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STRATEGIC CLARITY AND PERFORMANCE OF ENERGY SECTOR STATE CORPORATIONS IN NAIROBI CITY COUNTY, KENYA

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ABSTRACT

The purpose of this study was to examine the influence of strategic clarity on performance of energy sector state corporations in Nairobi City County, Kenya. The study employed the correlational cross-sectional survey research design to test noncausal relationship between the study variables without the researcher controlling any of them. The target population consisted of 126 senior and middle managers of the 4 energy sector state corporations in Nairobi City County, Kenya. The proportionate stratified random sampling technique was used to select a sample size of 96 senior and middle managers of the 4 energy sector state corporations in Nairobi City County, Kenya. A self-administered structured survey questionnaire was used to collect primary data. A cross-sectional survey-based approach was used to collect primary data. The study utilized the drop and pick method. The collected data was coded, edited and entered into the Statistical Package for Social Sciences (SPSS) version 26 to create a data sheet that was used for statistical analysis. The descriptive statistics were used to compute, summarize the data in respect to each variable and describe the sample's characteristics. The Pearson's product moment correlation analysis was performed to confirm or deny the relationship between the study variables. The correlation results indicated that goal clarity and role clarity had positive and significant relationship with the performance of energy sector state corporations in Nairobi City County, Kenya. A standard multiple linear analysis was performed with the performance of energy sector state corporations as the dependent variable and goal clarity and role clarity as the predictor variables. The regression results indicated that goal clarity and role clarity had positive and significant influence on the performance of energy sector state corporations in Nairobi City County, Kenya. The study recommends that managers and practitioners should consider a holistic reassessment and implementation of strategic clarity to foster the performance of energy sector state corporations. The policymakers should consider initiating a review of the existing policies to motivate the managers and practitioners to consider a holistic reassessment and implementation of strategic clarity to foster the performance of energy sector state corporations. Future research should examine the influence of strategic clarity on firm performance with environmental turbulence as a moderator in other sectors or contexts

Key words: *Strategic clarity, Goal clarity, Role clarity, Firm performance, Kenya*

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INTRODUCTION

The electricity sector can be revitalized as a driver of economic growth. The electricity energy sub-sector plays a pivotal role in facilitating and propelling economic growth (Munyi, 2024). Electricity is an essential offering from the realm of science to humanity, plays a critical role in modern society. It is indispensable not only in today's economy and technological advancements, but also in households and the transition to alternative energy sources (Aung, 2024). Energy is a fundamental resource for the economy and a basic need for households particularly in developing countries where economic development is paramount (Nyoka, 2022). The electricity sector is unbundled with separate entities responsible for generation, transmission, distribution and retailing (Pérez-Arriaga, Nagpal, Jacquot, & Stoner, 2021). Energy plays a major role in the development and progress of a nation. Existent literature has shown a close correlation between economic prosperity and the intensity of energy use in a country (Mhango, 2024). However, the major challenges facing the transformation of electricity systems and markets are competitiveness and sustainability (Gatete, 2024).

Strategic clarity is a relatively recent concept that has garnered considerable research interest. As a strategic management tool, strategic clarity helps organizations define their goals and strategies, ensuring alignment and a clear direction for all stakeholders (Hussain, Olaywi, Amanah, & Fadhil, 2024). Strategic clarity is a tool used by management to establish and formulate the goals that the organization seeks to achieve, with a focus on coordinating efforts to achieve harmony with the organizational structure (Chermik, 2021). It is used by management to develop strategic plans that the organization can implement and will not be separated from its different internal cultures or the modern technologies it uses (Ludviga & Kalvina, 2023). However, many organizations possess defined strategies yet encounter challenges in translating these plans into actionable steps, often due to a lack of clarity in their strategy (Ahmed, 2023). Addressing the strategic ambiguity, which can impact performance across various organizational activities, has prompted strategic management to seek new perspectives to elevate organizational performance to superior levels (Qadir, 2023).

Strategic clarity is a critical trend among contemporary strategic concepts helping organizations to cope with challenges and altering old work system to productive one (Sharma & Behl, 2023). It focuses on aligning organizational efforts to achieve a unified purpose and foster a cohesive structure, rather than simply aiming for a generic result (Chermik, 2021). Strategic clarity can be crucial for effective strategy implementation and can lead to improved performance by ensuring everyone understands what needs to be achieved and how their contributions fit into the bigger picture (Mahdi & Al-Taie, 2024).

Hussain *et al.* (2024) examined the interactive role of strategic clarity in the relationship between organizational conflict management and strategic decision quality in the Ministry of Interior in Iraq. The research revealed that the dimensions of strategic clarity, namely goals clarity, procedures clarity, organizational structure clarity, resources use clarity and employee clarity amplify the strategic connection between organizational conflict management and strategic decision quality. The research emphasizes the need for further integration and activation of strategic clarity as part of the strategic vision, particularly in security challenges.

Mahdi and Al-Taie (2024) examined the influence of strategic clarity the mental image of the organization at the University of Fallujah. The findings indicated that strategic clarity had a positive and significant relationship with the mental image of the organization. The research revealed that strategic clarity plays an important role in enhancing the mental image of the organization, by enhancing the cognitive and behavioral components of the human resources it deals with and enhancing its emotional state within society.

Statement of the Problem

Despite its crucial role in fostering the ongoing growth and prosperity of the global economy, there are many challenges facing the energy sector. access to sustainable electricity remains a big challenge across the world. Although electricity energy sub-sector plays a pivotal role in facilitating and propelling economic growth, access to electricity in sub-Saharan countries has continued to be a challenge as population growth has largely increased beyond the electricity connectivity rates (Chemirmir, Kibati, & Kiprop, 2023). In Kenya, firms responsible for electricity energy sub-sector power production, transmission and distribution have had challenges in their performance (Munyi, 2024). The performance of the power utility firms involved in electricity access projects has increasingly become under sharp focus (Karanja & Omondi, 2024). The Kenya Power and Lighting Company has had several challenges, including customers resorting to renewable energy as well as unreliability of power that has plunged the organization into losses and hence reduced employee performance (Mugasia, 2022).

