INTEGRATIVE LEADERSHIP STYLE, STRATEGY IMPLEMENTATION, GOVERNMENT REGULATION, AND ORGANISATIONAL PERFORMANCE OF COMMERCIAL STATE CORPORATIONS IN KENYA

MUNGATANA DANSON BUYA

A THESIS SUBMITTED TO THE SCHOOL OF MANAGEMENT AND LEADERSHIP IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF DOCTOR OF PHILOSOPHY IN MANAGEMENT AND LEADERSHIP OF THE MANAGEMENT UNIVERSITY OF AFRICA

OCTOBER 2025

DECLARATION

Declaration by the Candidate

I declare that this thesis is my original work and has not previously in its entirety or in part been presented for a degree or other academic work.

Signature: ……………………………………. Date: ……………………………………

Mungatana Danson Buya

DML/9/000087/3/18

Declaration by the Supervisors

This thesis has been submitted for examination with our approval as university supervisors.

Signature: ……………………………………. Date: ……………………………………

Prof. Emmanuel Awuor, PhD.

School of Management and Leadership,

Management University of Africa.

Signature: ……………………………………. Date: ……………………………………

Dr. Ole Mapelu, PhD.

School of Management and Leadership,

Management University of Africa

DEDICATION

This thesis is dedicated to my beloved family, cherished friends, and valued colleagues, whose unwavering support profoundly shaped my academic journey. I offer special gratitude to my wife, Mwanaisha Chidzuga, and our children—Elsie, Hafsa, Warren, Gabby, Ammarah, Aryanna, and Amal—whose steadfast encouragement and patience sustained me throughout this endeavor. May God's blessings be with you all.

ACKNOWLEDGEMENT

All glory and honor be to Almighty God. I wish to express my profound gratitude to my supervisors, Prof. Emmanuel Awuor and Dr. Ole Mapelu, for their exceptional guidance and constructive feedback throughout this research. I am deeply thankful to the Management University of Africa community for their unwavering academic support and intellectual environment. My sincere appreciation also goes to the management of the commercial State corporations for granting me access to conduct this research within their institutions. I extend special recognition to Ms. Dorothy Jeruto Lagat for her consistent reminders and encouragement, which were crucial in maintaining my focus to complete this thesis.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ABBREVIATIONS AND ACRONYMS

ANOVA	Analysis of Variance
CA	Competitive advantages
FRLM	Full Range Leadership Model
FY	Fiscal Year
GoK	Government of Kenya
GR	Government Regulations
IL	Integrative Leadership Style
KRA	Kenya Revenue Authority
NACOSTI	National Commission for Science, Technology, and Innovation's
OECD	The Organisation for Economic Co-operation and Development
OLS	Ordinary Least squares
PFM	Public Finance Management
PLS-SEM	Partial Least Squares Structural Equation Modelling
PPP	Public Private Partnership
PSCK	Public Service Commission of Kenya
RBV	Resource-Based View
SCAC	State Corporations Advisory Committee
SCA	Sustainable Competitive Advantage
SCs	State Corporations
SEM	Structural Equation Modelling
SI	Strategy Implementation
SPSS	Statistical Package for the Social Sciences
TMT	Top Management Team
VIF	Variance Inflation Factor

OPERATIONAL DEFINITION OF TERMS

Government Regulations he legal system, which consists of the government's binding laws, rules, and guidelines that all businesses and people must abide by. The usual method used to enforce these rules is to penalise offenders with fines and other sanctions.

Integrative Leadership Style It is a multifaceted approach that emphasizes the importance of combining various leadership styles and practices to effectively address complex challenges within organizations. The study will operationalize integrative leadership style using three constructs namely transformational, transactional, and laissez-faire leader styles.

Organisational Performance the extent to which an organisation effectively leverages its resources to achieve profitability, operate efficiently, satisfy customers, and foster continuous learning and growth

Strategy Implementation Internal business operations that are intended to achieve strategic goals and objectives linked to the organisation's strategy plan's delivery.

ABSTRACT

State businesses are essential to Kenya's Vision 2030 which seeks industrialisation and enhanced quality of life. Recent statistics from the Kenya National Treasury reveal subpar performance, characterised by substantial cumulative losses in the 2021/2022 financial year. This research aimed to examine the relationship between integrative leadership style, strategy implementation, government restrictions, and organisational performance within these corporations. The goals included evaluating direct linkages, investigating the mediating impacts of strategy implementation, identifying the moderating effects of government regulations, and analysing the cumulative moderated mediation effect. Utilising the Full Range Leadership Model and additional theories, the research implemented a cross-sectional survey design, gathering data from top management teams of all 52 commercial state corporations in Kenya via purposive sampling, while adhering rigorously to ethical standards during data analysis. The quantitative data was analysed using SPSS version 28. The study results revealed that The Pearson correlation coefficient between integrative leadership style and organisational performance was R = 0.730, with a significance level (p-value) of 0.000. The R Square value was 0.533, indicating that about 53.3% of the variation in organisational performance is attributable to the integrative leadership style. Strategy implementation was identified as a partial mediator in the relationship between integrative leadership style and organisation performance, suggesting that integrative leadership style affects performance both directly and indirectly via successful strategy implementation. The regression analysis showed a strong relationship (R = 0.748), with 55.9% of organisational performance explained by integrative leadership and government regulations. The study confirmed a significant moderated mediation effect, demonstrating that the impact of integrative leadership on organizational performance, as mediated by strategy implementation, is further influenced by the level of government regulations in commercial state corporations in Kenya. The study recommends that commercial state corporations strategically enhance their strategy implementation processes and ensure compliance with government regulations to improve performance. Key actions include refining resource allocation, clearly communicating strategic goals, and fostering an organizational culture that supports effective implementation. Additionally, it emphasizes the importance of aligning internal ethical guidelines with external regulatory standards to create a cohesive framework that promotes both compliance and performance enhancement. By fostering a culture of compliance and ethical conduct in line with legal requirements, leaders can amplify the positive impact of their practices. Proactive engagement with regulatory bodies helps leaders stay informed about policy changes and integrates them into strategic decision-making. This responsiveness not only improves performance but also strengthens accountability and legitimacy. Ultimately, aligning leadership approaches with government regulations enables sustained success and better navigation of complex operational landscapes.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presents an overview of the background of the study, statement of problem, and objectives of the study, study scope, significance, and limitations of the study, its delimitations, and chapter summary.

1.1 Background of the Study

Well-governed institutions often attain enhanced performance, and the tenets of sound governance are essential for efficient service delivery in all organisations. The importance of governance principles has become more prominent in development discourse, especially after the Asian financial crisis and the lacklustre performance of the business sector in Africa. Empirical research has shown a definitive link between governance principles and institutional success. Bonner (2010) asserts that well-governed public entities have superior performance levels.

The efficacy of state companies in North America is influenced by historical antecedents, economic goals, and current issues. Although they are vital in delivering basic services and advancing national interests, their efficacy may be affected by management practices, legal frameworks, and the overarching economic context (Smith & Johnson, 2023). State corporations in North America are fundamentally anchored in economic nationalism, which emphasises governmental involvement in the economy to retain control over critical areas. This action is often essential to guarantee the provision of important services to the public, especially in sectors considered crucial for national interests, such as transport and utilities (Peters, 2022). The federal government has traditionally nationalised essential industries, like as railroads, to ensure these services remain accessible and dependable for all residents (Smith & Johnson, 2023). This historical context highlights the crucial function of state companies in remedying market failures, as private entities may insufficiently fulfil public requirements (Anderson, 2021).

State corporations in North America are fundamentally anchored in economic nationalism, which emphasises governmental involvement in the economy to retain control over critical areas.

This action is often essential to guarantee the provision of important services to the public, especially in sectors considered crucial for national interests, such as transport and utilities (Peters, 2022). The federal government has traditionally nationalised essential industries, like as railroads, to ensure these services remain accessible and dependable for all residents (Smith & Johnson, 2023). This historical context highlights the crucial function of state companies in remedying market failures, as private entities may insufficiently fulfil public requirements (Anderson, 2021).

To a greater extent, there has been an increased focus in recent years on accountability and performance evaluation for commercial state corporations. With increasing public scrutiny, these corporations encounter heightened need to exhibit their value and operational effectiveness (Johnson & Lee, 2023). The rise of corporatocracy, characterised by substantial corporate influence on government policy, raises worries over the possible prioritisation of private profit above public interests (Martinez, 2022). This changing dynamic complicates the performance environment for state corporations, as they must manage public expectations while still facing competitive market pressures (Nguyen & Patel, 2023). The efficacy of state companies in North America depends on their capacity to adapt to these obstacles while achieving their primary objective of serving the public benefit (Thompson, 2021).

The efficacy of state businesses in Africa is a complex topic shaped by several variables, including governance, economic circumstances, and the regulatory framework. State-owned businesses (SOEs) are pivotal in several African economies, often functioning in areas considered vital for national growth, including energy, transportation, and telecommunications. Nonetheless, their efficacy might vary markedly across various nations and sectors. A significant difficulty for commercial state corporations in Africa is corporate governance. Substandard governance procedures may result in inefficiency, corruption, and mismanagement, eventually impeding the success of these organisations (Kaunda, 2021). Studies demonstrate that the governance frameworks of state-owned enterprises, including ownership types and board composition, substantially influence their operational efficacy (Mokhawa & Monyane, 2022). In several instances, insufficient monitoring and absence of accountability have caused state businesses to fall short of their goals, resulting in financial losses and a decline of public confidence (Mokhawa, 2023).

The regulatory environment significantly influences the performance of state businesses. In many African nations, regulatory frameworks are either inadequately designed or inconsistently implemented, resulting in an environment where state corporations function without enough competitive pressure (Osei & Asiedu, 2023). The absence of competition may result in complacency and inefficiency, since these corporations would not see a need to innovate or enhance their services (Karanja, 2022). Notwithstanding these limitations, there are cases in which commercial state corporations have effectively contributed to economic growth. Certain state-owned enterprises have played a pivotal role in infrastructure development, delivering vital services that underpin extensive economic activity (Ndlovu & Moyo, 2021). In nations where commercial state corporations have undergone restructuring and are managed with an emphasis on performance indicators, significant improvements in service delivery and financial results have been seen (Chikoko, 2022).

