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THEMATIC EXPLORATION OF STRATEGIC LEADERSHIP AND ORGANIZATIONAL PERFORMANCE IN NATIONAL INFORMATION TECHNOLOGY DEVELOPMENT AGENCY

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ABSTRACT

The economy is involving, this involvement has resulted to transition of digital economy as an alternative to crude oil, however, for this transition to be effective there is need for effective leadership that will steer to success. The study examined strategic leadership and organizational performance using organizational control and strategic direction as a variable for strategic leadership. Upper echelon and trait theory was utilized for the theoretical position of the study. Primary data were collected using interview for (6) six selected managers, non-probability sampling was adopted using purposive sampling techniques in selecting managers with at least 20 years working experience as the study observation. Qualitative analysis was conducted to determine the joint contribution of the explanatory variable (Organizational control & Strategic direction) on the given construct (performance). Nvivo 11. was adopted as a tool for data analysis. The findings from the study revealed that organizational control and strategic direction has a positive impact on performance. The study recommended that there should be adequate, feedback system as this will in-turn enhances organizational performance of National Information Technology Development Agency.

KEY WORDS: Strategy; Leadership; Organizational Performance

INTRODUCTION

Globalization, technology, and innovation have had a significant impact on the business environment, particularly in the information technology industry, in today's competitive market. Establishments must shape their core capabilities and maintain their competitive edge in order to meet a variety of difficulties. Strategy and organizational performance are unquestionably becoming more important than in the past. As a result, the outcome of an effective plan to manage personnel in order to achieve organizational goals is the top priority of an organization's executives and management. The types of leaders and leadership capacity of an organization are exclusively responsible for the organization's performance.

The organization that will achieve performance, on the other hand, must act strategically by exhibiting organizational control and strategic direction in terms of goals and objectives. The organization's mission and vision will drive operational excellence. The highest level management of any particular organization is responsible for the organization's actions and plan implementation. Most organizations' success is determined by the level of strategic leadership in place. Similarly, most failing firms have had problems as a result of weak strategic leadership control from the respective organization's top management.

However, because of the unquantifiable role performed by strategic leaders in organizations, the complexity of the business operating environment has driven most organizations to adopt strategic leadership in order to drive and sustain their operational operations. The change in most countries' economies from oil and natural gas to digital economy necessitates NITDA taking strategic leadership to achieve their goals.

The National Information Technology Development Agency (NITDA) is dedicated to putting the National Digital Economy Policy into action in order to make Nigeria a digital country. The goal is to provide a framework for information technology planning, research, development, standardization, application, coordination, monitoring, evaluation, and regulation in Nigeria. The Agency's top priorities are developmental regulation, digital literacy and skills, solid infrastructure, service infrastructure, the development and promotion of digital services, software infrastructure, the digital society and emerging technologies, and the development and adoption of indigenous content. In this context, the study aims to assess the impact of strategic leadership and transformational leadership styles on the National Information Technology Development Agency's organizational performance from 2001 to 2021.

CONCEPTUAL REVIEW Strategic Leadership

All or any of the activities that establish the path for the organization and make it easier for it to stay on track in order to fulfil its mission is referred to as strategic leadership. Strategic leadership is concerned with the organization's vision, as well as the thoughts and behaviors that distinguish it. Strategic leadership is a company's ability to anticipate, visualize, and preserve flexibility, as well as empower others to make a strategic decision and a feasible path forward for the company (Kjelin, 2009). Leaders should provide direction to all aspects of the organization. Few leaders, according to Montgomery (2008), are able to admit strategy as well as the future. The leader should be able to keep one eye on how the organization is currently adding value while keeping the other on changes, both within and outside the organization, that either threaten the organization's position or provide new opportunities for adding value. Strategic leadership, regardless of their rank or the success of their organization, has significant decision-making responsibilities that cannot be delegated. Without strategic leadership, approaches for achieving above-average returns cannot be devised and implemented (Finkelstein, Hambrick & Cannella, 2008). According to Finkelstein et al. (2008), each organization's success or failure is determined by its leadership. Strategic leadership should manage the firm in ways that lead to the establishment of strategic intent and mission in order to achieve and sustain outstanding organizational performance and gain neutral trust. Any leader's top priority is to help their people reach their maximum potential. As a result, the role of leadership should be to transform the work into a zone of completed genius (Sharma, 2007). When a company's leadership commits to empowering rather than suffocating its employees' abilities, it reaps enormous benefits in terms of employee loyalty, productivity, creativity, and commitment to the organization's compelling cause. This guiding could lead to objectives that push everyone in the organization to perform better (Goffee & Jones, 2006). Strategic leadership is defined as the organization's leader who is in charge of strategizing the management process, which includes the formulation, implementation, and continuous performance of strategies, as well as the ability to adjust to changes in the environment, the organization's resources, and the managerial team's attitudes (Hosmer, 1986). Strategic leadership, according to Hoskisson, Hitt, Ireland, and Harrison (2012), is the ability to anticipate, imagine, and retain flexibility and agility by empowering subordinates to implement necessary strategic change and create an attainable organizational destiny (Redmond). Strategic leadership, according to Rowe and Nejad (2009), has the ability to propel an organization toward short- and long-term viability through training and enabling subordinates to make everyday decisions in keeping with the business's vision (Rowe & Nejad, 2009). Strategic leadership, according to Yukl (2010), is the ability to impact major companies' overall efficacy in dealing with internal strengths and weaknesses, as well as external challenges and possibilities for competitive advantage (Yukl, 2010). Strategic leadership, according to Hambrick (2007), is a small group of people that make up the top management team (TMT) and have a substantial impact on an organization's overall success (Strand, 2014). Organizational performance, on the other hand, has been characterized as an organization's ability to achieve goals such as high profit, high quality product, large market share, solid financial outcomes, and sustained competitive advantage through the use of practical and appropriate strategies (Obiwuru, Okwu, Akpa and Nwankwere, 2011). Organizational performance is described by Ozer and Tinaztepe (2014) as an organization's financial performance, product market performance, and shareholder return. Financial performance, product market performance, and shareholder return are three key elements of an organization's outcomes that are covered under organizational performance (Richard, Devinney, Yip and Johnson, 2009).

