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## EFFECT OF STRATEGIC LEADERSHIP ON PERFORMANCE OF THE INDEPENDENT CORRUPT PRACTICES COMMISSION

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### Abstract

*This study assesses the effect of strategic leadership on the performance of ICPC using survey data collected by means of questionnaire on three strategic leadership constructs and enforcement activities as a performance variable. Ex-post facto research design was adopted to address the research question and hypotheses. Pearson Product Moment Correlation (PPMC) was utilized as inferential statistical tool to test the hypotheses for the purposes of making inferences using the Statistical Package for Social Sciences (SPSS). Results of the inferential statistics revealed that strategic leadership has strong positive correlation with performance of the Commission in its enforcement mandate measured in terms of numbers of corruption petitions received, corruption investigations concluded cases prosecuted and monetary value of assets and cash recovered by the Commission during the implementation of the ICPC Strategic Plans, 2004-2008 and 2013-2017. The implication of these findings is that public organizations could improve their performance through successive regimes of strategic leadership practices. The study recommends that the ICPC put succession plan in place to guarantee successive strategic leadership practices in the Commission.*

**Keywords:** Strategy, Leadership, Strategic Leadership, Performance

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### Introduction

The processes of articulating organizational goals, actions for goal attainment and criteria for evaluating progress are referred to as strategic planning while the end product of strategic planning is Strategic Plan detailing the steps and performance measures for goal attainment (Maleka, 2014). Establishment of goals, objectives, vision and mission statement taking into consideration environmental factors and organizational capacities are to this end critical success factors in strategic planning. Strategic leadership is a fundamental component of strategic management as the commitment of top leadership to the planning process gives effect to strategic planning (Paul, 2004). Leadership commitments to the strategic planning processes in turn positively influence organizational performance (Karabulut & Efendioglu, 2010). Leadership succession has consequences on performance outcomes for organizations which could be positive or negative (Farah et al, 2020). Leadership style therefore makes a difference in issues relating to organizational performance (Ozer & Tinaztepe, 2014).



Independent Corrupt Practices and other Related Offences Commission (ICPC) is a government agency established in 2000 with the mandate to combat the menace of corruption in Nigeria (Ekpo, 2013). The Commission receive petitions, investigate allegations of conspiracy as well as attempt to commit or actual commission of corruption offences and prosecute corruption cases. It also conducts systems review and educate the public with a view to secure their buy-in to combat corruption (Okoduwa, 2007; Eze, 2009).

The strategic objectives of the ICPC anti-corruption activities in relation to its enforcement mandate as enumerated in the ICPC Strategic Plans, 2004-2008 and 2013-2017 is to achieve a more effective reportage, investigation and prosecution of corruption cases with increased reporting of corruption cases by the public, improved investigation and prosecution of cases as the planned outcomes. The KPIs for tracking these activities of the ICPC drawing from the agency's Strategic Plan and other relevant documents include number of new petitions received through ICPC established channels, number of corruption cases investigated, number of cases prosecuted and estimated monetary value of assets and cash traced and recovered from the convictions secured (ICPC Strategic Plan, 2013-2017). Years after the expiration of the ICPC Strategic Plans, 2004-2008 and 2013-2017, an assessment of the Commission's performance in its enforcement mandate in the context of strategic leadership practice in the Commission during the implementation of the Strategic Plans is desirable.

House and Aditya (1997) observed that strategic leadership until lately has received little or no attention in the research community. Gardener et al (2010) had accordingly underscored the need for studies on strategic leadership as it relates to organizational performance. Empirical study that assessed the effect of strategic leadership on the performance of the ICPC against the backdrop strategic leadership practices in the Commission using data on corruption reportage, investigations concluded, cases prosecuted, monetary values of cash and assets recovered as proxies during the implementation of Strategic Plans, 2004-2008 and 2013-2017 is at the time of the review virtually not existing. This is an indication of knowledge gap. An assessment of the effect of strategic leadership practices on the performance of the ICPC in its enforcement mandate with due regard to the periods of implementation of the Strategic Plans, 2004-2008 and 2013-2017 is, therefore, imperative to address knowledge gap. The purpose of this study is to assess the effect of strategic leadership practices on enforcement activities of the ICPC during the implementation of the ICPC Strategic Plans, 2004-2008 and 2013-2017.

The aim of this study in general is to examine the effects of strategic leadership practices on the performance of ICPC during the period of implementation of Strategic Plans, 2004-2008 and 2013-2017. The study specifically seeks to establish whether there is any correlation between strategic leadership practices and the performance of the ICPC during the implementation of Strategic Plans, 2004-2008 and 2013-2017.

The following null and alternative hypotheses were formulated and tested:

- $H_0$ : There is no significant relationship between strategic leadership practice and performance of the ICPC during the implementation of Strategic Plans, 2004-2008 and 2013-2017.
- $H_1$ : There is significant relationship between strategic leadership practice and performance of the ICPC during the implementation of Strategic Plans, 2004-2008 and 2013-2017.



## Conceptual Issues

### Strategy

Strategy is a navigational tool that guides an organization towards the attainment of general or specific organizational goal within the context of available resources. It provides a blueprint for the judicious allocation of scarce resources among activities in an organization paying due attention to internal and external environmental peculiarities in order to achieve organizational priorities (Maleka, 2014). The development of strategy is the primary focus of strategic planning just as strategy implementation is within the jurisdiction of strategic management (Poister, 2010).