Strategic Clarity (SC) is a relatively recent concept that has Strategic clarity is a critical trend among contemporary strategic concepts helping organizations to cope with challenges and altering old work system to productive one (Sharma & Behl, 2023). It is crucial for effective strategy implementation and can lead to improved performance by ensuring everyone understands what needs to be achieved and how their contributions fit into the bigger picture (Mahdi & Al-Taie, 2024). However, strategic clarity is a relatively recent concept that has garnered considerable research interest (Hussain, Olaywi *et al.*, 2024). Despite the growing literature on strategic clarity and firm performance, the empirical literature has produced mixed and inconsistent results. The inconsistency makes it challenging to draw definitive conclusions about the influence of strategic clarity on firm performance.

Research Objectives

The general objective of this research was to examine the influence of strategic clarity on performance of energy sector state corporations in Nairobi City County, Kenya. The study was guided by the following specific objectives;

- To determine the influence of goal clarity on performance of energy sector state corporations in Nairobi City County, Kenya.
- To assess the influence of role clarity on performance of energy sector state corporations in Nairobi City County, Kenya.

In this research, two null hypotheses were tested.

- $H_0$1: Goal clarity has no significant influence on performance of energy sector state corporations in Nairobi City County, Kenya.
- $H_0$2: Role clarity has no significant influence on performance of energy sector state corporations in Nairobi City County, Kenya.

LITERATURE REVIEW

Theoretical Framework

The theoretical framework was guided by the resource-based theory, dynamic capability theory and resource-advantage theory of competition.

Resource-Based Theory

The resource-based theory (RBT) of the firm (Wernerfelt, 1984; Barney, 1991) provides a framework for understanding how a firm’s unique resources and capabilities can be a source of sustained competitive advantage (Alkaraan et al., 2024). The RBT of the firm (Penrose, 2009) suggests that a firm’s distinctive resources, which are valuable, rare, inimitable, and non-substitutable (VRIN) can encompass tangible assets, intangible assets, human capital, organizational capabilities, and other strategic assets that are unique to a firm (Barney, Ketchen Jr, & Wright, 2021). The RBT of the firm (Barney, 1991; Peteraf & Barney, 2003) emphasizes that a firm’s VRIN resources can enable the firm to achieve superior performance and outperform competitors (Utami & Alamanos, 2022). Therefore, the RBT of the firm provides a relevant theoretical framework to explain influence of strategic clarity on performance of energy sector state corporations in Nairobi City County, Kenya.

The RBT of the firm is an influential approach in strategic management. The RBT explores heterogeneity in performance across firms through the lens of VRIN resource advantages, and the organization for exploiting their potential (Bosman, 2024). The RBT provides an essential framework to explain and predict the fundamentals of a company's performance and competitive advantage (Barney et al., 2021). Therefore, the RBT of the firm provides a relevant theoretical framework to explain influence of goal clarity and role clarity on performance of energy sector state corporations in Nairobi City County, Kenya. Drawing from the theoretical underpinnings of the RBT, Mathu *et al.* (2024) examined the influence of competitive strategies on the performance of escalator and elevator firms in Kenya.

Dynamic Capability Theory

The dynamic capability (DC) theory (Barney, 1991; Teece, Pisano, & Shuen, 1997a) is a strategic management framework that focuses on a firm's ability to adapt, innovate, and reconfigure its resources and capabilities in response to changing external environments and evolving market conditions (Bosman, 2024). The DC theory (Peteraf & Barney, 2003; Teece, Pisano, & Shuen, 1997b) posits that a firm's sustainable competitive advantage is derived not only from possessing valuable and rare resources but also from its dynamic capabilities, enabling it to integrate, build, and reconfigure resources to meet the demands of a dynamic market (Alkaraan et al., 2024). Therefore, the DC theory provides a relevant theoretical framework to explain influence of strategic clarity on performance of energy sector state corporations in Nairobi City County, Kenya.

The DC theory specifically focuses on how organizations can develop and use their capabilities in a highly dynamic and uncertain environment (Buzzao & Rizzi, 2023). The DC theory is suitable for measuring business performance in a dynamic environment, as it focuses on a company's ability to change and adapt to the changing environment (Baía & Ferreira, 2024). The DC theory concerns the development of strategies for senior managers of successful companies to adapt to radical discontinuous change, while maintaining minimum capability standards to ensure competitive survival (Yoshikuni, Galvão, & Albertin, 2022). Therefore, the DC theory provides a relevant theoretical framework to explain influence of goal clarity and role clarity on performance of energy sector state corporations in Nairobi City County, Kenya.

Resource-Advantage Theory

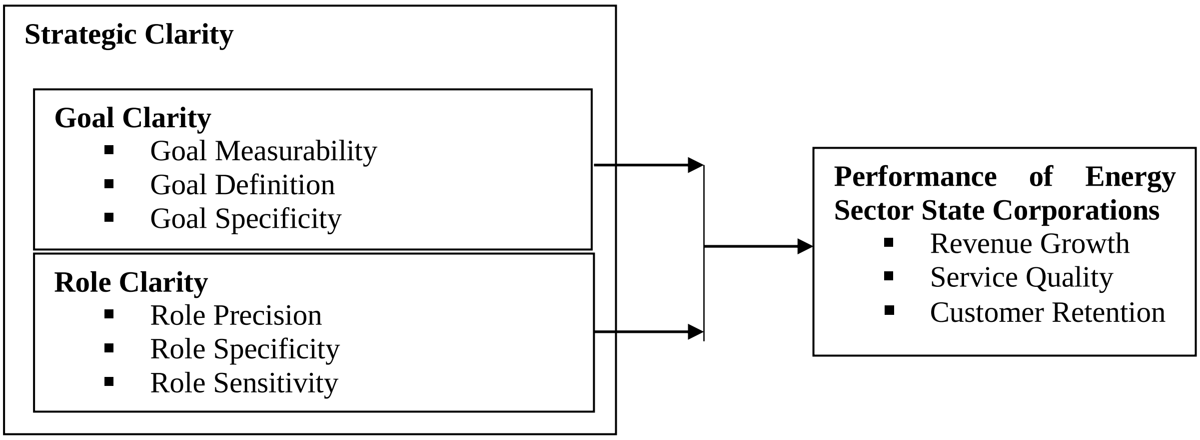
The resource-advantage (RA) theory of competition (Hunt & Davis, 1995; Hunt & Davis, 2008) is a general theory of competition that challenges the foundations and assumptions of the neoclassical theory of perfect competition (Davis & McCarthy-Byrne, 2022; Jallow, 2024). The RA theory of competition (Hunt & Davis, 2000; Hunt & Davis, 2012; Penrose, 1959) posits that competition is a dynamic, evolutionary process wherein firms pursue comparative advantages in resources to secure marketplace positions of competitive advantage that yield superior financial performance (Arnett, 2024; Setiawan, Wahyuni, Wiedayanti, & Nastiti, 2024). Therefore, the RA theory provides a relevant theoretical framework to explain influence of strategic clarity on performance of energy sector state corporations in Nairobi City County, Kenya. The RA theory of competition highlights the competition for comparative advantage in resources that underlie the competitive strategies of firms, their competitive advantage(s) in the marketplace, and financial performance (Varadarajan, 2023).