Determining Strategic Direction

Developing a long-term vision and strategic goals is necessary for determining the organization's strategic orientation. According to Mutia (2015), choosing strategic direction requires articulating the organization's mission and vision, formulating strategic goals and objectives, and developing a strategy plan. This viewpoint is supported by Ireland & Hitt (2005), who discovered that the strategic leader is solely responsible for defining the firm's path. The ability of an organization's vision to be realized is highly dependent on strong leadership direction and optimism. The organization's leaders should take personal responsibility for how they communicate with stakeholders and others at all levels to ensure that they understand and want to believe in the organization's mission and vision (Serfonten, 2010). Core organizational abilities that provide a competitive advantage for the organization include the formation of organizational vision and the ability to manage the change engendered by visions (Eesakhani et al, 2008). The possession of a long-term strategic intent that aligns the actions and beliefs of everyone within the organization towards a challenging goal is a significant factor in organizations that have successfully transformed themselves from those that labor mightily to produce little more than business as usual. Strategic intent includes stretch goals that challenge companies to compete in new ways and make the most of their resources (Wendy Layer, 2012). The largest trap that leaders in organizations get into, according to Nel (2008), is when they are so certain of their vision and direction that they fail to identify fresh chances. As a result, if an organization's strategic leadership fails to address the complete spectrum of issues that may affect the organization's performance on a regular basis, the company is likely to face difficulties for which it is unprepared. As a result, it is expected of the organization's leadership to deliver both certainty and ambiguity. Furthermore, the leadership must maintain a constant tension between the exciting future and the characteristics of the present that would stifle growth.

To do so, leaders must generate flaming platforms on a regular basis, making it hard for the organization to preserve the status quo.

Core Competencies Exploitation.

The resources and capabilities that give an organization a competitive advantage over its competitors are known as core competencies. A core competency could be a competitively important activity that an organization performs better than the other internal important activity and it is central to an organization's strategy and competitiveness. According to Kathee (2013), excellent leadership abilities encompass a number of competences connected to the facilitation of daily work in companies, such as goal setting and planning, monitoring growth, developing systems, sorting difficulties, and reaching resolutions. Human capital, according to Nel (2008), is the sum of a company's employees' knowledge and abilities. Strategic leaders, according to the study, are persons who recognize an organization's employees as a significant internal resource on which many essential competences are built, and through which organizational competitiveness is successfully accomplished. Globally, significant economic investments are required in order for the firm to reap the full competitive benefits of its workforce. These expenditures are critical for modern economies that place a high value on knowledge, skills, and information to achieve strong long-term growth (Nel & Beudeker, 2009). According to the experts, developing people results in a motivated and well-informed workforce that has the capacity to perform exceptionally well. Because of the comparatively unstable market conditions resulting from innovations, diversity of competitors, and a slew of revolutionary technological changes occurring within the new competitive landscape, organizations' long-term strategies are now based on core competencies rather than served markets (Porter, 1985). In a competitive context, core competencies enable the organization to adapt to changing conditions and provide more efficient and effective results (Wendy Layer, 2012).

Organizational Culture Building.