The rise of corporatocracy, characterised by significant corporate influence on government policy, complicates the environment for state businesses. This dynamic may result in the prioritisation of private profit above public welfare, creating questions over the efficacy of state businesses in achieving their fundamental objective of serving the public interest (Moyo & Ndlovu, 2023). As these corporations contend with public scrutiny and market competitiveness, they must reconcile operational efficiency with their social duties (Adesina, 2022). The impact of corporatocracy may be seen by lobbying for advantageous rules and policies that primarily benefit corporate businesses to the detriment of public welfare (Osei & Asiedu, 2023). This situation presents considerable difficulties for state businesses, which may get ensnared between public expectations and the objectives of influential corporate stakeholders (Mutasa, 2022). Confronting these difficulties requires a comprehensive framework that prioritises accountability and openness, enabling state businesses to function efficiently while fulfilling their public service obligations.

The efficacy of state businesses in Kenya is influenced by several variables, including governance, organisational structure, employee involvement, and the legal framework. State-owned businesses (SOEs) in Kenya are essential in areas including energy, transportation, and telecommunications, considerably contributing to the nation's economic advancement. Nonetheless, their efficacy fluctuates significantly, as some corporations excel while others struggle with inefficiencies and financial instability. Governance is a crucial factor influencing the performance of commercial state corporations in Kenya. Numerous state-owned enterprises have issues pertaining to corruption, insufficient transparency, and inadequate monitoring, resulting in mismanagement and inefficiency (Mokhawa & Monyane, 2022). Robust governance frameworks are crucial for guaranteeing accountability and promoting a culture of integrity inside these organisations. Robust governance enhances the operational efficiency of state businesses, enabling them to achieve their goals and favourably impact the economy (Karanja, 2022). The organisational structure of state businesses profoundly influences their operational efficiency. A well defined structure may promote effective communication, optimise decision-making processes, and improve overall efficiency. In contrast, inadequately organised entities may encounter bureaucratic impediments and disarray, which might obstruct their capacity to address market needs and foster innovation (Ndlovu & Moyo, 2021). State corporations that use contemporary management principles and connect their structures with strategic objectives often outperform those that retain antiquated hierarchies.

Employee engagement is a vital determinant affecting the functioning of commercial state corporations in Kenya. Employees that are engaged tend to exhibit higher levels of productivity, commitment, and motivation towards the organization's success (Kwarteng, *et al.*, 2024). Many state corporations, however, contend with diminished employee morale due to issues like inadequate remuneration, limited career progression prospects, and insufficient acknowledgement of employee efforts (Adesina, 2022). By cultivating a culture of engagement and investing in employee development, state companies may improve their performance and service delivery. The regulatory framework governing state businesses significantly influences their performance. In Kenya, regulatory frameworks may be inconsistent or inadequately established, resulting in issues related to compliance and operational efficiency (Osei & Asiedu, 2023). An effective regulatory framework is crucial for fostering equitable competition, safeguarding consumer rights, and ensuring that state-owned enterprises comply with optimal standards. Clear and regularly implemented laws enable commercial state corporations to prosper and enhance economic progress. Notwithstanding the problems, state corporations in Kenya have substantially contributed to the economy, especially in the energy, transportation, and telecommunications sectors. State-Owned Enterprises (SOEs) have played a pivotal role in the development of essential infrastructure, hence facilitating extensive economic activity and improving inhabitants' quality of life (Chikoko, 2022).

Since achieving independence, the Government of Kenya (GoK) has acknowledged the crucial function of State Corporations in promoting development to expedite economic and social advancement, mitigate regional economic inequalities, and augment the involvement of Kenyan citizens in the economy (GoK, 1965). This acknowledgement initiated governmental expenditures in critical industries, including industry and agriculture. According to Kenya's Vision 2030, State Corporations are essential to the nation's socio-economic development strategy, aiming to utilise these entities to convert Kenya into a "newly industrialising, middle-income country that ensures a high quality of life for all citizens by 2030, within a clean and secure environment. When state companies use performance metrics and accountability measures, significant improvements in service delivery and financial results are seen. The functioning of state businesses in Kenya is influenced by a complex interaction of governance, organisational structure, employee engagement, and the legal framework. Despite ongoing obstacles, chances for improvement exist via targeted changes and a dedication to improving accountability and openness. By resolving these difficulties, state companies may more effectively accomplish their purpose of serving the public interest and promoting national development.

Leadership entails inspiring others to accomplish organisational goals and execute revolutionary policies (Morgan, 2020). Leadership is often identified as the most deficient element in policy integration studies, which typically attribute policy failure to this shortcoming, hence necessitating an integrative leadership style approach (Crosby & Bryson, 2018; Backhaus & Vogel, 2022). Integrative leadership denotes a dynamic methodology that amalgamates leadership qualities with strategic decision-making to create a successful organisation and achieve intended objectives (Zhang, Sun, Liu, Zhou & Zhang, 2018). Integrative leadership is characterised as the antithesis of both solipsistic and autocratic leadership, viewed as a process conducted by autonomous, self-regulating individuals with a consistent, singular identity who regard themselves as the focal point of the social universe (Crosby & Bryson, 2018). The leadership process entails converting strategic plans into concrete actions and outcomes, encompassing the implementation of strategies, development of policies, and establishment of programs, budgets, and operational procedures (Taws, Patrick, & Vera, 2019; Samimi, Cortes, Anderson & Herrmann, 2022). Integrative leadership encompasses Laissez-faire, transactional, and transformational leadership styles.

Extensive worldwide research has been performed to study the association between integrative leadership style and individual performance, aiming for a greater understanding of this phenomenon (Sandoval, 2024). For example, a research by Zhang, Sun, Tian, and Zhou (2021) in China shown a statistically significant impact of integrative leadership style on performance. Baharuddin, Amiruddin, and Idkhan (2023) conducted a study in Indonesia and found a correlation between integrated leadership and teacher satisfaction levels. In Poland, Sobiecki (2018) demonstrated that performance improved when an integrated leadership style was used.

Defalla, Mahmod, and Choong (2022) identified a favourable correlation between transformative leadership and performance in Saudi Arabia. In Nigeria, Akpotor (2018) identified a favourable correlation between industrial organisational performance and the integrative leadership style. Khaleji (2019) performed a research in Kenya that revealed a statistically significant correlation between strategic leadership and strategy implementation. The research by Wakhisi (2021) revealed a substantial positive correlation between strategic leadership and the organisational performance of state-owned sugar producing companies in western Kenya. Nyaberi (2020) identified a statistically significant correlation between leadership style and the performance of state businesses. Dahir, Kathula, and Machoka (2023) identified a substantial correlation between integrative leadership style and performance. Bonnyventure, Cheluget, and Ngala (2022) similarly demonstrated a favourable association between integrative leadership style and organisational performance.

Furthermore, research has correlated strategy implementation with leadership and performance (Samimi et al., 2022). The influence of leadership on the strategic management process is evident and impacts the organization's vision and purpose (Tawse et al., 2019). Mubarak and Yusoff (2019) contend that leadership competencies, including fostering cooperation, enhancing motivation, and instituting controls and coordination, are essential for successful strategy implementation. Furthermore, Lei, Gui, and Le (2021) emphasise the importance of leadership in cultivating widespread knowledge and adherence by articulating, conveying, and embodying the organization's values and corporate culture. Lee and Welliver (2018) identified a correlation between leadership tactics and organisational performance. This research is essential due to the paucity of data supporting the interaction of factors in the present investigation.

1.1.1 Integrative Leadership Style

The integrated leadership style is a refined approach that amalgamates diverse leadership qualities and strategic decision-making procedures to enhance organisational performance. This dynamic capability is crucial for developing organisations that can adjust to changing surroundings and attain their desired objectives (Zhang et al., 2018). The roots of integrative leadership style may be linked to previous contributions by Yukl (1971) and Winter (1979), but it acquired prominence in the 1980s with Bass's full-range leadership model (Mango, 2018). This concept emphasised the need of adjusting leadership styles to address the requirements of followers and the challenges of the environment. The full-range leadership model provides a framework for comprehending the integration of many leadership styles to attain optimum outcomes (Tungol, 2024). The emergence of integrative leadership style ideas originates from the examination of public sector leadership, as observed by Crosby and Bryson (2018). Academics in this discipline acknowledged the need for leadership frameworks capable of tackling the intricacies of public administration, whereby cooperation and stakeholder involvement are essential. Integrative leadership underscores the need of using varied viewpoints and competencies from both internal and external stakeholders. This collaborative methodology not only improves decision-making but also cultivates a feeling of ownership and dedication among team members. Integrated leadership is defined by its flexibility and adaptability. Leaders using this style are not limited to one method; rather, they use a varied repertoire of leadership tactics. This enables them to address the distinct issues and opportunities that emerge inside their organisations efficiently. Integrated leaders may cultivate a more comprehensive and adaptive corporate culture by amalgamating many leadership traits, including transformational, transactional, and servant leadership (Crosby and Bryson, 2018).

The integrated leadership style framework perceives leadership as a holistic strategy that begins with laws and includes all management duties that facilitate the attainment of organisational objectives (Morgan, 2020). The integrative leadership style model and framework amalgamates situational and moderating factors with leadership behaviours, competencies, attributes, and styles to elucidate the effectiveness of leadership (Crosby & Bryson, 2018). This study operationalises integrative leadership style through three distinct constructs transformational, transactional, and laissez-faire leadership styles, providing a thorough foundation for comprehending how different leadership philosophies may be integrated within an organisational context. Each construct signifies a distinct array of behaviours, motives, and interactions between leaders and followers, allowing academics and practitioners to evaluate the efficacy of leadership in attaining organisational objectives (Wilson, 2020).

Transformational leadership is defined by leaders' capacity to inspire and encourage followers to choose organisational or collective objectives above personal interests. This leadership approach emphasises charm, cognitive engagement, and personalised attention. Transformational leaders promote creativity, cultivate a feeling of purpose, and create an atmosphere in which people feel esteemed and involved. Recent research indicate that transformative leadership favourably influences employee happiness and organisational engagement, thereby improving overall performance (Zahra et al., 2022). This research aims to examine how transformational leaders facilitate change, improve team performance, and foster a culture of cooperation and commitment inside their organisations by operationalising this concept.