The RA theory proposes that the external factors such as societal resources, societal institutions, and public policy along with actions by competitors, consumers, and suppliers can enhance, neutralize, or eliminate the contribution of a firm's resources to value creation (Jallow, 2024). The RA theory of competition suggests that feedback loops signal the firm's position of competitive advantage, spur organizational learning, and motivate innovation in the continuous struggle for competitive advantage (Davis & McCarthy-Byrne, 2022). The RA theory combines the concepts of the heterogeneous demand theory and the resource-based view of the organization (Arnett, 2024). The RA theory of competition explores heterogeneity in performance through the lens of a firm's comparative advantage in resources and competitive advantage in the marketplace (Setiawan *et al.*, 2024; Varadarajan, 2023). Therefore, the RA theory provides a relevant theoretical framework to explain influence of goal clarity and role clarity on performance of energy sector state corporations in Nairobi City

County, Kenya.

Conceptual Framework

The conceptual framework demonstrates that performance of energy sector state corporations is conceptualized as the dependent variable. However, goal clarity and role clarity are conceptualized as the independent variables. Figure 1 presents the conceptual framework.



Independent Variables **Dependent Variable**

Figure 1: Conceptual Framework

Review of Literature on Variable

Goal Clarity

The concept of goal clarity (or the opposite, often called goal ambiguity) has received widespread attention in the public sector. Goal clarity refers to the extent to which tasks are clearly defined during the process of goal attainment within an organization (Ha & Moon, 2023). Goal clarity refers to having a clear understanding of what you want to achieve, why it is important, and how you will reach it (Lee, Lee, & Kim, 2024). It refers to the specificity and concreteness that people use to mentally represent and express their goals through language (Gross, Lai, Eckland, & Thompson, 2025). Goal clarity can be thought of as an analogous, but distinct, process to emotional clarity and at the between-person level, both are associated with greater life satisfaction and lower levels of depression (Eckland & Berenbaum, 2023). It involves defining the organizational objectives, the actions needed, and the expected outcomes (Prilian & Situmorang, 2024). Therefore, failure to create concrete goal clarity can lead to risks where employees become confused about their roles and are not focused on fulfilling their responsibilities, resulting in counterproductive behavior (Ahmed, Chaojun, Hongjuan, & Mahmood, 2022).

Goal clarity is a crucial factor for success, as it helps in decision-making, motivation, and time management (Lin *et al.*, 2025). Specifically, both emotion and goal clarity have been linked to greater life satisfaction and lower depression (Eckland & Berenbaum, 2023). In improving employee engagement, companies need to establish goal clarity so that employees understand their roles and responsibilities clearly, enhancing in-dividual and organizational performance in all aspects of business (Walrond, 2025). Goal clarity can help employees understand what is expected of them, which behaviors are valued by the organization, and how they can contribute to goal accomplishment (Bellamkonda, Santhanam, & Pattusamy, 2021). Goal clarity has been found to increase trust in supervisors and promote citizenship behaviors, which in turn enhances organizational performance (Ahmed, Chaojun, Hongjuan, & Mahmood, 2022; Gross *et al.*, 2025). Therefore, setting clear goals is essential to improving individual and organizational performance, because it creates working conditions in which employees clearly comprehend the roles and responsibilities, they need to perform to achieve those goals (Lee *et al.*, 2024).

Role Clarity

Role clarity is about having a clear understanding of an individual's role and how it fits within the larger picture. It is the degree to which an individual understands work standards and organizational expectations (Fang, Ran, Huan, & Xiaoyan, 2025). Role clarity refers to the extent to which an employee understands the organization's duties, responsibilities, and expectations for his or her job (Hasibuan, Marbun, Esadora, Tamebaha, Sakban, & Safrida, 2025). In an organizational context, role clarity refers to the understanding an individual's specific job duties, responsibilities, and expectations within the team or company (Lan, Hu, & Nie, 2025). Role clarity is considered an employee's expectation of his or her position in the organization as well as a full understanding and awareness of the job role (Nie, Chen, Chen, Peng, Yue, & Zhang, 2025). Therefore, role clarity ensures that everyone knows what they are supposed to do, how their work contributes to the overall goals, and how their performance will be evaluated (Zettna *et al.*, 2025).

Role clarity can provide relevant information for employees to adequately perform their job duties, including work expectations, job-specific tasks, and feedback on work results (Aparna & Sahney, 2022; Fang *et al.*, 2025). Existent literature posits that employees need to clarify the job content and objectives, as well as understand the specific responsibilities and authority to complete the job (Zettna *et al.*, 2025). A lack of relevant information can prevent employees from properly understanding what is expected of them by their job roles, which can lead to role ambiguity and discourage employees from taking ownership of their work tasks (Bernuzzi, Sommovigo, Maffoni, Setti, & Argentero, 2023). The lack of relevant information is also detrimental to the achievement of work goals (Andriansyah, Sudiro, & Juwita, 2023). Therefore, role clarity can enhance individuals' perceived fairness and identification with the organization.