An organization's culture is made up of a complex mix of philosophies, symbols, and basic values that are shared throughout the company and impact how it operates. The core principles held by all or most employees make up corporate culture. An appropriate corporate culture may cultivate and enable an entrepreneurial spirit, as well as encourage and facilitate a long-term vision and put a focus on strategic actions related to the production of high-quality goods and services (Kiakajouri et al, 2013). The assumption that specific organizational cultures lead to excellent organizational performance is a primary driver of interest in organizational culture. An organization's culture can have a significant beneficial economic impact (Serfonten, 2010). In other words, organizational culture may be a source of competitive advantage since it influences how a company conducts business and helps regulate and control employee behavior (Gupta & Govindarajan, 2000). Unless one is a part of the system, the most powerful aspects are often subtle and difficult to see. The unwritten and unsaid threads that weave themselves into the fabric of daily existence are typically the powerful laws that drive and hone leader conduct. Employees learn these nuances by watching how they are rewarded or punished. The benefits and penalties are frequently subtle. They shape behavior and are most powerful when they are hidden from the leadership's view (Drucker, 1997).

Organizational Controls

The term "organization control" refers to a company's leaders' grasp of how rules are enforced throughout various business units. Controls are important to ensure that businesses achieve their objectives (Redding, 2002). Managers use these formal information-based procedures to maintain or change trends in organizational activities. Controls aid strategic leaders in establishing credibility, demonstrating the benefit of strategies to the firm's stakeholders, and promoting and supporting strategic change (Shields, Deng, & Kato, 2000Organization control, according to Chikwe, Anyanwu, and

Edeja (2016), is a mechanism for implementing strategies, assessing the external and internal environment, and providing feedback or feed-forward to the strategic management process. Organization control, according to some experts, is a structured target-setting, measurement, and feedback system for evaluating the processes of implementing the organization's strategic plan. Organizational control, according to Chikwe et al. (2016), include tracking strategy execution. This means that through monitoring and evaluation, organization control is also concerned with discovering flaws or changes in the manner of strategic plan implementation. Organization control, according to Ndegwa (2013), is an important part of the strategic management process since it entails tracking, monitoring, and assessing the efficacy of plans as well as making any necessary adjustments and improvements. Organization control, according to Ndegwa (2013), is a strategy implementation instrument for steering an organization through changes in its external and internal situations, as well as providing feedback or feed-forward to the strategic management process. Organizational controls, according to Daft & Marcic (2011) and Mutia (2015), are formal information-based methods used to sustain or change organizational operations. Balanced organization controls, according to Volberda, Morgan, Reinmoeller, Hitt, Ireland, and Hoskisson (2011), help strategic leaders develop credibility, demonstrate the value of strategies to stakeholders, and promote and support strategic change. As a result, according to Ndegwa (2013), organization controls are the formal target-setting, measurement, and feedback systems used by strategic leaders to determine whether or not a corporation or firm is achieving the desired behavior and successfully implementing its strategy. Similarly, according to Adams (2015), organization control entails monitoring the strategic plan's implementation.

Strategic leadership style in NITDA

Over the years, leadership has been singled out as a subject that has piqued the interest of many academics. It is one of the most researched disciplines in the social sciences, and it has a significant impact on business, politics, education, and religion. "There are almost as many diverse definitions of leadership as there are people who have sought to define the idea," Bass (2011). As a result, leadership is a multifaceted concept that cannot be summed up in two or three sentences. Regardless of many definitions, leadership is defined as a process in which one person has the power to influence a group of others to reach a common goal.

It is defined by Kouzes and Posner (2016) as an encounter between two or more persons that results in some form of activity leading to an output in order to satisfy a predetermined agreement or condition. Leadership style is a concept that has become a cornerstone for attracting, motivating, and retaining high-performing individuals. Transformational, laissez-faire, strategic, democratic, bureaucratic, and other leadership styles are only a few examples. However, this study explores transformational and strategic leadership style of NTIDA's towards achieving strategic direction and control.

"A style of leadership in which a leader works with teams to identify needed change, creates a vision to guide the change through inspiration, then executes the change in tandem with dedicated members of a group," (Wikipedia, 2020). Because of its considerable and favourable effects on organizational and employee performance, transformational leadership has piqued the interest of scholars. In general, studies on the influence of transformational leadership have been expanded to look at outcomes that affect both the individual and the organization's performance (Munchiri, 2012).

Over the last three decades, transformational leadership theory has piqued the interest of many scholars in the field of organizational leadership. This idea was established by Burns (2009), and it was later refined by Bass (2012). The ability of the leader to drive his or her subordinates to achieve more than they had intended is a key component of transformational leadership theory. Idealized influence, inspiring motivation, intellectual stimulation, and individualized consideration are the four components of transformational leadership. According to Burns (2009), transformational leaders motivate followers to achieve more by focusing on the followers' values and assisting them in aligning these values with the organization's values.