### Strategic Leadership

Leadership is defined as the process of motivating others to take action towards attainment of predetermined group or organizational goal. The act of leadership propels the release of creative potentials inherent in people in order to achieve corporate objectives (Guamba, 2016). The basic responsibility of a leader is to create a fit between corporate vision and objectives to enable organizations compete favourably and navigate environmental dynamics while motivating others to strive in pursuit of organizational vision (Mjaku, 2020).

Strategic leadership is the ability to mobilize human, material and financial resources in order to achieve future goals by developing and deploying relevant strategy within the context of requisite structure and culture. Strategic leadership as the pillar of strategic management is synonymous with transformational leadership which as a change agent is futuristic in orientation (Nur et al, 2015). A strategic leader is a visionary leader with the ability to motivate followers to enthusiastically strive to achieve preconceived goals (Robbins & Judge, 2013). Strategic leadership permeates the strategic, functional, tactical and operational levels of an organization (Willcoxson, 2000).

### Performance

Performance is defined as the extent to which an organization is able to achieve its statutory mandates using a combination of human, material, as well as financial resources for operational and other activities. The performance of the ICPC for the purpose of this study is restricted to its enforcement activities. It is measured at four levels which are reportage, investigation, prosecution and recovery of cash and assets. Poister (2010) observed that performance management system that is not rooted in organization strategy will serve the purposes of maintenance of status quo while derailing from strategic goal of the organization.

### Empirical Review of Literature

Madanchian et al (2021) investigated the effect of leadership on organizational performance with the finding that while positive relationship exists between leadership and performance, the effect is moderated by the style of leadership. The result is the outcome of literature survey of previous studies on leadership and organizational performance.

Similarly, Nandasinghe (2020) presenting the outcome of a review of theoretical and empirical literature on leadership and organizational performance found that leadership positively influence performance in view of its facilitating role in the establishment of clear vision which serves as a navigational tool for staff towards goal attainment. The study however established that leadership style



has a moderating influence on the magnitude of the leadership effect. In another study on the impact of strategic planning on performance, Hurduzeu (2015) established that strategic planning impacts positively on performance but moderated specifically by the transformational leadership style which inspires employees to strive for the highest level of performance. The result is also the outcome of a review of existing on the subject of study otherwise referred to as literature survey.

In a desk review of existing literature, Kiptoo and Mwirigi (2014) found out that poor leadership orchestrated by leadership style impacts negatively on strategic planning practices with a ripple effect on organizational performance. The finding is the outcome of attempt to explore the relationship among strategic planning, organizational structure and culture, leadership and human resources as factors that influence strategic planning process in an organization.

A general observation from the literature on the effect of leadership on performance so far reviewed revealed that the studies were all literature surveys which require a meta-analysis as a basis for drawing conclusions. The studies however fell short of carryout a meta-analysis of the surveyed literature. Danisman et al (2015) attempts to address this weakness in a study on the influence of leadership on organizational performance. The study is a literature survey of 270 research and through which a sample sector size of 101,232 subjects were obtained. The results of the meta-analysis of the literature to determine strength and direction of the relationship between the variables using the random effect model shows that leadership has a medium level effect on the performance of an organization. The effect size of leadership on performance was however found to be moderated by leadership approach or style.

Ibrahim and Daniel (2019) examined the relationship between leadership and performance of Coca Cola Bottling Company in Abuja. The study adopted mixed methods. While the primary data were collected from questionnaires administered to 250 respondents arrived at using Yamane formula, the secondary data were extracted from books, journal and other relevant scholarly literature. The outcome of the test of hypotheses using the Pearson's Product Moment Correlation coefficient and regression analysis as inferential statistical tools established a positive effect of leadership measured in terms of the style on organizational performance. It is necessary to note that evidences were triangulated in this study which utilized data from both primary and secondary sources. The paper therefore differs from earlier studies which relied strictly on secondary data. The outcome relating to the effect of leadership on performance nevertheless turned out positive for the entire studies reviewed up to this point except for the study by Danisman et al (2015) which reported medium level effect. Equally, all the studies reviewed so far identified leadership style as a moderator of the size of the effect of leadership on performance.

Knies et al (2016) took the discussion on the effect size of leadership style further in a study which systematically examined the relationship between leadership and performance from the theoretical and empirical points of view using public leadership and performance to illustrate. The outcome of the study shows that empirical research found a positive relationship between leadership and organizational performance although with varying magnitude of effect sizes. It was observed that stronger effect sizes were reported in cross-sectional designs which are less structured and with somewhat subjective performance measures, hence the need to be systematic in any leadership studies by paying due attention to the research design.

Studies also interrogated the leadership styles in relation to their positive or negative effect on performance. Ozer and Tinaztepe (2014) examined how leadership influence performance of SMEs in Turkey. Data collected through 215 questionnaires administered electronically to managerial and non-managerial staff in order to elicit their perceptions were subjected to simple and multiple regression analyses. The results revealed that transformational and transactional (relationship-oriented) styles are significantly related to organizational performance in Turkish SMEs while the laissez faire leadership had no significant effect. Transformational leadership style however had a more significantly positive effect on performance of these SMEs.