Role clarity empowers employees by reducing decision-making uncertainty, which in turn decreases behavioral risk. Extant literature suggests that a high level of role clarity makes employees feel more enjoyable at work, helps them to better cope with changing environments, and increases individual engagement and innovation (Bernuzzi, Sommovigo, O'Shea, & Setti, 2023). They usually experience higher job satisfaction and organizational commitment and have a lower intention to leave (Chen *et al.*, 2022; Ul-Hassan, Ikramullah, Khan, & Shah, 2021; Ul Hassan, Karim, Shah, & Khan, 2023). On the contrary, role ambiguity is often accompanied by negative outcomes such as higher job stress, work burnout, and withdrawal behaviors (Zheng, Pei, He, & Zhu, 2025). Therefore, role clarity holds substantial value by positively shaping employee behaviors while alleviating the psychological strain associated with role conflict and ambiguity (Abraham, Erickson, Sata, & Lewis, 2022; Pasman, Lee, G., Kollin, Broman, Aguis, & Resko, 2024).

Firm Performance

Firm performance has emerged as a key concept in management research (Gutiérrez-Broncano, Linuesa-Langreo, Rubio-Andrés, & Sastre-Castillo, 2024). It represents a measure of how well or poorly an entity is putting its resources into use (Benvolio & Ironkwe, 2022). Firm performance is a measure of how an organization to efficiently exploits available resources to make achievements consistent with the objectives of the firm (Gruber, Dencker, & Nikiforou, 2024). It refers to the efficient coordination and enhancement of work activities and outcomes within a company (Alzghoul, Khaddam, Abousweilem, Irtaimeh, & Alshaar, 2024). Firm performance is the set of financial and nonfinancial indicators which provide information on the degree of achievement of set goals and objectives (Úbeda-García, Claver-Cortés, Marco-Lajara, & Zaragoza-Sáez, 2021). It refers to the measure of how an organization achieves better results than its competitors (Liu & Wang, 2022).

Firm performance is frequently used as a dependent variable (Gutiérrez-Broncano *et al.*, 2024). However, the question of how to measure firm performance is the subject of ongoing discussions (Oudgou, 2021). Firm performance is a multidimensional construct that comprises of financial and non-financial measures (Alzghoul *et al.*, 2024). The financial performance indicators are expressed in monetary terms (Titilayo *et al.*, 2022). However, the non-financial performance indicators are not expressed in monetary terms and are characterized by greater subjectivity in regards to financial measures (Benvolio & Ironkwe, 2022).

The financial performance measures are generally more easily measurable, as they are based on objective data (Benvolio & Ironkwe, 2022; Cupertino, Vitale, & Taticchi, 2023). However, the non-financial performance measures can be more difficult to measure as they are often subjective, based on perceptions, attitudes, and opinions (Maletič, Gomišček, & Maletič, 2021). The financial performance measures only reveal past performance of an organization which may not reflect the present or future state of a firm (Sethi *et al.*, 2022). Nevertheless, the non-financial performance measures are superior predictors of the future economic performance of the firm and are more closely tied to the corporate and business-level strategy of the firms (Mahohoma, 2024). Therefore, the non-financial performance measures act as a missing link between the value-driving activities and economic performance of the firm (Zarzycka & Krasodomska, 2022).

Empirical Review

Goal Clarity and Firm Performance

Zhu, Zahar, and Shaharruddin (2025) examined the interrelations among goal clarity, extensive training, and strategic change within the FinTech industry. The findings indicated that goal clarity fosters strategic alignment, while extensive training equips employees to navigate organizational transformations. The results indicated that extensive training and well-defined goals exert a significant influence on organizational strategic change. The research revealed that goal clarity serves as a unifying mechanism, ensuring that all members are aligned with the broader strategic objectives of the organization.

Li, Wei, Xu, and Wang (2025) investigated how goal clarity affects college students' perceived effectiveness of online self-directed learning of college students in China. The findings indicated that goal clarity significantly enhances college students' perceived learning effectiveness in online self-directed learning, with self-monitoring as a mediator and e-resource adoption as a positive moderator in this relationship. The results indicated that goal clarity has a more pronounced promotional effect on online self-directed learning among college students from non-poor and good network conditions. The research suggested that university education should foster college students' intrinsic motivation for learning, enhance academic monitoring and management, and bolster their level of e-resource adoption, thereby enhancing students' online learning effectiveness.

Gitau and Makokha (2025) examined the influence of strategic stakeholder engagement clarity on performance of County Government of Trans Nzoia, Kenya. The findings indicated that strategic stakeholder engagement clarity had a positive and significant relationship with the performance of County Government of Trans Nzoia. The results indicated that strategic stakeholder engagement clarity had a positive and significant influence on performance of County Government of Trans Nzoia.

Role Clarity and Firm Performance

Hasibuan *et al.* (2025) analyzed the influence of role clarity on employee performance at the North Sumatra DGT Regional Office. The findings indicated that role clarity contributes positively to work productivity and employee performance. The results indicated that high work stress has a negative impact on employee performance, while employee competence contributes positively to work effectiveness. The research suggested that organizations need to manage work stress, improve role clarity, and develop employee competencies through continuous training and development to improve overall employee performance.

Asamani, Acquah-Coleman, Senayah, and Oppong (2025) examined the interactive roles of role clarity, resource availability and employee motivation in enhancing organizational effectiveness through employee performance and job satisfaction. The findings indicated role clarity and employee motivation, together with job satisfaction, positively predicted employee job performance. The results indicated that resource availability significantly predicted job satisfaction, while resource availability, employee motivation, and job satisfaction positively predicted organisational effectiveness.

Aparna and Sahney (2022) examined the moderating effect of role clarity on the association between creativity-oriented high-performance work practices and organizational resilience. The findings indicated that role clarity had a positive and significant effect on creativity-oriented high-performance work practices and organizational resilience. The results indicated that role clarity had a positive and significant moderating effect on the association between creativity-oriented high-performance work practices and organizational resilience.