The transactional leadership style relies on a system of incentives and penalties to regulate follower behaviour. Transactional leaders define explicit goals and performance criteria, offering incentives for compliance and corrective measures for noncompliance. This methodology prioritises organisation, regularity, and objective achievement, making it especially successful in settings that demand consistency and efficiency. Studies suggest that whereas transactional leadership might provide prompt outcomes, it may not cultivate sustained involvement or creativity (Williams & Anderson, 2023). Incorporating this construct allows the research to investigate the role of transactional leadership in enhancing operational performance, especially in attaining short-term objectives and ensuring organisational stability (Hafinaz, & Kumar, 2025).

Laissez-faire leadership embodies a non-interventionist strategy whereby leaders provide little direction and let subordinates to make autonomous judgements. This leadership style may foster significant autonomy and creativity among team members; yet, it may also produce uncertainty and a lack of direction if well handled. Recent research indicates that laissez-faire leadership may empower workers, although it is best successful in highly trained teams with self-motivated individuals (Johnson & Lee, 2023). This research aims to explore the effectiveness of integrating laissez-faire leadership within an integrative leadership style framework, examining its influence on team dynamics and overall organisational performance.

1.1.2 Strategy Implementation

Strategy implementation includes all programs and actions required to execute a strategy for attaining organisational objectives (Ferlie & Ongaro, 2022). Noble (1999) attacks several current definitions for their failure to account for the dynamic character of strategy implementation, especially in relation to an ever-changing environment. Noble's definition highlights essential features like cascading, internalising, ownership, and the execution of strategic plans as core components of the implementation process. Baini and Mwasiaji (2018) further endorse this viewpoint by emphasising that the effective results of strategic planning rely on a dynamic and systematic process of institutionalising and operationalising the strategy. Furthermore, the execution of strategy is essential for a corporation to achieve its strategic objectives, mission, and vision as intended (Mubarak & Yusoff, 2019).

Bourne, Melnyk, and Bititci (2018) underscore the need of developing indicator systems for organisations to accurately assess their performance. To improve organisational performance, it is crucial that the strategy matches with the measuring indicators, as emphasised by Habtoor and

Hassan (2018). Critical factors that facilitate effective strategy implementation are the organisational structure, culture, policies, financial resources, and the explicit delineation of authority and accountability. Studies demonstrate a substantial correlation between strategy implementation and performance results in both commercial and nonprofit organisations, as seen by Baini and Mwasiaji (2018) and Walter and Vincent (2018). This association highlights the need for organisations to formulate strong plans and to guarantee that their execution procedures are adequately supported by appropriate structural and cultural frameworks. This research employs Resource Allocation, Organisational Culture, Leadership Support, and Communication Processes as components for strategy implementation.

1.1.3 Government Regulations

Government regulation denotes the binding rules, policies, and regulations instituted by the legal framework that organisations and people must comply with (Ali & Osmanaj, 2020). The Kenya-owned State Corporations (SCs) are founded under the State Corporations Act Cap 466 and are either government-owned or administered by Boards or Councils. They assume many tasks, including commercial, non-commercial, supervision, and regulatory functions. The implementation of this Act was crucial in establishing a legislative and regulatory framework for the monitoring of SCs. In the current dynamic landscape, governmental laws provide economic obstacles for several enterprises worldwide (Davis, 2022). Organisations often argue that these restrictions impede performance and production by limiting transparency and efficiency. Nonetheless, when focused on improving quality, government rules may incentivise organisations to create their own quality programs and evaluate their efficacy (Shivji, 2018; Abbott & Snidal, 2021). Moreover, certain constitutional and legislative mandates, including the Public Finance Management (PFM) Act of 2012, the County Government Act of 2012, and the Constitution of Kenya of 2010, have necessitated enhanced public engagement in governmental matters. To maintain and increase quality, rules must guarantee the successful integration of initiatives for ongoing quality improvement and assessment.

State corporations are legally obligated to adhere to regulations issued by the government and designated bodies. State corporations are mandated to use modern corporate management practices, as outlined in the terms, conditions, and standards published by the State corporations Advisory Committee (Government Press, 2004; PSCK & SCAC, 2015). Persistent implementation deficiencies in critical governance areas of commercial state corporations, including public monitoring, government accountability, and transparency, often result in inadequate legislation and regulatory enforcement. This research aimed to determine the impact of government regulations as a moderator on the connection between integrative leadership style and organisational performance.

1.1.4 Organisational Performance

Organisations and academics often assess performance from several viewpoints, complicating the establishment of a single definition owing to its intricate and multidimensional characteristics (Contu, 2020). Nonetheless, performance is essential to the survival of any company and continues to be a pivotal concern for both stakeholders and shareholders. The importance is emphasised by the focus it garners from both managers and scholars (Taouab & Issor, 2019). Historically, performance assessments have mostly emphasised financial criteria, especially those that enhance profit maximisation (Muthuveloo, Keat & Teoh, 2022). This focus underscores the significance of financial results in evaluating an organization's overall efficacy and success. The financial performance focusses on the entity's profitability, cost management, revenue expansion, and overall viability (Kabiye et al., 2019). The financial success of businesses may be assessed by market development, product or service quality, staff productivity, work happiness, and customer satisfaction (Koay & Muthuveloo, 2021). Organisations mostly focused on financial performance metrics. Consequently, due to heightened competition and the impacts of globalisation, corporations are increasingly prioritising non-financial performance indicators (Omran, Khallaf, Gleason, & Tahat, 2021; Mio, Costantini & Panfilo, 2022).

Organisations are under considerable pressure to do self-assessments and report on several performance dimensions, including economic performance (Hubbard, 2009). The need for thorough assessment resulted in the creation of the Balanced Scorecard, a framework that integrates several variables influencing performance beyond just financial indicators (Kaplan & Norton, 1996). The Balanced Scorecard offers managers a quick but thorough picture of a company via four interrelated perspectives: customer focus, internal processes, innovation and learning, and financial performance. Schmidt (2018) posits that organisational performance may be assessed via four dimensions: stakeholder relevance, efficiency, effectiveness, and financial viability. Efficiency pertains to the ratio of inputs to performance results, while effectiveness assesses the actual input in relation to the anticipated output. Financial viability pertains to an organization's capacity to produce enough revenue to cover operating expenses, obligations, and growth requirements (Schmidt, 2018). Furthermore, Lee (2008) presents a comprehensive view of organisational performance, emphasising the significance of stakeholder satisfaction, efficient communication, team cooperation, strategic performance, knowledge management, and overall organisational development.

Previous studies examining organisational performance have shown a clear association between performance and several leadership styles, including charismatic, visionary, ethical, and shared leadership (Khan, Khan, Gul & Khan, 2020). Nonetheless, Prior studies have indicated a weak or inconsistent relationship between integrative leadership style and organisational performance, hence necessitating this investigation. This study will concentrate on both dimensions of organisational performance. Kaplan and Norton (1992) developed a methodology for assessing organisational performance from four perspectives: financial, customer, internal processes, and learning and development. This research used a revised definition from Kaplan and Norton (1992), conceptualising organisational performance across four dimensions: profitability, efficiency, customer satisfaction, and learning and development.

1.1.5 Commercial State Corporations

The legal framework for state companies in Kenya is provided by the State Companies Act, Chapter 446 of the Kenyan Laws. These parastatals are created by an Act of Parliament and a presidential decree, which directs the establishment of businesses to execute certain duties within the national economy. These parastatals encompass commercial and manufacturing enterprises, public universities, regional development authorities, training and research organizations, regulatory agencies, and financial corporations. These organisations have been established to achieve both economic and social purposes (Parastatals Report, 2013).

State corporations are public sector corporations owned, sponsored, or run by the government, and they are essential in originating, developing, and executing projects to meet public needs (Jones, Makepeace & Wass, 2018; Ab-Rahman, Ismail, & Rajiani, 2018). State corporations, similar to its private sector counterparts, confront hurdles in the global business climate and competitiveness; yet, they often endure these barriers more intensely owing to diverse rules, policies, and government-imposed procedures (Tajeddini & Trueman, 2016). Beyond the need of functioning sustainably and competitively, commercial state companies are also anticipated to act as essential conduits for fostering substantial socioeconomic growth.

The need to fulfil social and economic goals resulted in the establishment of commercial state corporations. Greunen et al. (2010) assert that their objectives include correcting market flaws, attaining social and political aims, delivering education and healthcare, and reallocating funds to disadvantaged regions. The Mwongozo code of conduct was established in state businesses to enhance board performance, accountability, transparency, risk management, and ethical leadership (PSCK & SCAC, 2015). Nonetheless, governments are increasingly inclined to promote a performance-oriented management culture and strengthen strategic objectives within public sector organisations to attain the efficiency and effectiveness commonly linked to private sector entities (Alford & Greve 2017). Numerous state-owned enterprises perform essential roles in transportation and energy sectors. In FY2019-2020, these commercial organisations accounted for about 85% of total revenues and 89% of overall liabilities in the SC sector. Universities, vocational institutions, water development agencies, and national hospitals are non-profit social enterprises. These institutions depend on government allocations to provide vital services to residents and possess strong social missions.

The State Corporation Advisory Committee (2018) indicates that Kenya has 52 commercial state companies. Nevertheless, only a limited fraction of these organisations have the requisite strategic answers to attain sustainability. This constraint is due to the substantial expenses involved in developing strong systems and a pronounced skills deficit in the labour market. The sustainability of commercial state companies can only be attained via strong leadership and the efficient execution of corporate strategy (Kimeo & Achuora, 2021).

1.2 Statement of the Problem

The Kenya National Treasury and Economic Planning report (2023) assessed 236 State Corporations for the financial year 2021/2022 from July to October 2022. Of them, 18 corporations, constituting 7.6%, attained a “EXCELLENT” performance rating, whilst 43.2% were classified as “VERY GOOD.” Furthermore, 116 corporations, accounting for 49.2%, obtained “GOOD” or “FAIR” ratings, signifying their failure to reach performance objectives. The assessment of the State Corporations was based on twelve critical variables that directly influence service performance. The set of indicators includes: absorption of allocated funds, absorption of externally mobilised funds, pending bills, adherence to the core mandate, pre-tax profit, dividends paid to the National Treasury, return on investment, project completion rate, implementation of presidential directives, access to government procurement opportunities, youth internships, industrial attachments, apprenticeships, and measures for corruption prevention.