In the same regards, Wang, Chich-Jen and Mei-Ling (2018) found that charismatic, transformational and visionary leadership styles had significantly positive effect on the performance of Kaohsiung's Nanzi Export Processing Zone in South Taiwan. The finding is the result of regression analysis of 246 questionnaires duly completed and returned by respondents made up of owners, executors and operators of the Kaohsiung's Nanzi Export Processing Zone in survey research carried out to examine the relationship among leadership style, organizational performance and human resources management strategy. The two studies are similar in methodological approaches as both utilized survey data which were analysed using regression as a statistical tool.

Other studies also examined effect of strategic leadership variant of leadership style on performance. Rahman et al (2018) in a study conducted to evaluate the impact of strategic planning on operational strategy and performance of automobile industry in Malaysia found that a strong correlation exists between strategic leadership and organizational performance. It was however established that strategic orientation moderates the effect of strategic leadership on performance. The result is the outcome of Exploratory Data Analysis (EDA) of response to questionnaires administered to selected senior executives in the automobile industry in Malaysia with special focus on Proton.

Onkoba et al (2017) interrogated the effectiveness of strategic leadership practices on organizational performance using selected Tea factories in Kisii County of Kenya as case studies. Data for this descriptive study were sourced using questionnaires administered to 303 respondents comprising 261 employees, 36 supervisors and 6 managers. A combination of the purposive and stratified random sampling techniques was employed to select respondents. The result of the multiple regression analysis of the data established that strategic leadership positively and directly or indirectly affects performance of the Tea factories in Kenya. The two studies on the effect of strategic leadership variant of leadership style on performance revealed the same outcomes and adopted similar study design. The studies however differ markedly in terms of statistical tools of analyses employed.

O'Regan et al (2005) explored the link among leadership, strategic planning and performance using data collected from 194 manufacturing SMEs in United Kingdom. The findings of this survey research revealed that the buy-in and participation of the leadership is fundamental in strategic planning practices just as leadership style and strategic planning help foster enhanced performance of SMEs.

Aboyassin and Abood (2013) examined the effect of ineffective behaviour on individual and corporate performance in Jordanian institutions. The study utilized data generated from survey questionnaires administered to 66 top managers of selected private, public, industrial and service organizations in



Amman. Among the dimensions of ineffective leadership was lack of shared strategic vision on individual and organizational performance usually detailed in strategic plan. The result of regression analysis of data from the questionnaires shows strong correlation among shared strategic individual as well as corporate vision and organizational performance in Jordanian institutions.

John and Chattopadhyay (2015) explored the relationship between leadership and organizational performance in a literature survey of factors impacting on leadership effectiveness. The study which utilized data solely from secondary sources established that effective leadership impacts positively on organizational performance with strategy being the end result of strategic planning as one of the moderating factors. Other moderators of leadership effect on performance identified in this study include style of leadership, organizational structure strategy, environment and organizational culture.

The outcome of the review of the entire studies on the effect of strategic leadership on performance shows positive relationship. The contexts and coverage of the studies nevertheless differ. Further studies on the effect of strategic leadership on performance particularly in the public sector are therefore desirable.

## **Theoretical Framework**

### **Contingency Theory**

Contingency theory is among many of the approaches to the study of organizational behaviour (Zeithaml et al, 1988). It seeks to understand how situational circumstances under which a leader operates influences behavioural outcomes (Yukl, 2002). Developed by Fred Fiedler in 1958, the theory focuses on predicting leadership effectiveness or performance as a relationship between favourability of situational circumstances identified as a contingency factor and leadership style (Shala et al, 2021). Leadership style categorized into task-oriented or relationship-oriented is measured in terms of computed Least Preferred Co-worker (LPC) scores while the level of favourability of the situational factor is based on leader-members relation, task structure and position power rating. High LPC scores is indicative of relationship-oriented leadership style just as a low LPC scores depicts task-oriented leadership style. Conversely, situational factor is rated as highly favourable where leader-members relation, task structure and position power are rated high and vice-versa. Leader-members relation is measured against the background of level of confidence and trust reposed in the leader by team members. Task structure assesses the level of clarity or ambiguity of the processes of carrying out tasks. Position power measures level of influence the leader exhibit over team members in the course of exercise of official authority in terms of ability to issue directives, reward and punish non-conforming team members (Shala et al, 2021). Fiedler argued that the attitude of a leader towards co-worker and effective performance by the work group is contingent (dependent) upon whether or not the group situation is favourable to the leader. The result across the task-oriented and relationship-oriented leadership styles measured in terms of the Least Preferred Co-worker (LPC) scores computed to predict leadership effectiveness showed high correlation between leadership style scores and group performance indicating that leadership style was related to performance and moderated by situational control (Fiedler, 1964).



Contingency theory continues to enjoy a high level of influence over other theories for time immemorial considering its straightforwardness and comparability of relationship among variables (Bett, 2003). Attention of researchers is fixed on specific variables and their correlation (Zeithaml et al, 1988). Contingency theory is widely celebrated on the ground that it is backed up by high volumes of conceptual and empirical literature to test its propositions (Ginsberg & Venkatraman, 1985). It also enjoys the advantage of having been tested and validated by several empirical studies (Shala et al, 2021).