METHODOLOGY

Research Philosophy

The research was guided by the positivist research philosophy which regards the world as made up of observable and measurable facts and assumes that there is an objective reality out there. The positivist research philosophy regards the world as made up of observable and measurable facts and assumes that there is an objective reality out there (Ma & Xie, 2023).

Research Design

Drawing from the quantitative non-experimental research methodology, the research utilized the correlational cross-sectional survey research design to examine the non-causal relationship between study variables. The design was appropriate for collecting data once from many individuals at a single point in time to test statistical relationships between two or more variables without the researcher controlling or manipulating any of them (Gamage, 2025; Kalhotra & Singh, 2025).

Target Population

The target population consisted of the 126 senior and middle managers of the 4 energy sector state corporations in Nairobi City County, Kenya. The 4 energy sector state corporations consisted of the Kenya Power & Lighting Company (KPLC), Kenya Pipeline Company Limited (KPC), Kenya Electricity Generating Company (KenGen) and the National Oil Corporation of Kenya. The target population was as per the State Corporation Advisory Committee's (2024) data base as at 31st December, 2024. Table 1 presents the target population.

Table 1: Target Population

Strata	Target Population	Percentage
Kenya Power & Lighting Company	39	40.0%
Kenya Pipeline Company Limited	34	26.9%
Kenya Electricity Generating Company	28	22.2%
National Oil Corporation of Kenya	25	19.8%
Total	**126**	**100.0%**

Source: State Corporation Advisory Committee (SCAC, 2024)

Sampling Frame

Sampling frame is the complete and correct list of population constituency of a given population (Khan & Mohsin Reza, 2022). The sampling frame consisted of the list of the 4 energy sector state corporations in Nairobi City County, Kenya. The sampling was as per the State Corporation Advisory Committee's (2024) data base as at 31st December, 2024.

The Yamane (1967) formula was used to calculate sample size at 95% confidence level and 5% significance level to ensure that the sample size was truly reflective of the target population.

$$n = \frac{\mathrm{N}}{1 + \mathrm{N}e^2)}$$

Where:

n = Sample Size;

N = Target Population;

e = Margin of Error

For a target population of the 126 senior and middle managers of the 4 energy sector state corporations in Nairobi City County, Kenya, the sample size was determined as:

$$n = \frac{126}{1+126\,(0.05)^2)} = 96$$

Therefore, the minimum recommended sample size consisted of 96 senior and middle managers of the 4 energy sector state corporations in Nairobi City County, Kenya. Table 2 presents the sample size.

Table 2: Sample Size

Strata	**Target Population**	**Sample Size**
Kenya Power & Lighting Company	39	30
Kenya Pipeline Company Limited	34	26
Kenya Electricity Generating Company	28	21
National Oil Corporation of Kenya	25	19
Total	**126**	**96**

Source: State Corporation Advisory Committee (SCAC, 2024)

Sampling Techniques

The proportionate stratified random sampling technique was used to select a sample size of 96 senior and middle managers from a target population of 126 senior and middle managers of the 4 energy sector state corporations in Nairobi City County, Kenya. The choice of the proportionate stratified random sampling technique was justified by the heterogeneous target population (Hiebl, 2023). The proportionate stratified random sampling is a probability sampling technique in which each stratum is given equal chance to be selected randomly in to the sample (Leavy, 2022).

Data Collection Methods

Primary data was collected using a self-administered structured survey questionnaire. The data collection method was appropriate. The choice of the self-administered structured survey questionnaire was justified by its ability to collect a large amount of information in a reasonably quick span of time (Dubey & Kothari, 2022; Koetsenruijter & Wensing, 2023).

Data Collection Procedures

A cross-sectional survey-based approach was employed for the collection of primary data. The choice of the cross-sectional survey-based approach was justified by its ability to permit the fast collection of primary data from many different individuals at a single point in time. The cross-sectional survey-based approach facilitates the collection of data from many different individuals at a single point in time (Leavy, 2022). With the help of 3 research assistants, the researcher utilized the drop and pick method to hand deliver the survey questionnaire a random sample of 96 senior and middle managers of the 4 energy sector state corporations in Nairobi City County, Kenya. A continuous follow up on responses was made by the researcher and research assistants.

Pilot Study

A pilot study was conducted to test the validity and reliability of the constructed survey questionnaire. The pilot study involved a pilot trial sample size of 10 senior and middle managers of the 4 energy sector state corporations in Nairobi City County, Kenya. The pilot trial sample size represented 10% of the study's sample size. A common rule of thumb is to use a sample size of 10 to 20% of your full-scale survey sample size (Alkhamra, Al-Omari, & Hani, 2023; Bujang, Omar, Foo, & Hon, 2024). However, the participants in the pilot study were not be part of the main survey.

Data Processing and Analysis

The collected data was checked for accuracy, completeness and consistency. The data was coded, edited, and entered into the Statistical Package for Social Sciences (SPSS) version 26 to create a data sheet that was used for analysis. The descriptive statistics and inferential statistics were used for data analysis. The descriptive statistics were used to compute, summarize the data in respect to each of the study variables and describe the sample's characteristics. The Pearson's product moment correlation analysis was performed to confirm or deny the relationship between the study variables. A multiple linear analysis was performed with performance of energy sector state corporations as the dependent variable and goal clarity and role clarity as the predictor variables.

Model Specification

The multiple linear regressions model was specified as:

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$ ……………………………………….… Model 1

Where:

Y = Performance of Energy Sector State Corporations
β_0 = Constant Term
$\beta_1 - \beta_2$ = Regression coefficients to be estimated
X_1 = Goal Clarity
X_2 = Role Clarity
E = Stochastic Error Term

Hypotheses Testing

In this research, 2 null hypotheses were tested at 5% level of significance ($\alpha = 0.05$; $t = 1.960$) to statistically help draw acceptable and realistic inferences. Therefore, the decision rule was to reject the H_0i if the $P \leq 0.05$, and otherwise fail to reject the H_0i if the $P > 0.05$. Table 3 presents the hypotheses testing procedure.