Furthermore, according to Burns (2009), transformational leadership is defined as a relationship in which the leader and followers motivate each other to greater levels, resulting in value system alignment between the leader and followers. Transformational leadership has been linked to both personal and organizational outcomes for those who follow it. According to research, transformational leadership has an impact on the satisfaction and dedication of followers. Transformational leadership is required in all organizations due to its impact on personal and organizational outcomes. Leadership style, on the other hand, can predict an organization's performance. This is one of the most significant factors influencing the growth of organizational commitment and overall performance in (NITDA).

Strategic Leadership and Performance

The idea of organizational performance is based on the idea that a company is the deliberate bringing together of assets with the goal of achieving a common goal (Richard, 2009). Only if the owners of the assets are satisfied with the value they receive as compared to other uses for the assets can they agree to pledge them to a firm. As a result, the understanding of value lies at the heart of performance. The assets will be available to them as long as the company generates a better value. As a result, the resource provider views the generation of value as the primary criterion for determining the firm's worth. Sales revenue must increase as a result of market and product diversification for greater growth (Breene & Nunes, 2006). The company's performance is determined by the leader's understanding of the link between competences and value generation (Breene & Nunes, 2006). The process of creating value entails turning a client-requirement plan into an effective combination of organizational procedures and talents that meets the needs at a reasonable cost. A leader can also foster the management of ability and talent by investing in training and leadership development (Nel & Beudeker, 2009). A high-performing firm is often associated with a high-performing culture. Strategic leadership improves performance by transforming the company and its operations to be optimal for long-term growth and survival while still maintaining short-term financial health (Lamb, 2009). Strategic leaders emphasize the development of the firm's resources and competencies in order to achieve market competitiveness. Strategic leaders understand that focusing on the here and now while disregarding the critical issues impacted by the unstable environment can lead to organizational disaster (Lamb, 2009). This creates a strong balance between short-term success and long-term viability. Strategic leaders recognize human capital as a critical component of innovation and ability, and they make a concerted effort to keep this force healthy (Harris, 2008). Organizations are required to research fresh knowledge and, in the same circumstance, to operationalize recently invented learning methods on an ongoing basis (Nel, 2008). The development and dissemination of knowledge and information in a corporation, as well as the acquisition of new information, are crucial to an entity's long-term viability. The majority of the time, a strategic leader is the one who takes these steps. Strategic leadership enables the development of a learning and knowledge-sharing culture within the firm (Nel, 2008). This has a long-term benefit because it ensures that a company will remain exceptionally competitive in the market. There is a link between a leader's characteristics, a company's strategies, and operational excellence. When the firm's owners and top management are involved in choosing its course, the firm's performance automatically improves. The ability of management to use the organization's resources while taking current and future environmental circumstances into account is a key component of strategic leadership and organizational effectiveness (Ireland & Hitt, 2005). A company's ability to survive market adversities and develop a competitive advantage in the industry determines its survival and excellence. If management applies strategic leadership capabilities in its operations, this can be accomplished. Strategic leadership is critical in ensuring that the organization's planned goals are effectively accomplished. Competent executives who can translate planned objectives into actions and then results are desired by businesses.

Strategic leadership is the ability to assess and interpret external needs and opportunities, to set direction, to influence and align others toward a single purpose, to encourage and commit people to action, and to hold them accountable for results. Leadership and senior management must provide clear direction and commitment for an organization's performance to be effective. According to Hsieh & Yik (2005), even the most well-conceived vision is worthless if it cannot be transformed from concept to reality, and even the most basic vision will fail if an organization has a cadre of leaders with the necessary capabilities at the appropriate levels. Many firms do not recognize the leadership capacity that new goals will require, let alone see leadership as the starting point for success, which is why efforts to meet the firm's intended profitability and growth levels fail.

While most CEOs believe that leadership is critical, few conduct a rigorous assessment of leadership capacity. The disparity between the number of available leaders and the number of individuals necessary in the company might have serious negative implications. Finally, the strategic leaders of the organization are held accountable for the successful implementation of performance initiatives. As a result, these leaders must be personally and profoundly involved in the organization, as well as have a thorough understanding of the business, people, and environment (Bossidy & Charan, 2002). Strategic leadership, according to Thompson & Strickland (2003), should play key roles in overall organizational success, such as providing internal leadership to move the implementation of performance goals forward and keep improving the process; and managing transformational change by mobilizing and sustaining organizational resources toward the shared vision. Those giving the assets can only commit them to the organization if they are satisfied with the value they receive in return, as measured by various asset uses. The leader must either delegate responsibilities based on confidence or implement control measures to monitor individual behavior. The leader must also understand the

critical relationship between capabilities and value generation, which is at the heart of outstanding performance in business organizations
(Breene &Nunes, 2006). In high-performing business organizations, investing in training and leadership development to improve innovation and talent development has been identified as a key strategic focus (Nel & Beudeker, 2009). A high-performance culture is present in every high-performing business enterprise. There is a clear link between the characteristics of leadership, an organization's strategies, and its performance. When the board of directors and the organization's leadership are involved in determining the organization's direction, the organization's performance usually improves. The ability of the leadership to manage and utilize the organization's resource portfolio is a critical component of strategic leadership and organizational effectiveness. This entails combining resources to develop capabilities and then utilizing those skills through strategies to achieve competitive advantages and high performance (Ireland & Hitt, 2002).