Contingency theory has wide range of application across various aspects of management such as organizational structure, strategy and leadership (Thai, 2014). As a potentially high-impacting theory of organizational performance, contingency theory has been used in the fields of applied social sciences and applied sciences as well as technology (Bett, 2003). The theory is flexible and innovative as it ensures that decision-making bordering on performance in an organization are strategic and strictly guided by prevailing circumstances (Agbazue & Nwobi, 2020). Contingency theory has been credited for providing a very sound framework for analyzing the design of organizations in relation to structure (Schoonhoven, 1981).

Contingency has a number of weaknesses. One of these is the fact that decision makers in an organization exercise discretionary power in developing managerial strategy amenable to prevailing context as contingency theory is bounded by specific management approach. However, Traditional Public Administration is guided by rules and procedures which stand to be violated were decisions to be taken circumstantially as required in the contingency approach and as such difficult to apply under such kind of bureaucratic practices (Agbazue & Nwobi, 2020). The New Public Management which is result-focused with little emphasis on procedure or process addresses this inadequacy. The leadership effectiveness measurement criteria of the Contingency theory have been criticized on the basis of difficulty in application in real life (Shala et al, 2021). Contingency theory has also been criticized of lacking in the necessary explanatory power of the workings of the relationship among concepts which is typical of theories particularly in relation to the concept of 'fit'. In other words, defining 'fit' poses serious challenge in contingency theory as what constitute 'fit' is unclear and amenable to different interpretations, thereby, limiting its applicability to new situations and even worse where multiple or a combination of contingency factors are involved (Bett, 2003). The assumption of linear relationship among variables when modeling relationship among structure, technology and environment within the contingency framework has been challenged as misleading given that such relationship sometimes turnout to be non-linear, curvilinear or symmetrical (Schoonhoven, 1981).

Given its origin as a leadership theory, contingency has direct application to strategic leadership as an explanatory variable of interest in this study. The connection among contingency theory, strategic leadership style as well as strategic leadership constructs and performance measured in terms of number of new petitions received, number of investigations concluded, number of cases prosecuted in Courts and monetary value of assets and cash recovery as dependent variables underscores its relevance to this study. Strategic leadership constructs in the context of this study comprise strategic orientation, strategic planning and execution and strategic evaluation and control.



## Methodology

### Research Design

The purpose of this study is to elicit the perceptions of staff of the Commission on the correlation between strategic leadership and performance of the ICPC during the implementation of the Strategic Plans, 2004-2008 and 2013-2017. The study relies on survey data sets collected from sample drawn from a population of 752 staff in the Commission's Headquarters office using structured questionnaire tagged "Strategic Leadership Practices and Performance Perception Questionnaire" (SLPPPQ) as an instrument. 555 of the sample population are male while 197 are female. 704 of the sample population are senior officers on Grade Levels 7 and above while the remaining 48 are staff below Grade Level 6. Data were therefore collected from primary source in this descriptive survey. A sample size of 261 was arrived at using the Taro Yamane formula which remains one of the most popular in research literature. The analysis was based on 230 questionnaire returned by respondents. The stratified simple random sampling and purposive (judgemental) sampling techniques as the probability and non-probability sampling typologies, respectively, guided the selection of respondents.

### Data Analysis Techniques

Descriptive and inferential statistical analyses were conducted on the quantitative data collected. The inferential statistical tool of analysis utilized is the Pearson Product Moment Correlation (PPMC). PPMC which compares the difference in mean across groups is used to determine the size and direction of association or relationship between two variables. It was employed in this study to determine whether or not the correlation between strategic leadership and performance of the ICPC is statistically significant. PPMC is appropriate where the analysis involves interval or ratio data. The Statistical Package for Social Sciences (SPSS) was used for analysis. The null hypothesis is rejected where the calculated value of  $r$  is greater than  $r$  critical at 0.05 level of significance and 228 degree of freedom (df) as a decision rule. In measuring the strength of relationship, a coefficient value above 0.2, 0.5 and 0.8 are considered to be small, moderate and large, respectively. In other words, the closer the value of the coefficient is to 1, the stronger the correlation while the closer the value is to zero the weaker the correlation.

### Result and Discussion

The study examined the correlation between strategic leadership and performance of the ICPC. The data for the study were survey data generated through self-administered questionnaire designed to elicit response of staff of Commission on the effect of strategic leadership on performance. The Commission's staff population and sample distribution according to Grade Level and Gender are shown in Tables 1.1 and 1.2, respectively. Response rate to the self-administered questionnaire and respondents' profile are presented in Tables 1.3 to 1.5. While response rate relates the total number of questionnaire administered to number retrieved, the demographic information gives a breakdown of respondents' socio-economic characteristic in terms of gender, educational status and Grade Level as staff of the ICPC.