Table 3: Hypotheses Testing

Hypotheses		Model	Hypotheses Testing	Decision Rule
H_01:	Goal clarity has no significant influ on performance of energy sector : corporations in Nairobi City Cou Kenya.	$Y = \beta_0 +$ | $+ \beta_2X_2 + \varepsilon$ Model 3.1	Standard Mul regression analy	H_01: $\beta_1 = 0$ H_11: $\beta_1 \neq 0$ If the $P \leq 0.05$, reject the H_01. If the $P > 0.05$, fail to reject the H_01.
H_02:	Role clarity has no significant influ on performance of energy sector : corporations in Nairobi City Cou Kenya.			H_02: $\beta_2 = 0$ H_12: $\beta_2 \neq 0$ If the $P \leq 0.05$, reject the H_02. If the $P > 0.05$, fail to reject the H_02.

FINDINGS

Response Rate

Out of the 96 survey questionnaires distributed for the main study, only 88 valid responses were obtained. Therefore, there was a valid response rate of 91.67%, which was adequate for data processing and analysis. Existent literature posits that survey response rates of 80% or higher are needed if findings are to be considered generalizable (Julio & Monzon, 2024). Table 4 presents the response rate results.

Table 4: Response Rate

Strata	Frequency	Percentage
Response	88	91.67%
Non-Response	8	8.33%
Total	**96**	**100.00%**

Correlation Results

The Pearson's product moment correlation analysis was performed to confirm or deny the relationships between the study variables. The correlation results indicated that goal clarity had a moderately strong positive and significant relationship with the performance ($r = 0.548$, $p \leq 0.05$) of energy sector state corporations in Nairobi

City County, Kenya. The results showed that role clarity had a strong positive and significant relationship with the performance ($r = 0.726$, $p \leq 0.05$) of energy sector state corporations in Nairobi City County, Kenya. Table 5 presents the correlation results.

Table 5: Correlations

Variable		X_1	X_2	Y
Goal Clarity (X_1)	Pearson Correlation	1		
	Sig. (2-tailed)			
	n	88		
Role Clarity (X_2)	Pearson Correlation	.470**	1	
	Sig. (2-tailed)	.000		
	n	88	88	
Performance of Energy Sector State Corporations (Y)	Pearson Correlation	.548**	.726*	1
	Sig. (2-tailed)	.000	.000	
	n	88	88	88

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

Multiple Regression Results

A standard multiple linear analysis was performed with firm performance as the dependent variable and goal clarity and role clarity as the predictor variables.

Model Summary

From the model summary in table, it is clear that the value of coefficient of correlation (R) was 0.763, suggesting that there was a strong positive correlation between the strategic clarity and the performance of energy sector state corporations in Nairobi City County, Kenya. The value of coefficient of determination (R^2) was 0.582, suggesting that the overall model as a whole (the model involving constant, goal clarity and role clarity) was able to significantly predict and explain approximately 58.2% of the variance in the performance of energy sector state corporations in Nairobi City County, Kenya. The value of the adjusted R^2 was 0.572, suggesting that the overall model as a whole (the model involving constant, goal clarity and role clarity) significantly predicted and explained 57.2% of the variance in the performance of energy sector state corporations in Nairobi City County, Kenya.

The value of the std. error of the estimate was 0.231, suggesting that there could be other factors not included in the model in the current study that could predict and explain the remaining 42.8% of the variance in the performance of energy sector state corporations in Nairobi City County, Kenya. Therefore, there is in need for future research to discover the other strategic clarity not included in the model in the current study that also predict the remaining variance in the performance of energy sector state corporations in Nairobi City County, Kenya. The value of the Durbin-Watson test was 2.087, falling within the optimum range of 1.5 to 2.5, suggesting that there was no severe autocorrelation detected in the in the residual values in the datasets. Generally, Durbin-Watson statistics falling within the optimum range of 1.5 to 2.5 indicates that there is no severe autocorrelation detected in the in the residual values in the datasets (Hair *et al.*, 2021). Table 6 presents the model summary results.

Table 6: Model Summary[b]

Model	R	R Squai	Adjusted R Squar	Std. Error of the Estim	Durbin-Watson
1	.763	.582	.572	.231	2.087

a. Predictors: (Constant), Role Clarity (X_2), Goal Clarity (X_1)
b. Dependent Variable: Performance of Energy Sector State Corporations (Y)

Analysis of Variance

From the ANOVA table, the overall model as a whole (the model involving constant, goal clarity and role clarity), achieved a high degree of fit, as reflected by $R^2 = 0.582$, adj. $R^2 = 0.572$, $F (2, 85) = 59.218$, $p \leq 0.05$. The null hypothesis was that the linear combination of predictor variables (goal clarity and role clarity) was not able to significantly predict the performance of energy sector state corporations in Nairobi City County, Kenya. However, the alternative hypothesis was that the linear combination of predictor variables (goal clarity and role clarity) was able to significantly predict the performance of energy sector state corporations in Nairobi City County, Kenya. The standard multiple linear regression results showed that the linear combination of predictor variables (goal clarity and role clarity) significantly predicted the performance of energy sector state corporations in Nairobi City County, Kenya. The null hypothesis was rejected in favor of the alternative hypothesis. Therefore, the decision was that the linear combination of predictor variables (goal clarity and role clarity) significantly predict the performance of energy sector state corporations in Nairobi City County, Kenya. Table 7 presents the ANOVA results.