For FY 2021/2022, State Corporations achieved an average composite score of 3.0036, with performance ratings ranging from 1.00 (optimal) to 5.00 (suboptimal). In the analysis of performance across functional categories, Public Universities ranked highest with an average composite score of 2.7752, whilst the Commercial category ranked lowest with an average score of 3.3460. Significantly, Public Universities excelled in FY 2020/2021, whereas the Commercial category languished at the lowest position. The research also indicated that the 32 Commercial State Corporations, which used Pre-tax Profit as a performance metric, sustained an aggregate loss of KSh 9,444,118,212.47, surpassing the anticipated loss of KSh 7,597,996,202.12 This signifies that during the fiscal year 2021/2022, these corporations incurred an extra loss of KSh 1,846,122,010.35, after the prior year's deficit KSh 7,597,996,202.12 If the existing performance patterns of Commercial State Corporations continue, it may provide considerable obstacles for the Kenyan government in achieving the goals established in Vision 2030. This research seeks to fill existing gaps by examining how integrative leadership style styles, effective strategy implementation, and government restrictions might improve the organisational performance of Commercial State Corporations in Kenya.

Prior research has yielded inconclusive outcomes, predominantly examining the direct impact of integrative leadership style on performance, while overlooking the mediating and moderating influences of strategy implementation and governmental regulations (Bonnyventure, Cheluget & Ngala, 2022; Dahir, Kathula & Machoka, 2023). Numerous research have regarded strategy implementation as an independent variable rather than a mediating variable (Mudany, Letting, & Gituro, 2020; Ngundi, 2022; Ndegwa, 2022). Nyaberi's 2020 research investigated leadership style and performance across all 178 state companies in Kenya, highlighting a contextual deficiency by excluding commercial state businesses. Likewise, Abang'a et al. (2022) evaluated corporate governance and financial performance in 169 state-owned corporations in Kenya, therefore emphasising this disparity. Akpa et al. (2021) used a qualitative methodology to investigate leadership styles and organisational performance within Nigerian state institutions, so establishing a methodological gap that the present study would rectify via a quantitative research design. Donkor et al. (2021) examined the mediating role of organisational commitment in the relationship between leadership styles and employee performance in Ghana by structural equation modelling, presenting a methodological gap addressed by current study. This study employed regression analysis to investigate the relationship between integrative leadership style, strategy implementation, and government regulations on organisational performance of commercial state corporations in Kenya.

1.3. General Objective of Study

The overall objective of this study was to examine the effect of integrative leadership style, strategy implementation, government regulations, and organisational performance of commercial state corporations in Kenya

1.3.1 Specific Objectives

The specific objectives of the study were:

i. To establish the relationship between integrative leadership style and organisational performance of commercial state corporations in Kenya
ii. To examine the mediating effect of strategy implementation on the relationship between integrative leadership style

iii. To determine the moderating effect of government regulations on the relationship between integrative leadership style and organisational performance of commercial state corporations in Kenya

iv. To evaluate the moderated mediation effect of government regulations and strategy implementation on the relationship between Integrative leadership style and organisational performance of commercial state corporations in Kenya

1.4 Significance of the Study

This study has practical importance for several reasons. Initially, it provides significant insights about the efficacy of the integrative leadership style in state-owned enterprises. By comprehending the impact of such leaders on organisational results, leadership development programs may be created to nurture these vital attributes, therefore promoting cooperation, a unified vision, and enhanced organisational performance. The research investigates the mediating function of strategy implementation, clarifying how leadership influences performance. This study may identify essential criteria for successful strategy implementation in state businesses, resulting in the formulation of more effective strategies and implementation frameworks that convert leadership vision into concrete outcomes. The study examines how government regulations, as a moderating variable, influence the link between leadership, strategy implementation, and performance. This research may guide policymakers on the impacts of existing rules, emphasising areas where modifications or changes may be essential to provide a more conducive regulatory framework that enhances performance in commercial state corporations.

The findings of this research are set to substantially guide leadership policies, allowing policymakers to create focused leadership development programs that tackle the particular difficulties faced by commercial state corporations. By acknowledging the impact of integrative leadership style on organisational performance, policies can be developed to foster leadership styles that encourage collaboration and innovation, thereby augmenting the overall efficacy of state corporations and enhancing service delivery, as well as public trust in governmental institutions. The analysis of strategy implementation as a mediating variable provides insightful insights on the influence of leadership on the execution of policies and strategies inside these organisations. This information can aid policymakers in developing frameworks that enable effective strategy implementation, ensuring that leadership objectives are accurately converted into actionable plans, which subsequently promotes coherence and alignment among various state corporations, thereby enhancing overall performance and accountability. Moreover, by treating government regulations as a moderating variable, the study highlights the importance of a conducive regulatory framework for improving organisational performance. Policymakers may use these results to assess and enhance current legislation, ensuring they facilitate rather than hinder the operation of state businesses, so fostering a more conducive environment for development and efficiency that ultimately benefits the public sector and its constituents.

This research substantially enhances leadership theory by examining the distinct impacts of integrative leadership style on organisational performance. The research underscores the importance of integrative leadership style in promoting collaboration and innovation, providing empirical data that enhances and expands current theoretical frameworks on leadership styles. This work is significant as it elucidates the intricacies of leadership efficacy inside state companies, augmenting our comprehension of how diverse leadership strategies might influence organisational results. The investigation of strategy implementation as a mediating variable enhances the understanding of the impact of leadership on organisational performance. This aspect of the study enhances theoretical discussions regarding the connection between leadership and strategic management. The research elucidates the processes by which leadership influences strategy implementation, establishing a foundation for future exploration of the interactions among leadership, strategy, and performance, hence prompting academics to examine these linkages in other organisational situations. The examination of government regulations as a moderating variable underscores the essential influence of the regulatory environment on organisational performance. This dimension enhances the overarching theoretical discussion about the impact of external forces on organisational behaviour. It encourages scholars to investigate how regulatory frameworks may either facilitate or hinder the efficacy of leadership and strategy implementation, hence promoting more study into the interplay between organisational practices and the regulatory environment.

1.5 Scope of the Study

This research investigated the correlation among integrative leadership style, strategy implementation, government regulations, and organisational performance of commercial state corporations in Kenya. The integrated leadership style was founded on principles of accountability, diversity, and employee interactions. The execution of the strategy included the organisational structure, policies, and financial resources. Government rules shall be based on the principles of accountability and openness. The study target population included the fifty-two (52) commercial state companies in Kenya. The top five members of the management team in each organisation served as the unit of observation. The five important responders were the Managing Director, Head of Supply Chain Management, Head of ICT, Head of Audit and Risk Management, and the Corporation Secretary and Legal Services. The research had a cross-sectional design and was performed from January 2025 to September 2025. The population list was derived from the 2021 registration report of the State Corporations Advisory Committee.

1.6 Limitations of the Study

The researcher acknowledges that participants may be reluctant to provide sensitive information including tactics, policies, and leadership. Considering that senior management, the principal responders, often have rigorous schedules, they may have challenges in allocating time to complete the survey instruments. To mitigate these worries, the researcher will maintain stringent secrecy about the obtained information, asserting that it would be used only for this study. Furthermore, participants will be apprised that their input is designated just for scholarly objectives. The researcher will collaborate with the respondents to create a timetable that aligns with their availability. Recognising the likelihood of incomplete or unreturned surveys owing to demanding schedules, the researcher intends to use a drop-off and pick-up strategy to improve the response rate, giving respondents more time to finish the surveys.

1.7 Delimitation of the study

The key strength of this study lies in its capacity to efficiently capture a comprehensive sector wide snapshot by surveying the entire target population of commercial state corporations at a single point in time, enabling a robust statistical analysis that precisely identifies and quantifies the relationships between integrative leadership, strategy implementation, government regulations, and organizational performance; this approach effectively answers the fundamental "what" of correlation by revealing which variables are significantly linked and the nature of their associations across the entire sector, thereby providing a solid, empirical foundation for understanding the prevailing dynamics without the extended timeframe and resource demands of a longitudinal design.

Restricting respondents to top-level executives such as Managing Directors and Heads of Department significantly strengthens the internal validity of the study by ensuring that the data collected for its core concepts are both accurate and authoritative. Since variables like corporate strategy, regulatory compliance, and organizational performance are shaped and overseen at the highest levels of management, these individuals possess direct, comprehensive knowledge of strategic decisions, implementation processes, and financial outcomes. By sourcing responses exclusively from those who formulate and enforce these areas, the study minimizes misinterpretation and enhances the reliability of the data, thereby providing a valid and precise measurement of the relationships between integrative leadership, strategy implementation, government regulations, and performance within Kenya's commercial state corporations.

1.8 Chapter Summary

This chapter starts by defining the study's backdrop and articulating the issue statement. The problem statement addresses the 'why' and 'how' of the research issue. The research variables are thoroughly discussed and operationalised. Moreover, the study's aims and significance are justified in accordance with three dimensions: policy, theory, and practice. This section also delineates the limits and delimitations of the research.

CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction

This chapter presents an incident on conceptual talks on research variables. The empirical literature provides a comprehensive critique of the study variables. The theories behind the research are delineated, providing a foundation for analysing the examined empirical literature and addressing the deficiencies of the investigations. The conceptual framework will also be elucidated.

2.1 Theoretical Literature Review

This study will adopted the Full Range Leadership Model and will also include the resource-based vision theory, public interest regulation theory, and the Eight S Model. The FRLM will serve as the foundational theory, since it elucidates both integrative leadership style and strategy implementation as constructs. An anchor hypothesis must substantiate a minimum of two variables. The FRLM will elucidate both the integrative leadership style and the execution of strategy, since leadership serves as a catalyst for strategy implementation.

2.1.1 Full Range Leadership Model (FRLM)

The full-range leadership model (FRLM) was initiated by Burns in 1978 and further refined by Bass and Avolio in 1991. The Full Range Leadership Model (FRLM) is an extensive leadership paradigm that highlights leader behaviour across many work contexts (Adesugba, 2023). The framework includes three core leadership styles; transformational, transactional, and laissez-faire. The Full Range Leadership Model (FRLM) posits that successful leadership involves a spectrum of behaviours rather than being limited to a one approach. This concept posits that Transformational Leadership is essential for improving organisational performance by fostering an environment of trust, motivation, and commitment among workers. Transactional Leadership emphasises the attainment of corporate goals via clearly defined structures and incentive systems, potentially leading to short-term performance improvements. Laissez-faire leadership may adversely affect performance if leaders fail to effectively interact with their staff, possibly resulting in a deficiency of direction and responsibility (Randolph, 2021).