**Table 1.1: Staff Composition by Grade Level and Gender**

| Grade Level       | Frequency    |              | Total       |
|-------------------|--------------|--------------|-------------|
|                   | Male         | Female       |             |
| GL. 6 Below       | 47           | 1            | 48          |
| GL. 7 – 10        | 241          | 96           | 337         |
| GL. 12 – 14       | 185          | 86           | 271         |
| GL. 15 – 17       | 75           | 11           | 86          |
| Special Grade     | 7            | 3            | 10          |
| <b>Total</b>      | <b>555</b>   | <b>197</b>   | <b>752</b>  |
| <b>Percentage</b> | <b>73.8%</b> | <b>26.2%</b> | <b>100%</b> |

Source: ICPC 2020 Annual Report

The population of staff of the ICPC across Grade Levels and Gender as presented in Table 1.1 indicates that 704 out of a total of 752 staff are senior cadre on Grade Levels 7 and above. The remaining 48 are on Grade Levels 6 and below. Conversely, 555 representing 73.8% of the total population of respondents are male while 197 equivalent to 26% are female.

**Table 1.2: Sample Distribution Across Grade Levels**

| Grade Level   | Sample     |             |
|---------------|------------|-------------|
|               | Frequency  | Percentage  |
| GL. 6 Below   | 17         | 6.5%        |
| GL. 7 – 10    | 117        | 44.8%       |
| GL. 12 – 14   | 94         | 36.0%       |
| GL. 15 – 17   | 30         | 11.5%       |
| Special Grade | 3          | 1.2%        |
| <b>Total</b>  | <b>261</b> | <b>100%</b> |

Source: Field Study



Table 1.2 on sample distribution across Grade Levels revealed that 117 respondents equivalent to 44.8% and indeed the highest number of respondents are senior staff on Grade Levels 7-10. A total of 94 respondents which constitutes 36.0% of the respondents are middle level management staff on Grade Level 12-14. Furthermore, 30 respondents equivalent to 11.5% are management staff on Grade Levels 15-17 while 17 respondents which denotes 6.5% are on Grade Levels 6 and below. 3 respondents equivalent to 1.2% are on Special Grade Level. The Stratified Simple Random Sampling Technique was adopted to draw this sample. It is clear from this analysis therefore that majority of the respondents amounting to 93.5% are senior staff of the Commission with knowledge of the implementation of successive strategic plans in ICPC under different leadership who should be able to confidently respond to issues of strategic leadership, strategic planning and performance.

10 Heads of Departments and 15 Heads of Units as leaders in their own realm were also purposely targeted as part of the sampling design aimed at ensuring that respondents with relevant information on the phenomenon under study are reached. Key among these Departments and Units are Operations and Legal Departments, Planning, Research and Review (PRR) Department, Assets Tracing, Recovery & Management (ATRM) Unit as well as Petition Registry among others.

**Table 1.3: Response Rate**

| <b>Grade Level</b> | <b>Questionnaire Administered</b> | <b>Frequency Questionnaire Returned</b> | <b>Questionnaire Unreturned</b> |
|--------------------|-----------------------------------|-----------------------------------------|---------------------------------|
| GL. 6 Below        | 17                                | 14                                      | 3                               |
| GL. 7 – 10         | 117                               | 103                                     | 14                              |
| GL. 12 – 14        | 94                                | 87                                      | 7                               |
| GL. 15 – 17        | 30                                | 25                                      | 5                               |
| Special Grade      | 3                                 | 1                                       | 2                               |
| <b>Total</b>       | <b>261</b>                        | <b>230</b>                              | <b>31</b>                       |
| <b>Percentage</b>  | <b>100%</b>                       | <b>88.1%</b>                            | <b>11.9%</b>                    |

Source: Field Study

Table 1.3 shows that out of the 261 questionnaire administered, a total of 230 representing 88.1% were returned while the remaining 31 equivalent to 11.9% were not returned. The analyses were therefore based on the 230 questionnaires returned.

**Table 1.4: Gender Profile of Respondents**

| Gender       | Frequency                     |                           | Percentage<br>(Returned<br>Questionnaire) |
|--------------|-------------------------------|---------------------------|-------------------------------------------|
|              | Administered<br>Questionnaire | Returned<br>Questionnaire |                                           |
| Male         | 193                           | 170                       | 73.9%                                     |
| Female       | 68                            | 60                        | 26.1%                                     |
| <b>Total</b> | <b>261</b>                    | <b>230</b>                | <b>100%</b>                               |

Source: Field Study

The respondents' gender profile in Table 1.4 based on the returned questionnaire shows that 170 equivalent to 73.9% are male while 60 denoting 26.1% of the respondents population are female indicating some level of gender representation. The male gender is however in the majority, hence the tendency for response to be reflective of masculine opinion.

**Table 1.5: Educational Status of Respondents**

| Qualification                       | Frequency  | Percentage  |
|-------------------------------------|------------|-------------|
| Postgraduate Degree                 | 30         | 13.0%       |
| Degree/HND                          | 186        | 80.9%       |
| OND/NCE                             | 14         | 6.1%        |
| Senior Secondary School Certificate | -          | -           |
| First School Certificate            | -          | -           |
| <b>Total</b>                        | <b>230</b> | <b>100%</b> |

Source: Field Study

Analysis of the educational status of respondents as presented in Table 1.5 revealed that 30 equivalent to 13.0% has postgraduate degrees such as Masters and Doctorate degrees, 186 representing 80.9% has first degree/Higher National Diploma (HND) while 14 which denotes 6.1% has NCE/Ordinary National Diploma (OND). Majority of the respondents therefore possess a minimum of first degree or HND indicative of basic knowledge of questionnaire as a research instrument. It also shows that respondents are broad-minded to respond to issues raised with regards to phenomenon under study.