Table 7: NOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.309	2	3.155	59.218	.000[b]
	Residual	4.528	85	.053		
	Total	**10.838**	**87**			

a. Dependent Variable: Performance of Energy Sector State Corporations (Y)

b. Predictors: (Constant), Role Clarity (X_2), Goal Clarity (X_1)

Multiple Regression Coefficients

From the coefficients table, when the unstandardized regression coefficients (B) were substituted to the multiple regression model specified for the study, the final predictive equation was:

$Y = 2.027 + 0.149X_1 + 0.340X_2$

The final predictive equation suggested that holding all factors in to account constant (goal clarity and role clarity), constant at zero, the performance of energy sector state corporations would be 1.841 in Nairobi City County, Kenya. The final predictive equation suggested that with all other factors held constant, a unit increase in goal clarity would lead to 0.149 unit increase in the performance of energy sector state corporations in Nairobi City County, Kenya. Additionally, the final predictive equation suggested that with all other factors held constant, a unit increase in role clarity would lead to 0.340 unit increase in the performance of energy sector state corporations in Nairobi City County, Kenya. Based on the magnitude of the unstandardized regression coefficients (B) of the independent variables, goal clarity was the best predictor of the variance in the performance of energy sector state corporations in Nairobi City County, Kenya.

The multiple regression results indicated that goal clarity had a positive and significant influence on the performance of energy sector state corporations in Nairobi City County, Kenya ($\beta_1 = 0.265$; $t = 3.330$; $p \leq 0.05$) in Nairobi County, Kenya. The regression results indicated that role clarity had a positive and significant influence on the performance of energy sector state corporations in Nairobi City County, Kenya ($\beta_2 = 0.602$; $t = 7.576$; $p \leq 0.05$) in Nairobi County, Kenya. Table 8 presents the multiple regressions coefficients results.

Table 8: Regression Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	2.027	.175		11.559	.000		
Goal Clarity (X_1)	.149	.045	.265	3.330	.001	.763	1.310
Role Clarity (X_2)	.340	.045	.602	7.576	.000	.715	1.398

a. Dependent Variable: Performance of energy sector state corporations (Y)

Hypotheses Test Results

In this research, two null hypotheses were tested. The $H_0 1$ and $H_0 2$ were tested at 5% level of significance, $\alpha = 0.05$, $t = 1.960$, and 95% confidence level to statistically help draw acceptable and realistic inferences. Therefore, the decision rule was to reject the $H_0 i$ if the $P \leq 0.05$, and otherwise fail to reject the $H_0 i$ if the $P > 0.05$.

Hypothesis One Test Results

The $H_0 1$ predicted that goal clarity has no significant influence on performance of energy sector state corporations in Nairobi City County, Kenya. The decision rule was to reject the $H_0 1$ if the $\beta_1 \neq 0$, $t \geq 1.960$, $P \leq 0.05$, and otherwise fail to reject the $H_0 1$ if the $\beta_1 = 0$, $t < 1.960$, $P > 0.05$. The regression results indicated that goal clarity had a positive and significant influence on the performance of energy sector state corporations ($\beta_1 = 0.495$; $t = 6.452$; $p \leq 0.05$) in Nairobi County, Kenya. Therefore, the decision was to reject the $H_0 1$, and then conclude that goal clarity has a significant influence on performance of energy sector state corporations in Nairobi City County, Kenya.

Hypothesis Two Test Results

The $H_0 2$ predicted that role clarity has no significant influence on performance of energy sector state corporations in Nairobi City County, Kenya. The decision rule was to reject the $H_0 2$ if the $\beta_2 \neq 0$, $t \geq 1.960$, $P \leq 0.05$, and otherwise fail to reject the $H_0 2$ if the $\beta_2 = 0$, $t < 1.96$ $\beta_1 = .265$; $t = 3.330$; $p \leq 0.050$, $P > 0.05$. The regression results indicated that role clarity had a positive and significant influence on the performance of energy sector state corporations ($\beta_2 = 0.602$; $t = 7.576$; $p \leq 0.05$) in Nairobi County, Kenya. Therefore, the decision was to reject the $H_0 2$, and then conclude that role clarity has a significant influence on performance of energy sector state corporations in Nairobi City County, Kenya. Table 9 presents the hypotheses test results.

Table 9: Hypotheses Test Results

Hypothesis	β	t	Sig.	Decision
$H_0 1$: Goal clarity has no significant influence on performance of energy sector state corporations in Nairobi City County, Kenya.	.265	3.33	.000	Reject the $H_0 1$
$H_0 2$: Role clarity has no significant influence on performance of energy sector state corporations in Nairobi City County, Kenya.	.602	7.57	.000	Reject the $H_0 2$

Discussions

The purpose of this quantitative correlational research was to examine the influence of strategic clarity on the performance of energy sector state corporations in Nairobi City County, Kenya. Specifically, the research sought to examine the influence of goal clarity and role clarity on the performance of energy sector state corporations in Nairobi City County, Kenya. The Pearson's product moment correlation analysis was performed to confirm or deny the relationship between the study variables. The correlation results indicated that the strategic clarity had a positive and significant relationship with performance of energy sector state corporations in Nairobi City County, Kenya. A standard multiple linear analysis was performed with performance of energy sector state corporations in Nairobi City County, Kenya as the dependent variable and goal clarity and role clarity as the predictor variables. The regression results showed that the strategic clarity had a positive and significant influence on the performance of energy sector state corporations in Nairobi City County, Kenya. The findings were consistent with the results of past studies (Asamani *et al.*, 2025; Aparna & Sahney, 2022; Gitau & Makokha, 2025; Hasibuan *et al.*, 2025; Li *et al.*, 2025).

The first specific objective was to determine the influence of goal clarity on the performance of energy sector state corporations in Nairobi City County, Kenya. The $H_0 1$ predicted that goal clarity has no significant influence on performance of energy sector state corporations in Nairobi City County, Kenya. The Pearson's correlation results indicated that goal clarity had a moderately strong positive and significant relationship with the performance of energy sector state corporations in Nairobi City County, Kenya. The regression results showed that goal clarity had a positive and significant influence on performance of energy sector state corporations in Nairobi City County, Kenya. Therefore, the decision was to reject the $H_0$1, and then conclude that goal clarity has a significant influence on performance of energy sector state corporations in Nairobi City County, Kenya. The findings were consistent with the results of past studies (Gitau & Makokha, 2025; Li *et al.*, 2025).