The full-range leadership idea broadens a leader's impact beyond their own behaviour or deeds (Randolph, 2021). Proponents of the FRLM assert that strong leaders integrate the three leadership philosophies into a cohesive framework (Zhu, Song, Zhu & Johnson, 2019). The full-range leadership paradigm encompasses many leadership styles: transformative, transactional, and passive-avoidant (laissez-faire).

Utilising the FRL constructs in conjunction with diverse leadership style factors can assist transactional leaders in leveraging transformational behaviours (such as, fostering potential or encouraging innovative problem-solving) when the situation necessitates such actions (Kindarto, Zhu & Gardner, 2020; Kanat-Maymon, Elimelech, & Roth, 2020). Leaders should enhance their transactional approach with specialised transformational leadership behaviours, as suggested by the theoretical framework of a comprehensive and functional FRL model (Sivarat et al., 2020).

The Full Range Leadership Model (FRLM) is particularly relevant to this research. Integrative Leadership Style strongly connects with the ideas of transformational leadership, highlighting the significance of cooperation and the ability to motivate different teams. Examining the impact of integrative leadership style on strategy implementation might provide significant insights for enhancing organisational performance. According to the FRLM, effective leadership is essential for successfully implementing strategy (Mair, 2024). Leaders who adapt their methods to meet team needs and align with organisational strategic goals are more likely to attain positive results. Third, the model's flexibility facilitates the examination of how government rules may serve as moderating variables in the correlation between leadership styles and organisational performance. Leaders must adeptly manoeuvre through these rules while endeavouring to sustain superior performance. Ultimately, applying the Full Range Leadership Model allows scholars to assess how various leadership styles affect the performance of commercial state corporations, especially within Kenya’s intricate regulatory landscape. This holistic approach helps improve comprehension of the variables influencing organisational effectiveness.

2.1.2 The Higgins’s Eight (8) S Model

The McKinsey 7 S's model, first introduced by Peter and Waterman in 1982, was the basis for Higgins's (2005) formulation of the Higgins 8 S's Model for strategy implementation. Higgins

(2005) posits that an organization's total performance comprises seven elements: structure, processes, systems, styles, people, resources, and shared values, which he subsequently extended into an 8 S's Model. The 8 S's model of strategy implementation substituted skills with resources and included strategy performance as a new component. Furthermore, the methodology underscored efficacy.

Management may more efficiently supervise the execution of cross-functional initiatives using the Eight S's approach (Cândido & Santos, 2018). The model asserts that proficient executives spend a significant amount of their time to executing their strategies (Echessa, 2020). The 8 S's model of strategy implementation has been successfully used by academics aiming to assess the influence of strategy implementation on performance (Kumar, 2019; Masfi & Sukartini, 2022). Musangi, Ngui, and Senaji (2023) examined the mediating role of strategy implementation in the relationship between employee motivation and performance. Nwachukwu, Hieu, Chládková, and Fadeyi (2019) used the Eight S's model to investigate the relationship between strategy implementation and performance. Previous research has identified that the principal impediments to strategy implementation encompass an absence of a well-defined strategy and proficient personnel, communication issues, employee resistance to change, inadequate financial resources, time constraints, and other resource deficiencies, inconsistent behaviour, a lack of an actionable plan, and challenges related to appropriate training and collaboration (Köseoglu, Altin, Chan, & Aladag, 2020). The Eight S's model has faced criticism for several deficiencies, including its underappreciation of the external environment, its focus solely on the most prominent components, its failure to explicitly define organisational effectiveness or performance, a lack of empirical validation for its explanations, and the challenge of accurately assessing the level of performance or effectiveness within an organisation.

The Eight S Model is pertinent to this investigation. Integrative Leadership Style strongly aligns with the concepts of the Eight S Model, as it fosters cooperation and coherence across the critical aspects for successful strategy implementation. Understanding how an integrative leadership style influences the alignment of the Eight S's can yield valuable insights for enhancing organisational performance. Secondly, the model emphasises that effective strategy implementation requires a comprehensive approach. This establishes it as an effective framework for examining the impact of various leadership styles on the implementation process. It enables the examination of how an integrated leadership style might align the Eight S's, hence enhancing strategy implementation. Ultimately, utilising the Eight S Model allows academics to analyse how the congruence of these eight components affects the overall efficacy of commercial state companies. This is especially pertinent in Kenya, where organisations face distinct constraints and legal frameworks that might influence their operational efficacy.

2.1.3 Theory of Public Interest Regulation

The Theory of public interest regulation was established by Pigou in 1938. The Organisation for Economic Co-operation and Development (OECD) (2016) asserts that the government may face a dilemma between project control and revenue generation. The government establishes rules to oversee and regulate economic interests (Mizutani & Nakamura, 2019). Regulators sometimes overlook public interest when swayed by project implementers seeking to enhance profits (Lindrianasari, Mahatma, Yuztitya, & Agrianti, 2018).

Nonetheless, the public interest theory may falter in the presence of knowledge, bureaucratic incompetence, regulatory agency capabilities and resources, and the intricacy of technological issues (Prihandono & Widiati, 2023). The drawback of the Public Interest Theory is that the interests of project developers are subordinated to those of the public. This may result in losses when the interests of project developers and the public are not equilibrated (Johnston, 2017). The public interest thesis has faced criticism for disregarding economic realities and the influence of self-interested parties inside governments. Regulations based on public interest theory remain vulnerable to capture due to the absence of a definitive public understanding of which legislative measures would optimise public welfare.

Kong, Famba, Chituku-Dzimiro, Sun, and Kurauone (2020) noted that the absence of governance mechanisms in government planning agencies has exacerbated delays, resulted in timetable overruns, and led to neglected economic goals. The theory has been employed to clarify how government regulations affect organisational performance. Karanja (2021) used public interest theory to evaluate the impact of Kenya's regulatory environment on the development of wholesale and retail enterprises. Nonetheless, the approach has faced criticism for prioritising public interests above those of project creators. This theory will provide a foundation for assessing the impact of government rules on performance.

The Theory of Public Interest Regulation is very pertinent to this subject. Initially, the idea provides a significant foundation for comprehending the impact of governmental legislation on corporate behaviour and performance. It underscores the essential function of rules in influencing the operating landscape for state-owned enterprises, especially in the setting of a growing nation such as Kenya. Secondly, the use of the Theory of Public Interest Regulation allows researchers to examine how compliance with legislation, supported by an integrative leadership style, might improve organisational performance. This is especially significant in environments where regulatory frameworks are unstable and may impact operational efficiency. This theory offers critical insights into the interplay of leadership, regulatory compliance, and organisational performance, making it a significant framework for analysing the stated variables in Kenyan commercial state corporations.

2.1.4 Resource-Based View Theory (RBV)

The resource-based view theory was first by Birger Wernerfelt in 1984 and then refined and expanded by Barney in 1991 (Barney, 1991; Penrose, 1959). The Resource-Based View (RBV) posits that organisations compete based on their competences and resources (Ferreira & Fernandes, 2017). The Resource-Based View (RBV) thesis posits that a firm's competitive advantage derives from its valued, limited, inimitable, and non-substitutable resources (Nason & Wiklund, 2018). A firm's competitive advantage is its effective and value-generating strategy, which competitors do not use (Varadarajan, 2023). Sustainable competitive advantages (SCAs) arise when competing corporations are unable to replicate or acquire knowledge about them (Yewei & Pereira, 2022). Given that resources are pivotal components of an organisation, competitive advantages may be evaluated from a resource-oriented approach (Varadarajan, 2023).

A firm's sustainable competitive advantage is defined by its irreplaceable, rare, valuable, unique, and inimitable abilities and resources. When other companies want a firm's resource but cannot get it, the resource is deemed scarce. Organisational resources assist companies in formulating and executing strategies to enhance efficiency and effectiveness (Ritter & Lettl, 2018; Donnellan & Rutledge, 2019). The Resource-Based View posits that a firm's resources and its ability to improve performance are intrinsically linked to competitive advantage (Shan, Luo, Zhou & Wei, 2019; Lubis, 2022). Nevertheless, much discourse has occurred over the assertions of the RBV's critics that it is untestable, inadequate, or even tautological. This theory will elucidate the performance of the Kenyan commercial state corporation by examining how a management optimises a firm's resources to achieve superior organisational outcomes.

The Resource-Based View (RBV) hypothesis is very relevant to this research for several convincing reasons. Integrative Leadership Style is essential for identifying, developing, and using unique, uncommon, distinctive, and non-substitutable resources and competencies inside commercial state businesses in Kenya. Leaders using an integrative strategy may efficiently align and use these strategic resources, hence improving overall organisational performance. Secondly, the RBV theory underscores the importance of the external environment, especially governmental restrictions, in shaping the resources and skills that commercial state corporations may develop and use. A comprehension of how these restrictions influence the correlation between available resources and performance results is crucial for good management. Ultimately, the core premise of the RBV theory posits that a firm's strategic resources and skills are the principal factors influencing its competitive advantage and exceptional performance. By enabling researchers to examine the influence of valuable, scarce, unique, and non-substitutable resources and competencies on the organizational performance of commercial state corporations in Kenya, the Resource-Based View (RBV) theory offers a thorough framework for analyzing factors that enhance competitive advantage. Consequently, it represents an essential theoretical lens for the proposed research.

The Resource-Based View (RBV) theory is highly relevant to the organizational performance variable in this study, as it posits that sustainable performance stems from internal strategic resources that are valuable, rare, inimitable, and non-substitutable. In commercial state corporations in Kenya, organizational performance measured through profitability, efficiency, customer satisfaction, and learning and growth is significantly influenced by intangible assets such as leadership quality, employee engagement, and strategic capabilities, all of which are central to RBV. Integrative leadership fosters collaborative culture, knowledge sharing, and effective decision-making resources that enhance profitability through better financial stewardship, improve efficiency via streamlined processes, boost customer satisfaction through responsive service delivery, and promote learning and growth by investing in human capital and innovation. Since these capabilities are deeply embedded in organizational systems and leadership practices, they become difficult to replicate, giving corporations a performance advantage even within a regulated environment. Thus, RBV provides a strong theoretical foundation for understanding how internal leadership and strategic resources drive multidimensional organizational performance in commercial state corporations in Kenya.