### **Descriptive Analysis of Strategic Leadership Practice in ICPC During the Implementation of Strategic Plans, 2004-2008 And 2013-2017**

The research question seeks to know the correlation between strategic leadership practices and performance of ICPC during the implementation of Strategic Plans, 2004-2008 and 2013-2017. Respondents were asked questions bordering on the key indicators for each of the three constructs of strategic leadership to determine the level of practice in ICPC and their potential as well as ultimate



influence on performance. The three constructs are strategic orientation, strategic planning and execution as well as strategic evaluation and control. A structured five-point Likert Scale close-ended questionnaire was administered to elicit perceptions of respondents accordingly. Respondents were to indicate their level of agreement using Strongly Disagree, Disagree, Moderately Agree, Agree and Strongly Agree assigned values from 1 to 5, respectively, for the purposes of rating. The mean of the responses and standard deviation were computed for questions asked under each of the constructs of strategic leadership practice. The results of the analysis of responses to questions revolving around the three constructs are presented in Table 1.6.

**Table 1.6 Descriptive Statistics on Strategic Leadership Practice in ICPC**

| Strategic Leadership<br>Dimensions             | Responses                                                                                                         |   |    |    |     | Frequency<br>(N) | Mean        | Std.<br>Dev. |
|------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|---|----|----|-----|------------------|-------------|--------------|
|                                                | [Strongly Disagree (SD) = 1; Disagree (D) = 2; Moderately Agree (MA) = 3; Agree (A) = 4; Strongly Agree (SA) = 5] |   |    |    |     |                  |             |              |
| <b>Strategic Orientation</b>                   |                                                                                                                   |   |    |    |     |                  |             |              |
| Existence of vision and mission statement      | 0                                                                                                                 | 0 | 18 | 36 | 177 | 230              | 4.71        | 0.00         |
| Vision linked to official Schedule of Duties   | 0                                                                                                                 | 0 | 12 | 38 | 180 | 230              | 4.73        | 0.00         |
| <b>Strategic Planning and Execution</b>        |                                                                                                                   |   |    |    |     |                  |             |              |
| Strategic Plan and Work Plan aligned           | 0                                                                                                                 | 0 | 10 | 42 | 178 | 230              | 4.73        | 0.00         |
| Organizational structure streamlined           | 0                                                                                                                 | 0 | 18 | 36 | 177 | 230              | 4.71        | 0.00         |
| Target setting practiced                       | 0                                                                                                                 | 0 | 10 | 40 | 180 | 230              | 4.74        | 0.00         |
| Existence of supportive organizational culture | 0                                                                                                                 | 0 | 10 | 42 | 178 | 230              | 4.73        | 0.00         |
| <b>Strategic Execution and Control</b>         |                                                                                                                   |   |    |    |     |                  |             |              |
| Performance Management Institutionalized       | 0                                                                                                                 | 0 | 19 | 38 | 174 | 230              | 4.69        | 0.00         |
| Regular review activities entrenched           | 0                                                                                                                 | 0 | 19 | 36 | 176 | 230              | 4.70        | 0.00         |
| <b>Group Average</b>                           |                                                                                                                   |   |    |    |     |                  | <b>4.72</b> | <b>0.02</b>  |

Source: Field Survey

On strategic orientation as one of the constructs of strategic leadership practice, responses to the question on the extent to which respondents agreed with the existence of clearly formulated vision and mission statements to achieve organizational goals in the ICPC were in the affirmative. The computed mean score of 4.71 as reflected in Table 1.6 is above the 2.50 average. Respondents were also asked to indicate the extent to which they agree that the idea of linking organizational vision to official Schedule of Duties to achieve corporate goal within realistic timelines is practiced by leadership of the ICPC during the implementation of the Strategic Plans, 2004-2008 and 2013-2017. The mean score for this question is 4.73. The descriptive analysis shows that respondents are in agreement with the practice of strategic orientation as a key feature of strategic leadership practices during the implementation of the ICPC Strategic Plans, 2004-2008 and 2013-2017. The standard deviation of responses to the questions asked on the two dimensions of strategic orientation is 0.00 indicative of minimal deviation.

Table 1.6 also presents responses to questions asked to elicit respondents' view on four dimensions of strategic planning and execution as the second strategic planning practices construct. Responses to question on the extent to which the Annual Work Plan reflect contents of Strategic Plans as a measure of strategic leadership practices in the Commission was met with high degree of agreement as reflected in the weighted mean score of 4.73 and standard deviation of 0.00. Respondents also agreed with the fact that organizational structure were properly streamline for goal attainment during the implementation of the ICPC Strategic Plans 2004-2008 and 2013-2017 as a fundamental aspect of strategic planning and execution dimension of the strategic leadership practice construct, having attained a weighted mean score of 4.71 and 0.00 standard deviation. The practice of target setting to track individual employee's contributions to goal attainment as a requirement of strategic planning and execution dimension of strategic leadership practices construct also recorded high level of agreement with a mean score of 4.74 and standard deviation of 0.00. The existence of supportive organizational culture as a strategic planning and execution dimension under the strategic leadership practice construct also received a high degree of respondents' concurrence as shown by weighted mean scores and standard deviation of 4.73 and 0.00, respectively.