THEORETICAL REVIEW

Upper Echelon Theory

The origins of upper echelon theory can be traced back to Hambrick and Mason's 1984 research. Personal characteristics of leaders, according to proponents of this notion, are mirrored in the decisions they make in organizations. This theory is based on the idea that strategic leaders' knowledge, experience, and expertise have a direct impact on organizational outcomes (Hambrick & Mason, 1984). Strategic leadership practice and organizational success are heavily influenced by knowledge, experience, and abilities. The major point of this argument is that businesses are carbon copies of their top executives' intelligence and aspirations (Hambrick & Mason, 1984) Top leadership's principles and inclinations will influence how they assess the environment and make decisions on the organization's strategy. Over time, the company begins to resemble the boss. Hambrick

(2007) expanded the idea by including two additional moderators: management discretion and executive job demand. According to the upper echelon theory, a firm's success is directly proportional to the amount of managerial discretion available. Managers with more discretion have a better chance of influencing their staff.

The upper echelon hypothesis, as well as its later elaboration, ignores the industry's ethical needs. The operations of a company are not always a reflection of the senior management's actions and values In some cases, ethical considerations drive the firm's operations and policies, even if the leadership's traits are incompatible with that (Van der Zee & Swagerman, 2009). In conclusion, this theory gives a clear theoretical framework and multiple empirical justifications supporting strategic leadership's central role (Elenkov, Judge & Wright, 2005). The primary variables in upper echelon theory include age, years of experience, work experience, and educational background. These variables are helpful in giving demographic background for executives who are responsible for strategic practices in the organization. Task challenges, performance challenges, and executive aspirations drive the demand for strategic leaders. Strategic leadership, according to Hitt, Ireland, and Hoskisson (2009), entails anticipating and anticipating environmental changes while also facilitating self-growth through flexibility and empowering others. Strategic leaders, according to Menz (2012), are key organizational assets who engage in a variety of strategic actions for the organization. This theory was considered to be relevant to this research because it advocates for the importance of strategic leadership in achieving organizational goals. This matched the study's overall goal of determining the impact of strategic leadership on organizational performance. Because strategic choices in the information and telecommunication industry are decided at the top levels of the organization's leadership structure, the Upper Echelon Hypothesis served as the study's guiding theory.

Trait Theory

Trait theory is one of the earliest leadership theories and it focuses on what an effective leader is and not what an effective leader does. Traits are outward manners that crop from the things running within our subconscious that impact on effective leadership. In line with Bhatia (2009), trait theory postulates that there are sets of traits and characteristics that are related to successful leaders. The distinguished traits for successful leaders embody physical traits, social traits, and social characteristics, and task-related characteristics that are inborn and change a leader to achieve success. Empirical studies supporting trait theory have found proof that there are traits that contribute to an organization’s effectiveness and performance (Northouse, 2013). It has additionally encouraged and sustained the practice of diagnostic self and peer-evaluation, typically within the type of self-scoring questionnaires with pre-determined leadership attributes, amongst active and rising leaders seeking to define, develop and strengthen their core leadership traits and skills (Gordon, 2003). Levine (2008) offers a succinct analysis of trait theory, explaining that whereas, in its earliest form, it began to elucidate the ‘complex set of individual characteristics that together form a leader’, and was rooted within the concept that great leaders are ‘born and not made’ this notion is ‘no longer uncritically accepted’.

