncertain, complex and ambiguous. The purpose for this study was to investigate the role of strategic leadership on organizational transformation within Kenya Revenue Authority. Specifically, the study sought to establish the effect of determining strategic direction, developing human capital, ethical practices and balanced strategic control on organizational transformation at Kenya Revenue Authority. This study adopted descriptive research design, a sample size of 83 respondents was selected through stratified sampling technique from a target respondents comprising of 105 senior staff at managerial level at Kenya Revenue Authority. A semi-structured questionnaire was employed for collecting primary data. The collected data were quantitative in nature and were analyzed by descriptive analysis method. The descriptive statistical tools such as SPSS (version 21) helped the researcher in coding of the data. The findings were presented using tables and charts. Tables were used to summarize responses for further analysis and facilitate comparison while multivariate regression analysis was used to quantify the strength of the relationship between the variables. The results showed that there was a positive significant relationship between strategic direction, human capital development, ethical practices and balanced strategic control and organizational transformation. It was recommended that organizations should adopt strategic leadership practices. Strategic leaders should adopt strategic leadership practices in order to achieve the desired organizational transformation at KRA. Strategic leaders should treat determining strategic direction and developing human capital with the seriousness it deserves as these were found to be significant contributors in organizational transformation. It was evident from the reviewed literature that strategic leadership practice plays a major role at KRA.