2.2 Empirical Literature Review

This section will analyse prior research on the study variables by evaluating the contextual, conceptual, and methodological deficiencies identified in the studies. This research will analyse the correlation between integrative leadership style, strategy implementation, and government regulations on the organisational performance of commercial state corporations.

2.2.1 Integrative Leadership Style and Organisational Performance

Using an empirical review Khan (2024) investigated the impact of leadership styles on high-performance work systems, demonstrating a significant relationship between servant leadership and transformational leadership concerning organisational performance. This research emphasises the significance of leadership styles in cultivating conditions that enhance organisational performance. Servant leadership, defined by an emphasis on serving others and prioritising employee needs, and transformational leadership, which inspires and encourages followers to realise their maximum potential, both significantly contribute to improving organisational performance. The context of Khan's research, performed in Pakistan, limits the application of its results to other environments. The cultural, economic, and organisational dynamics in Pakistan may markedly vary from those in Kenya, especially inside commercial state corporations. Local leadership practices, employee expectations, and organisational structures may affect the effect of leadership styles on performance results. Consequently, while the linkages delineated in Khan's study are significant, they may not immediately apply to the Kenyan setting. This study focused on analysing the effects of integrative leadership style styles on organisational efficiency of state-owned commercial enterprises in Kenya. This study aims to clarify the relationship between leadership and performance by concentrating on a specific local context, providing relevant insights for local organisations.

A research by Sibiya (2023) examined the link between integrative leadership style styles and employee engagement, demonstrating a favourable association between the two variables. This study used a mixed-methods approach, which is especially beneficial for elucidating the complex nature of leadership and participation. The qualitative data were collected using interview schedules, enabling participants to articulate their experiences and perspectives comprehensively. Conversely, quantitative data were gathered using standardised questionnaires, yielding quantifiable insights that might corroborate the qualitative results. Notwithstanding the advantages of this mixed-methods approach, the research's designation as a case study presents a methodological deficiency. Case studies, however abundant in contextual information, may limit the generalisability of conclusions owing to their emphasis on a particular organisation or incident. This constraint prompts questions about the generalisability of the findings to different contexts or populations, especially within varied organisational settings. To address this methodological deficiency, the present study will use a quantitative methodology and will be carried out among commercial state corporations in Kenya. The research seeks to improve the application and relevance of its results by concentrating on a more extensive sample within this particular environment. This quantitative method will enable the gathering of data from a greater number of participants, so permitting statistical analysis that may uncover patterns and correlations not apparent in a case study format.

A 2021 research conducted by Alblooshi, Shamsuzzaman, and Haridy analysed the influence of leadership on organisational innovation. The research employed a descriptive methodology, analysing 64 academic publications released between 2000 and 2019. These papers were obtained from prominent electronic databases, including Emerald, Science Direct, Taylor & Francis, and Scopus, and were chosen based on the inclusion of the terms "leadership" and "innovation" in their titles, abstracts, or keywords. The investigation demonstrated that diverse leadership styles have a favourable influence on innovation, whether directly or indirectly. This impact is often facilitated by elements like organisational environment, employee and leader actions, as well as variables such as learning and information exchange. Certain leadership styles were identified to have both direct and indirect influences on organisational creativity. This study offers a thorough examination of the ways in which various leadership styles foster creativity. It also observed that previous research had constraints, often concentrating on a limited spectrum of leadership approaches. This study aims to examine the integrative leadership style and its effects on the organisational efficiency of commercial state corporations in Kenya.

Sobiecki (2018) conducted a longitudinal case study examining the correlation between integrated leadership and performance management, demonstrating a statistically significant association between the two variables. The research gathered yearly performance ratings using panel data from 2015 to 2016, enabling a thorough examination of the influence of integrated leadership strategies on performance outcomes across time periods. The research found a methodological gap by using both null and alternative hypotheses in its analysis. This methodology prompts enquiries on the validity of the results, since dependence on these hypotheses may constrain the investigation of more intricate relationships among the variables. This examination seeks to fill the existing gap by examining the null hypotheses to ascertain the relationship between the research variables, thereby offering a more defined analytical framework. Although Sobiecki's research used a longitudinal methodology, advantageous for tracking changes and trends over time, the present study will implement a cross-sectional research strategy. This methodological approach facilitates the analysis of the correlation between integrated leadership and performance management at a particular moment, rather than throughout an extended timeframe. A cross-sectional method allows for the gathering of data from a wider sample, allowing a more prompt evaluation of the relevant variables.

A 2022 research by Li and Liu examined the correlation of principal transformational leadership, teacher leadership, teacher self-efficacy, and student academic achievement. The study, carried out in a Chinese region, using a two-stage stratified sampling method for data collection. A sophisticated three-tier Structural Equation Model was then used to examine the intricate interactions among these variables. The study established a robust positive correlation between principal transformational leadership and teacher leadership. It further indicated that both leadership approaches positively influenced teacher self-efficacy. The study observed that only teacher leadership had a direct positive correlation with student learning results. This research provides significant worldwide evidence to the area by presenting a realistic framework for school improvement. It posits that administrators may augment teacher self-efficacy and, therefore, student performance, by enabling teachers to assume leadership positions. This study aims to examine the integrative leadership style and its impact on the organisational profitability of commercial state corporations in Kenya.

The essay extensively investigates the function of leadership style in organisational change management as researched by Mansaray in 2019. Authors have attempted to include and explain extensive literature about the influence of leadership style on organisational change. The reviewed literature reveals multiple leadership styles that can facilitate change management processes, including authoritarian, transformational, laissez-faire, servant, transactional, democratic, strategic, bureaucratic, consultative, and participative leadership. It was further shown that leadership is a primary element in facilitating positive transformation inside organisations. Leadership involves directing individuals towards desired objectives to attain organisational goals. Leadership has emerged as a crucial element for effectuating effective change inside organisations to confront the more contested market competition. The study also comprehensively addressed the principles of leadership and organisational change management, including their many kinds. Recognizing leadership's pivotal role in directing individuals toward desired outcomes and driving effective organizational change in competitive markets, this study significantly enhances existing literature. It primarily looks at how strategy execution affects the link between integrative leadership style and Kenyan commercial state firms' organisational performance. Furthermore, by thoroughly analyzing how diverse leadership styles influence organizational commitment and effectiveness, this research enriches the understanding of organizational culture and performance, acknowledging that employee devotion and shared norms are crucial for achieving overall objectives within Kenyan commercial state corporations.

A 2020 research by Martono et al. experimentally examined the influence of leadership style on organisational commitment and effectiveness. The researchers gathered data from 207 undergraduate program personnel across several departments at a public institution in Central Java, Indonesia, using a basic random sample technique. The data analysis, performed using structural equation modelling (SEM), revealed that an integrated adaptive leadership style significantly impacts both collaboration and emotional commitment. The research revealed that organisations may enhance collaboration by fostering collaborative conflict resolution.

Emotional commitment positively influences organisational effectiveness, indicating that initiatives to enhance effectiveness should prioritise emotional commitment. The results suggest that a more proficient use of the integrative adaptive leadership style enhances coordination and collaboration. The authors propose that a leader's proficiency in cultivating a cohesive team hinges on their ability to embrace the distinct tasks, obligations, and innovative strategies of each team member. This study enhances the current information on leadership and organisational outcomes by demonstrating the impact of integrative adaptive leadership on collaboration, commitment, and effectiveness. It primarily looks at how strategy execution affects the link between integrative leadership style and Kenyan commercial state firms' organisational performance.

The research conducted by Meirinhos, Cardoso, Neves, Silva, and Rêgo (2023) examined the leadership and communication styles used by corporations in Angola's Benguela region and their impact on organisational results. Angola's recent transition to market economy principles is challenging conventional leadership methods. Leaders are now required to transcend antiquated management paradigms and embrace contemporary organisational management methodologies. This transition prioritises not only the attainment of corporate objectives but also the cultivation of an atmosphere that promotes employee involvement and engagement, aligning initiatives to facilitate collaborative advancement inside the organisation. To comprehend the impact of transactional, transformational, and laissez-faire leadership philosophies on the effectiveness of organisations, this study assessed managers' perceptions of these styles. A quantitative approach was used, involving the administration of the Multifactor Leadership Questionnaire (MLQ) to 227 managers. Data were analyzed with SPSS, utilizing descriptive statistics (frequencies, means, standard deviations) and inferential tests (t-tests, ANOVA, and Tukey’s post hoc analysis). A key finding was that managers primarily view their leadership as transformative. They recognised that good communication, motivation, and incentive systems significantly enhance organisational performance. This indicates that executives that inspire and encourage staff, while ensuring transparent communication and equitable compensation systems, are likely to achieve superior outcomes. This study enhances the current literature on leadership and communication in Angolan enterprises by emphasising the presence and beneficial impacts of transformational leadership. It emphasises the essential importance of communication and motivational techniques in achieving organisational performance. This research expands upon these observations by examining the Kenyan environment, specifically investigating the impact of integrative leadership style styles on the performance of commercial state businesses. This development seeks to enhance understanding of leadership dynamics and its practical ramifications across various organisational and cultural contexts.

Mansaray (2019) did a research examining the impact of different leadership styles on organisational change management using a comprehensive literature review. The study emphasised that various leadership strategies may successfully drive change initiatives inside organisations. The styles include authoritarian, transformational, laissez-faire, servant, transactional, democratic, strategic, bureaucratic, consultative, and participatory leadership. The research highlighted that leadership is crucial in facilitating good transformation by directing people towards common organisational goals. Leadership is seen as an essential element in effectively managing change, particularly in the current highly competitive market landscape. The report offered a comprehensive analysis of leadership and organisational change management, outlining their many forms and consequences. This study enhances previous information by meticulously evaluating the role of various leadership styles as catalysts in facilitating organisational transformation. It emphasises the significance of leadership as a crucial component for realising effective change efforts, especially amid escalating market rivalry. This study expands upon previous research by examining the integrative leadership style and its effects on the performance of commercial state corporations in Kenya, thereby offering new insights into the correlation between leadership methodologies and organisational results within a specific context.