Trait theory itself has evolved to think about its relative limitations in making an attempt to ascertain a causative link between an individual possessing particular temperament traits and ascending to successful leadership positions. A leader’s effectiveness is known by the extent of inspiration that he has on how an employee or workers perform, how they're glad, and the way effective they're (DeRue, Nahrgang, Wellman & Humphrey, 2011). Levine concludes that trait theory alone is not enough to elucidate or validate successful leadership, but can perhaps be used as a credible ‘precondition’ based on the amount of research done in this area. Critics of this approach note that trait theorists have failed to provide a definitive list of leadership traits that can be changed or acquired in the training and development of leaders. The approach has historical limitations in failing to acknowledge the situated act of leadership and situational effects upon leaders, who may have traits that enable them to lead in one situation but not in another. Critics also point to the highly subjective interpretation of the value of individual traits amongst different researchers and writers (Northouse, 2007). The main criticism of this theory is that it pegs the effectiveness of a leader on inborn emotional mechanisms and restricts the importance of obtaining skills through imparting knowledge on individuals through school (Pervin, 1994). In criticizing the trait theory Northouse (2013), argued out that leadership can be learned, nurtured and not necessarily an inborn thing as has been the case in human history where some very successful leaders emerged to diverse situations. Another criticism is that there is nothing inborn, divine, or mysterious as leadership qualities (Northouse, 2013). The point is that leaders do not succeed because they possess certain traits in isolation with other factors (Bhatia, 2009). There is evidence in the literature that individual traits matter although leadership effectiveness can also be attributed to other environmental factors (Bhatia, 2009; Northouse, 2013). Following these arguments, Bhatia (2009) posits that leadership quality and traits are not sufficient for achieving organizational effectiveness. Perhaps in an attempt to conclude the discussion on traits, Northouse (2013) isolated five traits that lead to structure transformations specifically intelligence, sureness, determination, integrity, and sociability. These traits link well with strategic leadership practices. The attributes cited out in several trait theories link to strategic leadership practices in regard to leader characteristics, abilities, and effectiveness in responsibility or organization. Understanding the role of leadership traits in strategic leadership practices is vital particularly wherever success isn't obsessed with one issue. This is more necessary as a result of the traits; a specific leader possesses qualifies why he or she is an important asset within the organization’s performance. The leader and afterward the leadership practices boost the aggressiveness of a corporation that is needed to propel the digital economy to next level. This theory contributes to the tenets for successful strategic leadership practice that underlie a leader's characteristics, abilities, and knowledge that drive an organizations' performance.

Empirical review

Top executives have become more interested in "Strategic Leadership" in recent years (Yukl, 2010). Strategic leadership, according to Bateman & Snell (2009), offers organizations meaning and purpose. A lot of studies on strategic leadership and organizational performance have been done. Funda & Cihan (2014), conducted research on the impact of strategic leadership styles on business performance in Turkish SMEs. Only relationship-oriented and transformational leadership styles are significantly associated to company success, according to the study, with transformational leadership having the greatest impact. Because the study was limited to strategic leadership styles, it was unable to evaluate other components of strategic leadership such as strategic direction formulation, core competency use, organizational culture building, and organizational control implementation. The findings were also limited to Turkish SMEs, according to the study. Strategic leadership abilities have a considerable impact on profitability, according to a study by Witts (2016) on the role of strategic leadership in boosting profitability. The study assumed a linear link between strategic leadership and performance, with the external environment as a moderating component. Ahmad, Kadzrina, and Yen (2016) conducted research on strategic leadership, organizational innovation, and information technology competency in the context of effective strategy implementation: Strategic leadership behavior, organizational innovativeness, and IT competence improve effectiveness in institutions, according to a study of Tertiary Institutions in Nigeria that used descriptive, correlation, and regression analytical methodologies. However, the impact of strategic leadership on organizational performance was not examined in the study. In Kenya, Mutia (2015) looked into the impact of strategic leadership on church growth. Strategic leadership practices and organizational growth have a considerable positive association, according to the study.

Because the external environment played a moderating role, the study did not look at the indirect impact of strategic leadership approaches on organizational growth. Masungo et al. (2015) used a descriptive correlation survey research design in their study on the effect of strategic leadership on the performance of the devolved government system in Kakamega County, Kenya. Strategic leadership has a large and favorable impact on performance, according to the study. However, because the research was limited to the Kakamega County Government, the findings may not be applicable to a business organization. D. K. Kitonga, (2017) carried out a study on the influence of strategic leadership practices on performance in not for profit organizations in Nairobi County, Kenya., The investigation and findings revealed a strong link between strategic leadership practices and performance. The study concentrated on the direct link between strategic leadership practices and performance, ignoring the role of the external environment as a moderating factor. Serfontein (2010) conducted study in South Africa on the impact of strategic leadership on operational strategy and performance. Vision, core competencies, developing people, culture of greatness, and organizational control are some of the important criteria used to assess strategic leadership. Organizational performance is the dependent variable. The study's findings revealed that strategic leadership has a positive impact on an organization's performance and operational strategy (Serfontein, 2010). Lear (2012) used strategic direction, exploiting and maintaining core competencies, developing human capital, sustaining effective corporate culture, emphasizing ethical practices, and establishing strategic controls to determine strategic leadership in relation to strategic alignment in high performance in a study conducted in South Africa. The study's findings revealed that strategic leadership is a critical factor of good performance (Lear, 2012). Nthini (2013) conducted a study on the impact of strategic leadership on performance in Kenya, South Africa. In order to identify the relationship between strategic leadership and organizational performance, this study looked at corporate strategic direction, effectively managed corporate resource portfolios, effective organizational culture, ethical practices, and balanced organizational controls (Nthini, 2013). Similar strategic leadership study has been conducted in Indonesia, examining strategic leadership competencies on dynamic capacities and company performance in MNCs (Pasaribu, Soetjipto, Widjaja and Heruwasto, 2013). Strategic leadership competences, company performance, dynamic capacities, and the external environment are the variables used by the researchers. The studies demonstrated that strategy leadership abilities had a considerable favorable impact on subsidiary performance (Pasaribu, Soetjipto, Widjaja and Heruwasto, 2013). The impact of strategic leadership style on performance in Turkey's SMEs has been studied (Ozer & Tinaztepe, 2014). Strategic leadership style has a considerable impact on corporate success, according to the research (Ozer and Tinaztepe, 2014). Kitonga, Bichanga, and Meuma (2016) recently conducted a study on strategic leadership in Kenya, using strategic direction, human capital, ethical behaviors, and organizational control to define strategic leadership. The findings demonstrated that strategic leadership has a significant positive impact on the performance of not-for-profit organizations (Kitonga, Bichanga and Meuma, 2016).