The results of response to the question on the extent to which respondent agree with the institutionalization of performance management system to track progress in attainment of organizational target set for employees during the implementation of the ICPC Strategic Plans 2004-2008 and 2013-2017 as a dimension of strategic evaluation construct revealed a high level of agreement. Again, as shown in Table 4.1.10, majority of the respondents agreed with this as reflected in a weighted mean score of 4.69 and standard deviation of 0.00. Conversely, respondents agreed with the entrenchment of periodic and regular review meetings to discuss Strategic Plan implementation progress as a feedback mechanism for change adaptation being a dimension of strategic evaluation and control. The question attracted a mean score of 4.70 and standard deviation of 0.00. In the overall, the group mean for the 3 strategic leadership practices dimension is 4.72 while the average standard deviation is 0.02.

### **Descriptive Statistics on the Strategic Leadership Practices and Performance Relationship**

The questionnaire elicited respondents' perception on the influence of strategic leadership practices on the performance of the ICPC in the area of corruption reporting, investigation of cases, corruption prosecution as well as asset tracing, recovery and management. The descriptive statistical analyses of the responses are presented in Table 1.7.



**Table 1.7: Influence of Strategic Leadership on Corruption Reporting Strategic Leadership and Performance Relationship Dimensions**

| Strategic Leadership and Performance Relationship Dimensions                                                                    | Responses                                                                                                          |   |   |    |     | Frequency (N) | Mean | Std. Dev. |
|---------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|---|---|----|-----|---------------|------|-----------|
|                                                                                                                                 | [Strongly Disagree (SD) = 1; Disagree (D) = 2; Moderately Agree (SHA) = 3; Agree (A) = 4; Strongly Agree (SA) = 5] |   |   |    |     |               |      |           |
| <b>Corruption Reporting</b>                                                                                                     |                                                                                                                    |   |   |    |     |               |      |           |
| Strengthened reporting policy contributes to increased corruption reporting.                                                    | 0                                                                                                                  | 0 | 3 | 35 | 192 | 230           | 4.82 | 0.00      |
| Enforcement of Whistle blowing Protective Policy encourages increased receipt of corruption petitions.                          | 0                                                                                                                  | 0 | 5 | 35 | 190 | 230           | 4.80 | 0.00      |
| <b>Investigations Concluded</b>                                                                                                 |                                                                                                                    |   |   |    |     |               |      |           |
| Introduction of Case Management Policy specifying timelines increases investigations concluded.                                 | 0                                                                                                                  | 0 | 4 | 34 | 192 | 230           | 4.82 | 0.00      |
| Pursuit of the non petition and intelligence - led investigations option increased investigation activities and cases conclude. | - 0                                                                                                                | 0 | 2 | 40 | 188 | 230           | 4.81 | 0.00      |
| <b>Cases Prosecuted</b>                                                                                                         |                                                                                                                    |   |   |    |     |               |      |           |
| Establishment and enforcement of time - based case tracking system increases filing of cases in court.                          | 0                                                                                                                  | 0 | 3 | 32 | 195 | 230           | 4.83 | 0.00      |



|                                                                                  |   |   |   |    |     |     |      |      |
|----------------------------------------------------------------------------------|---|---|---|----|-----|-----|------|------|
| Capacity building for prosecutors increases prosecution activities and outcomes. | 0 | 0 | 5 | 28 | 197 | 230 | 4.83 | 0.00 |
|----------------------------------------------------------------------------------|---|---|---|----|-----|-----|------|------|

### ***Assets Tracing and Recovery***

|                                                                                                       |   |   |   |   |    |     |     |      |      |
|-------------------------------------------------------------------------------------------------------|---|---|---|---|----|-----|-----|------|------|
| Enforcement of non conviction-based assets forfeiture will facilitate assets recovery.                | - | 0 | 0 | 6 | 36 | 188 | 230 | 4.79 | 0.00 |
| Enhanced technical capacity increase assets tracing, recovery and management activities and outcomes. |   | 0 | 0 | 4 | 41 | 185 | 230 | 4.79 | 0.00 |

**Group Average** **4.81** **0.02**

Source: Field Survey

Among the questions posed to the respondents is their position on whether the provision of strengthened policy to support increased reporting through establishment of channels for the receipt of electronic petitions comprising website, email and toll-free lines contributes to increased in-flow in the number of petitions received by the ICPC. Majority of the respondents as reflected in Table 1.7 were in agreement with this position as reflected in a weighted mean score of 4.82 and standard deviation of 0.00. The respondents in the same vein agreed that enhanced safe reporting through the enforcement of whistle blowing as a protective policy for public petitioners provided in the ICPC Strategic Plan contributes to increase in petitions received by the Commission. The weighted means score and standard deviation for this question is 4.80 and 0.00, respectively.

The opinion of respondents was sought on the relationship between strategic planning and investigations function of the Commission as a performance dimension. The respondents as reflected in the computed 4.82 weighted mean score and standard deviation of 0.00 agreed that the introduction of Case Management Policy specifying timelines between receipt of petitions and conclusion of investigations as contained in the ICPC Strategic Plan will lead to increase in investigations concluded. Similarly, large number of the respondents agreed that the provision in the ICPC Strategic Plan for the pursuit of non-petition and intelligence-led investigations option as a proactive measure aimed at addressing issues of over-dependence on petition results in increased investigations activities for the Commission. The computed mean score of 4.81 as shown in Table 1.7 alludes to this position with a 0.00 standard deviation.