The research by Botha and Aleme (2023) used an explanatory sequential mixed-design technique to examine the link between integrative principals' leadership behaviour and student academic results, revealing a strong relationship between these factors. The study used closed-ended questionnaires to collect data, facilitating quantitative analysis of the replies. This approach effectively yields quantifiable insights into the influence of leadership behaviours on academic success. The study's emphasis on the leadership behaviour of integrative principals in Ethiopian secondary schools uncovers a conceptual deficiency. Although it offers significant insights into the educational context, the conclusions may not be immediately relevant to other environments, especially in diverse nations or industries. The dynamics of educational leadership and student results in Ethiopia may markedly vary from those in organisational environments, such as commercial state corporations. The purpose of this study is to assess how integrative leadership style affects organisational performance in Kenyan commercial state firms. This change in emphasis is essential, since it aims to investigate how the integrative leadership style defined by cooperation, inclusion, and collective decision-making impacts performance indicators within a corporate setting. This study will investigate this link within the Kenyan context, addressing the highlighted conceptual gap and offering insights pertinent to organisational leaders and policymakers. The present research will probably use a quantitative methodology, akin to Botha and Aleme's implementation of closed-ended questionnaires, although customised to the distinct requirements and attributes of commercial state corporations. This will facilitate the gathering of data that can be examined to assess the influence of integrative leadership style on several performance metrics, including productivity, employee happiness, and overall organisational effectiveness.

2.2.2 Integrative Leadership Style, Strategy Implementation and Organisational Performance

A study by Luhangala and Anyieni (2019) conducted a research examining the elements that affect the effective execution of strategic plans in public schools, particularly in Nyamira County. The research aimed to investigate the impact of leadership style, school structures, and resource allocation on the performance of public secondary schools in Nyamira County. The study was based on resource dependence theory, which highlights the influence of an organization's resources on its conduct, and was also influenced by stakeholder theory. The research used a descriptive methodology and found that organisational structure and senior leadership substantially affect strategy implementation in public secondary schools in Nyamira County. It is important for school leadership to provide an organisational framework that enables effective strategy implementation. Moreover, the management's leadership style must emphasise teamwork and collaboration, essential for the successful implementation of strategies in public secondary schools. Furthermore, it is recommended that the government provide sufficient resources to assist public secondary schools in the successful implementation of policies. This research will address a contextual gap by examining the impact of integrative leadership style and strategy implementation on the organisational performance of commercial state corporations in Kenya.

A 2020 research by Suprapti et al. “examined the influence of transformative leadership and organisational environment on job performance. The study concentrated on public health centre personnel in Indonesia throughout the COVID-19 epidemic and using a quantitative methodology. Data was obtained by simple random selection of 1,199 workers who completed an electronic questionnaire using a Likert scale. The research used Structural Equation Modelling (SEM) using SmartPLS 3.0 software for data processing. The results indicated that both transformational leadership and organisational environment positively and significantly influence job performance. The impact was seen to be both direct and indirect, with creative work behaviour serving as a mediating variable. The study confirmed that creative work behaviour positively and significantly influences job performance. This research significantly contributes by proposing a model that enhances work performance via the interaction of transformational leadership, organisational environment, and creative work behaviour. The results indicate that cultivating a supportive environment and implementing a transformational leadership style may enhance employee performance, a correlation that is reinforced by promoting creative behaviours. This study aimed to examine whether strategy implementation mediates the relationship between integrative leadership style and the organisational performance of Kenya’s commercial state-owned corporations.

The study by Zhang, Sun, Tian, Zhou (2021) examined the impact of integrative leadership on employees’ innovation performance in the context of internet-based transition: evidence from China. The internet-based transition is the major trend for Chinese organizations with increasing demands imposed on their organization and management. As the organizational structures gradually improve flexibility, employees desire respect and development to a greater degree, which has given rise to a new leadership model-integrative leadership. The authors proposes the two situational factors employee psychological empowerment and human resource flexibility as the mediating factors impact the relationship between integrative leadership and employee innovation performance. Valid questionnaires were collected from 619 employees from 135 leader groups of High-tech companies in China. The results show that integrative leadership has positive impact on employees' innovation performance through its multilevel impacts on two mediation factors include psychological empowerment of employees and human resource flexibility. The research used cross-sectional studies due to constraints of research conditions. The measurements of all variables are done simultaneously, whereas the effects of integrative leadership on the development of corporations should be presented in a dynamic process. Therefore, in the future research, vertical research design should be adopted to deeply explore the effectiveness mechanism of integrative leadership in the context of corporate internet-based transition. In the internet era, leaders cannot blindly pursue organizational performance. They must establish a flexible organizational structure and institutions to provide a platform for employee development, and integrative leaders need to pay attention to inspire the potential of employees and stimulate the enthusiasm of employees. This study investigates a new leadership-integrative leadership and the relationship between integrative leadership and innovation performance in the context of Internet-based transitional Chinese organizations, thereby making important theoretical contributions as well as offering practical suggestions for improving leadership efficiency and innovation performance.

The study by Sode, and Mustapha, (2025) assessed the effectiveness of integrative leadership dynamics, and adaptive strategies with ursiform resilience and how it enhance decision-making processes with a focus on selected telecommunication sector in Nigeria. The research employs a mixed-methods approach that incorporates both descriptive statistics and regression modeling. Through comparative case analyses, the study shows that leaders who incorporate these two dimensions consistently outperform their peers in crisis management and institutional renewal, achieving recovery from disruptions faster. This paper introduces integrative leadership dynamics, a new paradigm that merges adaptive strategies based on Heifetz's Adaptive Leadership Theory with ursiform resilience, a metaphor representing bear-like endurance, behavioral flexibility, and regenerative capacity. By integrating adaptability and resilience strategic, this model addresses significant shortcomings in traditional leadership approaches that struggle with modern complexities. Key findings highlight a synergistic decision-making culture: adaptive tactics facilitate real-time improvisation and scenario prediction, while ursiform traits promote psychosocial stability and resource sustainability in challenging situations. Organizations that embrace this hybrid approach demonstrate an enhanced ability to balance agility with systemic coherence, turning turbulence into strategic opportunities. Leaders who integrate adaptive and resilience principles exhibited superior crisis management, utilizing real-time improvisation while maintaining systemic coherence. The study recommends institutionalizing integrative leadership through experiential training programs, resilience metrics and scenario-based simulations to foster adaptive fluency. By combining theoretical rigor with empirical validation, this framework provides a practical roadmap for organizations navigating ongoing disruption, transforming volatility into strategic renewal while ensuring ethical and operational resilience in both developing and globalized contexts. The current study will assess the mediating effect of strategy implementation on the relationship between integrative leadership style and organisational performance of commercial state corporations.

A research conducted by Bonnyventure, Cheluget, and Ngala (2022) used a cross-sectional survey to investigate the correlation between integrative leadership style and performance, demonstrating a favourable association between the two variables. This study highlighted the importance of leadership styles in enhancing organisational performance, indicating that an integrative leadership style may successfully foster beneficial results in many circumstances. The findings also showed that strategy implementation serves as a significant partial mediator of the connection between organisational performance and integrative leadership style. The efficacy of the integrative leadership style in enhancing performance is somewhat contingent upon the efficient implementation of initiatives throughout the organisation. The findings highlight the essential function of strategic execution in converting leadership behaviours into measurable performance outcomes. The study examined sixty airfields using standardised questionnaires to collect quantitative data, establishing a robust foundation for statistical analysis. The emphasis on airfields creates possible contextual discrepancies that may not reflect the dynamics of commercial state businesses in Kenya. The operating environment, organisational structures, and leadership issues experienced by airfields might vary considerably from those in state businesses, thereby restricting the relevance of the results to other sectors. The purpose of this research is to examine how strategy implementation mediates the relationship between organisational performance and integrative leadership style, especially among commercial state corporations in Kenya. This emphasis is vital, as it aims to comprehend how the integrative leadership style may be successfully used to improve performance in a certain organisational environment. This research will enhance the knowledge of how leadership styles interact with strategic processes to affect performance results.

The research by Agaba, Bosco, and David (2023), using a case study methodology, demonstrated a substantial positive correlation between strategy implementation and organisational performance. This study incorporated both qualitative and quantitative data, which were analysed using descriptive and inferential techniques. The research examined Savings and Credit Co-operatives (SACCOs) in Uganda, offering significant insights into the unique dynamics of these financial entities. The findings showed that improving organisational performance requires the successful execution of a plan, underscoring the critical link between strategic efforts and operational execution. Nevertheless, the research revealed a conceptual disparity by regarding strategy implementation as an independent variable. This method constrains the investigation of how other elements, such as leadership styles, may affect the efficacy of strategy implementation in enhancing performance. The purpose of this study is to analyse the function that strategy implementation plays as a mediator in the connection between integrative leadership style and the performance of an organisation, especially among commercial state corporations in Kenya. The present study aims to elucidate how integrative leadership style might improve organisational performance via effective strategy implementation. This approach acknowledges that leadership styles may profoundly influence the implementation of initiatives and, therefore, their effect on performance results. The backdrop of commercial state corporations in Kenya offers a distinctive setting for our inquiry, since these entities often function under varying legislative frameworks and cultural dynamics in contrast to SACCOs in Uganda.

The study by Onyegbula, Nwoye, and Daniel (2023) used a descriptive research approach to investigate the impact of strategy implementation on performance, demonstrating a substantial correlation between the two variables. This study focused on Nigeria's financial sectors, offering insights into how successful strategy implementation might improve organisational performance in that setting. The researchers used inferential and descriptive statistics to analyse the qualitative and quantitative data obtained from questionnaires. This analytical technique facilitated a thorough analysis of the data, allowing researchers to derive significant findings on the influence of strategy implementation on performance results. Nonetheless, a contextual disparity was apparent in the research, given that it was performed in Nigeria. The distinctive economic, cultural, and regulatory landscapes of Nigeria may not immediately apply to other situations, especially in Kenya. The characteristics of Nigeria's financial sector may markedly contrast with those of Kenya's commercial state corporations, which may encounter distinct operational issues and leadership approaches. This research will concentrate on commercial state corporations in Kenya, investigating the mediating role of strategy implementation in the link between integrative leadership style and organisational performance. This study seeks to address the highlighted contextual vacuum by examining this link and offering insights pertinent to leaders and policymakers in Kenyan commercial state corporations.