Aryeetey, (2014) did a study on the influence of transformation leadership in supply and demand in Ghanian firms. The study aimed to examine the influence of transformational leadership in supply and demand of Ghanian firms. Descriptive research design was employed. Stratified and purposive sampling was used to select sample size of 451 respondents. Inferential statistics and descriptive statistics were used. Findings showed that intellectual transformation leadership strategy reduced turn over costs since it engages full personality, leaders create and manage change where the new strategic vision is formulated quickly and creates enthusiasm. Transformation leadership creates a balance between performance characters and business foresight. Transformation leaders have the courage, vision, focus and humility to plan strategic decision among management. There was a positive relationship between transformational leadership strategy and organization performance.

Pearce and Robinson (2017), examined the influence of transformation leadership strategy on organization performance in unite states of America Irwin corporations. The study adopted explanatory research design. Factor analysis was used to analyze data. The study findings showed that transformational leadership is comprised of individualized considerations, inspirational motivation, idealized influence and intellectual stimulations. It implemented by creating supportive environment where employee shares responsibility, encouraging action that supports organization interest, breaking through status quo to everyone to have freedom in setting strategic changing directions, and earning genuine employee trust with respect to admiration from leadership. This will focus on transformation leadership strategy on organization performance.

Tinaztepe (2014) conducted a study on the effect of transformational leadership style on firm performance in Turkish small and medium enterprises. The study adopted survey design. The target population of 3451 respondents which was sampled through stratified sampling using 10% of the target population. Backward and split analysis was done by use of inferential statistical methods. The findings indicated that transformational leaders can mentor and inspire employees to increase productivity through organization commitments. It empowers employees to satisfy their customers' needs.

Therefore, Strategic leadership and transformational leaders have the ability and power to manage the organization's critical resources to achieve sustainable competitive advantage in the marketplace. Effective strategic leaders view staff as a resource to be maximized not as a cost to be minimized. Such leaders develop and use programs designed to train current and future leaders to build the skills needed to nurture the rest of the firm.

METHODOLOGY

The impact of strategic leadership on organizational performance was investigated in this study at the National Information Technology Development Agency. The study observation was conducted using non-probability selection approaches and purposive sample procedures to pick (6) management teams with at least 20 years of experience. The study used primary data as a source of information, interviews as a method of gathering information, and qualitative analysis to determine the extent to which explanatory variables (organizational control) influence the given construct (performance). Nvivo version 11 was used as the analysis tool.

RESULTS AND DISCUSSIONS

Research theme what is the impact of strategic leadership on performance?

Based on the interview discussions with four participants' relevant strategic leadership information that relates to performance emerged in (figure 4.1)

Organization control refers to corporate leaders' understanding of the ways being enforced within the varied business units. Controls are necessary to assist make sure that firms achieve their desired outcomes (Redding, 2002). These are formal information based procedures employed by managers to take care of or alter patterns in organizational activities. Controls facilitate strategic leaders build credibility, demonstrate the value of strategies to the firm's stakeholders and promote and support strategic change (Shields, Deng, & Kato, 2000). Chikwe, Anyanwu, & Edeja (2016) observe that organization control is a tool of strategy implementation, a tool for assessing the external and internal environment and also a tool for providing feedback or feed-forward to the strategic management process.