The second specific objective was to assess the influence of role clarity on performance of energy sector state corporations in Nairobi City County, Kenya. The $H_0$2 predicted that role clarity has no significant influence on performance of energy sector state corporations in Nairobi City County, Kenya. The Pearson's correlation results indicated that role clarity had a strong positive and significant relationship with performance of energy sector state corporations in Nairobi City County, Kenya. The regression results showed that role clarity had a positive and significant influence on performance of energy sector state corporations in Nairobi City County, Kenya. Therefore, the decision was to reject the $H_0$2, and then conclude that role clarity has a significant influence on performance of energy sector state corporations in Nairobi City County, Kenya. The findings were consistent with the results of prior studies (Asamani *et al.*, 2025; Aparna & Sahney, 2022; Hasibuan *et al.*, 2025).

CONCLUSIONS AND RECOMMENDATIONS

The purpose of this quantitative correlational research was to examine the influence of strategic clarity on performance of energy sector state corporations in Nairobi City County, Kenya. The Pearson's product moment correlation analysis was performed to confirm or deny the relationship between the study variables. The correlation results indicated that the strategic clarity had positive and significant relationship with performance of energy sector state corporations in Nairobi City County, Kenya. A standard multiple linear analysis was performed with performance of energy sector state corporations in Nairobi City County, Kenya as the dependent variable and goal clarity and role clarity as the predictor variables. The regression results showed that the strategic clarity had positive and significant influence on the performance of energy sector state corporations in Nairobi City County, Kenya.

The first specific objective was to determine the influence of goal clarity on the performance of energy sector state corporations in Nairobi City County, Kenya. The $H_0$1 predicted that goal clarity has no significant influence on performance of energy sector state corporations in Nairobi City County, Kenya. The correlation results indicated that goal clarity had a moderately strong positive and significant relationship with the performance of energy sector state corporations in Nairobi City County, Kenya. The regression results showed that goal clarity had a positive and significant influence on performance of energy sector state corporations in Nairobi City County, Kenya. Therefore, the decision was to reject the $H_0$1, and then conclude that goal clarity has a significant influence on performance of energy sector state corporations in Nairobi City County, Kenya.

The second specific objective was to assess the influence of role clarity on performance of energy sector state corporations in Nairobi City County, Kenya. The $H_0$2 predicted that role clarity has no significant influence on performance of energy sector state corporations in Nairobi City County, Kenya. The correlation results indicated that role clarity had a strong positive and significant relationship with performance of energy sector state corporations in Nairobi City County, Kenya. The regression results showed that role clarity had a positive and significant influence on performance of energy sector state corporations in Nairobi City County, Kenya. Therefore, the decision was to reject the $H_0$2, and then conclude that role clarity has a significant influence on performance of energy sector state corporations in Nairobi City County, Kenya.

The purpose of this quantitative correlational research was to examine the influence of strategic clarity on performance of energy sector state corporations in Nairobi City County, Kenya. The Pearson's product moment correlation analysis was performed to confirm or deny the relationship between the study variables. The

correlation results indicated that the strategic clarity had positive and significant relationship with performance of energy sector state corporations in Nairobi City County, Kenya. A standard multiple linear analysis was performed with performance of energy sector state corporations in Nairobi City County, Kenya as the dependent variable and goal clarity and role clarity as the predictor variables. The regression results showed that the strategic clarity had positive and significant influence on the performance of energy sector state corporations in Nairobi City County, Kenya. Therefore, the conclusion was that strategic clarity significantly influence the performance of energy sector state corporations in Nairobi City County, Kenya.

The first specific objective was to determine the influence of goal clarity on the performance of energy sector state corporations in Nairobi City County, Kenya. The $H_0$1 predicted that goal clarity has no significant influence on performance of energy sector state corporations in Nairobi City County, Kenya. The Pearson's correlation results indicated that goal clarity had a moderately strong positive and significant relationship with the performance of energy sector state corporations in Nairobi City County, Kenya. The regression results showed that goal clarity had a positive and significant influence on performance of energy sector state corporations in Nairobi City County, Kenya. The $H_0$1 was rejected, providing the empirical support for $H_1$1. Therefore, the first conclusion was that goal clarity has a significant influence on performance of energy sector state corporations in Nairobi City County, Kenya.

The second specific objective was to assess the influence of role clarity on performance of energy sector state corporations in Nairobi City County, Kenya. The $H_0$2 predicted that role clarity has no significant influence on performance of energy sector state corporations in Nairobi City County, Kenya. The Pearson's correlation results indicated that role clarity had a strong positive and significant relationship with performance of energy sector state corporations in Nairobi City County, Kenya. The regression results showed that role clarity had a positive and significant influence on performance of energy sector state corporations in Nairobi City County, Kenya. The $H_0$2 was rejected, providing the empirical support for $H_1$2. Therefore, the second conclusion was that role clarity has a significant influence on performance of energy sector state corporations in Nairobi City County, Kenya.

The study provides interesting managerial recommendations. The study recommends that managers and practitioners should consider a holistic reassessment and implementation of strategic clarity to foster the performance of energy sector state corporations. First, the study recommends that the managers and practitioners should consider a holistic reassessment and implementation of goal clarity to foster the performance of energy sector state corporations. Second, the study recommends that the managers and practitioners should consider a holistic reassessment and implementation of role clarity to foster the performance of energy sector state corporations.

The study provides intriguing policy recommendations. The study recommends that the policy makers within the energy sector should initiate policy review to motivate the managers and practitioners to consider a holistic reassessment and implementation of strategic clarity to foster the performance of energy sector state corporations. First, the study recommends that the policy makers should initiate policy review to motivate the managers and practitioners to consider a holistic reassessment and implementation of goal clarity to foster the performance of energy sector state corporations. Second, the study recommends that the policy makers should initiate policy review to motivate the managers and practitioners to consider a holistic reassessment and implementation of role clarity to foster the performance of energy sector state corporations.

Limitations and Future Research

The research suggests interesting areas for further research. First, future research should examine the influence of strategic clarity on firm performance in other regions, sectors or contexts. Second, future research should examine the moderating influence of environmental turbulence on the relationship between strategic clarity and firm performance in other sectors, regions or contexts.

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