In order to get the perspective of respondents on the relationship between strategic leadership and corruption prosecution as a measure of performance, respondents were asked whether they agree that the establishment and enforcement of time-based case tracking system as a deliverable in the ICPC Strategic Plan translates to increased filing of cases in court for the ICPC. The response to this question was in the affirmative as reflected by the mean score of 4.83 and standard deviation of 0.00 in Table 1.7. Furthermore, another computed mean score of 4.83 and standard deviation of 0.00 also indicate respondents' agreement with tendency for onsite and offsite trainings on prosecution and case management for prosecutors as one of the specific deliverables in the ICPC Strategic Plan, 2013-2017 to lead to enhanced capacity of prosecutors and increase in number of corruption cases filed in court as well as prosecution outcomes.

Assets Tracing, Management and Recovery is another performance measure of the ICPC which was correlated with strategic leadership. As shown in Table 1.7, large number of respondents depicted by a mean score of 4.79 and standard deviation of 0.00 agreed that enforcement of the provision of the ICPC Act, 2000 on non-conviction-based assets forfeiture otherwise known as civil recovery of asset will lead to enhance performance in the asset recovery mandate of the Commission. The respondents also agreed that enhanced technical capacity for staff as a strategic function is fundamental to improved performance of the Commission in the asset recovery and management activities and outcomes as reflected by a mean score of 4.79 and standard deviation of 0.00. The average of combined mean scores and standard deviation on strategic leadership practice and performance relationship are 4.81 and 0.00, respectively.

### Test of Hypothesis on the Correlation Between Strategic Leadership and Performance

Pearson Product Moment Correlation (PPMC) statistics was employed to test the hypothesis on the relationship between strategic leadership practice and performance of the ICPC during the Period of Implementation of Strategic Plans, 2004-2008 and 2013-2017. The hypothesis is as follows:

- $H_0$ : There is no significant relationship between strategic leadership practice and performance of the ICPC during the period of implementation of Strategic Plans, 2004-2008 and 2013-2017.
- $H_1$ : There is significant relationship between strategic leadership practice and performance of the ICPC during the period of implementation of Strategic Plans, 2004-2008 and 2013-2017.

Strategic leadership practice was correlated with performance with a view to determine the strength of relationship. The result of the PPMC statistics on the relationship between strategic leadership and performance of the ICPC is presented in Table 4.1.12.

**Table 1.8: Correlation Statistics Test on Relationship Between Strategic Leadership and Performance of the ICPC**

| Variables   | N   | Mean | STD   | Df  | Correlation index r | Critical r | P     |
|-------------|-----|------|-------|-----|---------------------|------------|-------|
| Performance | 230 | 4.72 | 0.002 |     |                     |            |       |
|             |     |      |       | 228 | 0.956               | 0.120      | 0.001 |
| Leadership  | 230 | 4.81 | 0.002 |     |                     |            |       |

$P = 0.001 < 0.05$ , correlation index  $r = 0.956 > \text{critical } r$



The result showed that there is significantly strong positive correlation between strategic leadership measured in terms of strategic orientation, strategic planning and execution as well as strategic evaluation and control and performance of the ICPC during the period of implementation of Strategic Plans, 2004-2008 and 2013-2017. The results revealed that the p value is 0.001 which is lower than the 0.05 alpha level of significant at 95% of confidence. Equally, the correlation index r level of 0.956 (95.6%) is higher than 0.5 and closer to 1 indicative of a strong and positive correlation between strategic leadership practice and performance of the ICPC during the implementation of Strategic Plans, 2004-2008 and 2013-2017. In order words, performance of ICPC will improve with enhanced strategic leadership practices and vice versa. Consequently, the null hypothesis which states that, there is no significant relationship between strategic leadership practice and performance of the ICPC during the period of implementation of Strategic Plans, 2004-2008 and 2013-2013 is rejected while the alternate hypothesis is accepted and retained. The descriptive and inferential analyses of data shows that strategic leadership practice has a high correlation with the performance of ICPC. The outcome is similar to that of the study by Lola and Paul (2018) which sought to determine the effect of strategic leadership on the performance of public sector in Kenya using five public organizations as case studies with findings that strategic leadership positively influence performance.

### Conclusion and Recommendations

The findings of this study revealed a statistically significant strong positive correlation between strategic leadership and performance of ICPC. The result of the Pearson Product Moment Correlation analysis carried out showed a strong correlation during the implementation of the ICPC Strategic Plans, 2004-2008 and 2013-2017. The outcome of the survey research which examined the effect of strategic leadership on the performance of the ICPC shows that strategic leadership practice has strong and positive correlation with the performance of the ICPC. The implication is that the performance of the Commission could be stepped up with improved strategic leadership practices. Consequently, it is recommended that the ICPC leadership should incorporate into its successive Strategic Plans, succession plan to nurture strategic leadership and guarantee sustainable strategic leadership practices in the Commission.

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