Pat1, Pat2 and Pat3, identified organizational control, feedback system, departmental and unit control as key element of strategic leadership in facilitating organizational performance in National information and technology development agency. This suggest that performance tends to be realized when attention is given to organizational control, feedback system and departmental coordination through strategic leadership Thus, responding to how strategic leadership will influence organizational performance, participants pat1 and Pat3 unanimously agreed that organizational control, feedback system through strategic leadership will positively influence organizational
performance:

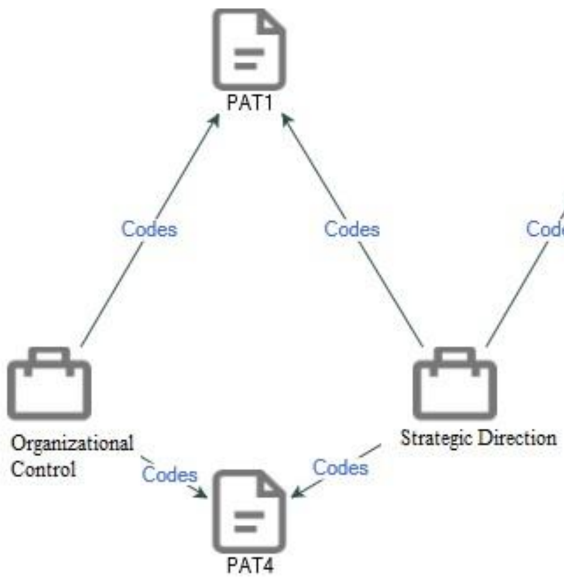
> I want to be emphatic in saying that with the direction of business operational activities recently, there is a growing concern for organization to enhances performances, as a result only organization that adopts the use of strategic leadership and transformational styles find it easy as this is a top management conscious efforts in constantly seeking for organizational direction that will improves organizational productivity and performance in long run. The need for strategic leaders in organization cannot be over emphasized because they help the organization in achievement and attainment of goals objectives vision and mission set by the organization, however, the styles of the leader and their conscious efforts to create a direction by constantly identifying the core areas of

core-competencies and investment in human capital training will improves performance of the organization.**(pat1; Pat3).**

Similarly, participant Pat4 affirmed:

I will agree with the first discussant that there is need for strategic leadership because of the growing nature of the business operating environment. However, there is a fundamental need for the analysis of strategic organizational direction through, vision, mission, goals and objectives, and for this to be attained there will be need to invest in human capital as this will enable the organization to utilized the human resources of the organization to achieve the strategic intent of the organization, no matter how versatile the strategic leaders are, there will be need for core-competent employee's that the organization will rely on their strengths to drive the organization goals and objectives and this can be done through consistent training programmes, which will in-turn improves performance **(Pat4).**

By implication, the position of the participants in the discussion with regards to what could aid performance brought out the findings that organizational control, strategic direction, feedback system, human capital development are essentials for organizational performance.



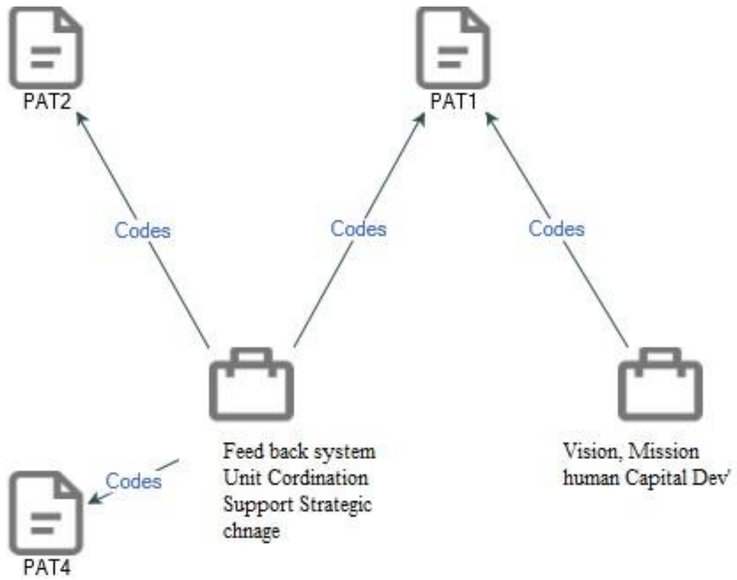


Figure 4. 2 Thematic representations of the Discussants

Source: Author's Field Survey (2022)

Findings: the study revealed that (Strategic leadership) has a positive impact on organizational performance, and other themes that emerged such as, strategic direction, organizational control, can all drive performance.

CONCLUSION

The study concluded that strategic leadership has a strong positive impact on organizational performance of NITDA, also transformational leadership styles, organizational control and strategic direction are one among the major determinants of performance. However, the ability of the strategic leaders to strategically support change and plan unit or departmental coordination will also influence performance of an organization. The study recommends that there should be consistent feedback system, also there is need for updated training for employee's as this will influence positive organizational performance.

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