The study by Arda, Bayraktar, and Tatoglu (2019) investigated the impact of integrating quality management and environmental management systems on company performance, using data from 208 Turkish enterprises. The research started with the establishment of a conceptual framework based on the resource-based approach, highlighting the strategic significance of organisational resources and capabilities. The researchers then examined the roles of quality performance and environmental proactivity as mediators in the link between integrated management systems and overall firm performance. The results indicated that both quality performance and environmental proactivity completely influence the relationship between integrated management systems and organisational outcomes. The beneficial impact of integrating quality and environmental management on organisational performance is mediated by enhancements in quality-related outcomes and proactive environmental initiatives. This research elucidates the mediating functions, hence providing significant insights into the literature about the enhancement of organisational performance using integrated management techniques. This research enhances the discourse by examining the function of strategy implementation as a mediator in the connection between organisational performance and integrative leadership style in Kenyan commercial state companies. This addition seeks to enhance comprehension of how leadership methodologies, when integrated with proficient strategy implementation, may elevate performance in public sector entities.

The research by Sunarsi, Rohaeni, Wulansari, Andriani, Muslimat, Rialmi, and Fahlevi (2020) examined the impact of e-leadership, organisational commitment, and service quality on school performance. The study used a quantitative research methodology and utilised SmartPLS version 3.0 for data analysis. Data were gathered via an online questionnaire disseminated by a snowball sampling method, aimed at 200 educators from schools in Banten. The study demonstrated that e-leadership, organisational commitment, and service quality each had a substantial beneficial influence on school performance. This research's primary contribution is its innovative leadership model, which incorporates e-leadership, dedication to the organisation, and quality of service as factors that affect how well a school does. This method enhances comprehension of how digital leadership approaches, alongside staff commitment and service quality, may propel institutional achievement in educational environments. The research elucidates the substantial significance these elements play, contributing useful insights to the expanding literature on leadership and organisational performance in educational institutions. It underscores the need of using technology-driven leadership, cultivating robust team dedication, and upholding elevated service standards to improve overall performance. This study expands upon previous results by investigating the mediating role of strategy implementation in the relationship between integrative leadership style and organisational performance within commercial state corporations in Kenya. This study aims to improve understanding of the influence that the amalgamation of leadership styles and strategy implementation may have on performance outcomes across various organisational and cultural settings.

The research conducted by Alrowwad, Abualoush, and Masa'deh (2020) examined the mediating effects of intellectual capital and innovation on the link between transformational and transactional leadership styles and organisational performance in Jordanian banks situated in Irbid city. The study gathered data using a questionnaire administered to 350 individuals, resulting in 298 valid replies, which corresponds to an 85.14% response rate. The The researchers employed structural equation modeling alongside descriptive statistics to analyze the data, test the hypotheses, and profile the respondents. The findings revealed that both transformational and transactional leadership styles have a positive impact on organisational performance. Furthermore, the research demonstrated that intellectual capital encompassing knowledge, skills, and organisational resources and creativity act as essential mediators in this connection. Effective leadership augments intellectual capital and cultivates innovation, hence propelling enhanced organisational results. This study offers empirical evidence that robust intellectual capital in its different aspects empowers banks in Jordan to produce both radical and incremental innovations. The use of effective leadership styles enhances employee motivation and fosters better organisational performance. The research highlights the significance of leadership in fostering a climate that promotes information exchange and creative behaviours, which are vital for competitive advantage. Recognizing leadership style as a critical factor for employee performance and organizational success, and building on prior research that elucidates mechanisms like intellectual capital and innovation in areas such as the banking industry, this study specifically examines the mediating effect of strategy implementation on the relationship between integrative leadership style and the organizational performance of commercial state corporations in Kenya. This research thereby enhances the existing literature on leadership styles in organizational change management and organizational culture by thoroughly analyzing how diverse leadership styles and successful strategy implementation impact commitment and effectiveness, ultimately contributing to organizational objectives within diverse contexts.

The research conducted by Rehman and Iqbal (2020) examined the impact of knowledge-oriented leadership on the organisational performance of higher education institutions (HEIs) in Pakistan, emphasising the often neglected mediating roles of knowledge management (KM) processes and innovation. The researchers used a quantitative, cross-sectional study approach to gather data using self-administered questionnaires from 312 faculty members. The investigation used partial least squares structural equation modelling to evaluate the offered hypotheses. The results indicated that knowledge-oriented leadership directly and positively influences organisational performance. The research revealed that KM processes and innovation partly mitigate this link, suggesting that leadership centred on knowledge improves the management of knowledge assets and promotes innovation, hence enhancing institutional performance. This underscores the essential function of knowledge management and innovation as means by which leadership results in enhanced outcomes. This study highlights the importance of knowledge-centric leadership in higher education environments. It indicates that when leaders actively encourage information-sharing practices and efficiently execute knowledge management procedures, they foster an atmosphere that enhances both product and process innovation, eventually leading to better organisational outcomes. This research enhances the academic debate by elucidating the interconnections of leadership, knowledge management, and innovation in their impact on performance inside educational institutions. This research expands upon previous discoveries by analysing the mediating role of strategy implementation in the link between integrative leadership style and organisational performance in Kenyan commercial state companies. This investigation seeks to enhance understanding of the influence of leadership styles and successful strategy implementation on organisational performance across various industries and cultural settings.

The research conducted by Hariyati, Tjahjadi, and Soewarno (2019) examined the mediating roles of intellectual capital (IC), management accounting information systems (MAIS), internal process performance, and customer performance in the relationship between organisational strategies and financial performance within medium and large manufacturing enterprises in Java. The business units, characterised as separate segments of an organisation accountable for certain goods within their own competitive contexts and with managerial autonomy, functioned as the unit of analysis. The study revealed that innovation strategies, including product, process, and technological innovations, positively impact financial performance; however, this effect depends on robust internal process performance, dependable management accounting information systems, and efficient customer performance. The performance of internal processes, including operations management, customer management, innovation, and regulatory and social procedures, is vital for optimising the translation of plans into financial success. The research indicated that intellectual capital did not significantly influence customer performance or internal process performance, nor did management accounting information systems directly effect financial performance. Management accounting information systems indirectly impacted financial results by enhancing internal processes and customer performance. This study enhances the understanding of how diverse organisational skills and systems mediate the relationship between strategic efforts and financial outcomes. It specifically emphasises the indirect mechanisms by which information technologies augment financial success by enhancing internal operations and customer-related results. The present research extends previous results by exploring the mediating effect of strategy implementation on the connection between integrative leadership style and organisational performance in commercial state corporations in Kenya. This expansion seeks to enhance understanding of how leadership methodologies, along with proficient strategy implementation, propel organisational performance across various industries and cultural environments.

Nanjundeswaraswamy's (2023) research examined the correlation between leadership styles and employee commitment in small- and medium-sized corporations (SMEs) within the mechanical manufacturing sector, emphasising the mediating influence of work satisfaction. Data were acquired from 911 workers across 102 mechanical manufacturing SMEs in and around Bangalore, India, via a cross-sectional survey approach. The investigation used Pearson correlation, regression methods, and structural equation modelling (SEM) to evaluate the offered hypotheses. The findings revealed that employee commitment is affected by several aspects, such as workers' age and experience, the leadership styles of their supervisors, and their degree of job satisfaction. Job satisfaction was identified as a partial mediator in the association between leadership styles and employee commitment, indicating that leadership influences commitment both directly and indirectly via affecting workers' contentment in their positions. To promote employee engagement in mechanical manufacturing SMEs, the research advises managers to use a holistic leadership strategy that improves job satisfaction and cultivates healthy workplace connections. Leaders who engage people in decision-making create a supportive work climate that encourages successful performance and loyalty to the organisation. Therefore, it is essential for these companies to develop and execute strategies designed to inspire workers to remain engaged and dedicated in the long term. The research offers useful insights; yet, its cross-sectional methodology restricts it to data collection at a singular moment, precluding the evaluation of temporal changes. Future study using longitudinal approaches would provide a more nuanced understanding of these interactions. Furthermore, given the research concentrated only on mechanical manufacturing SMEs in the Bangalore region, the results may not be applicable to other sectors or locations. This study extends previous research by investigating the mediating role of strategy implementation in the link between integrative leadership style and organisational performance in commercial state corporations in Kenya. This investigation seeks to enhance understanding of the impact of leadership styles and successful strategy implementation on organisational performance across various industries and cultural settings.

The research by Sumiyana, Wivaqussaniyyah, Darwin, and Hadna (2022) investigated the evolution of collaborations between non-governmental organisations (NGOs) and different tiers of government in Indonesia, with particular emphasis on the regencies of Gunung Kidul, Bantul, Sleman, Yogyakarta Province, and the central government. The study used collaboration theory to assess the impact of various leadership styles on successful partnership development and the subsequent effect of these relationships on program success. The researchers used a case study methodology to collect insights from thirteen key informants, including NGO activists and representatives from village, district, and provincial administrations. The results indicated that the alliances between NGOs and local governments had evolved into a collaborative stage, marked by robust stakeholder cohesion, continuous communication, mutual trust, and collective decision-making procedures. This collaborative atmosphere was primarily influenced by an integrated leadership style characterised by transparency and proactive interaction with external stakeholders. Furthermore, the research revealed that these collaborations significantly enhanced program results, especially in capacity development and cultivating commitment among participants. The researchers presented new policy ideas to strengthen cooperation, including stakeholder mapping, the establishment of joint forums, shared duties, and the development of close-knit relationships. This study enhances the current literature by using cooperation theory to illustrate the efficacy of diverse leadership styles in cultivating successful partnerships. It underscores the essential function of integrative leadership style, which prioritises openness and proactive networking with all stakeholders, in attaining joint success. This research enhances the understanding of leadership by examining the mediating role of strategy implementation in the link between integrative leadership style and organisational performance in Kenyan commercial state corporations. This addition aims to enhance understanding of how leadership methodologies, along with strategy implementation, affect organisational results across many settings.

The A cross-sectional study by Nuwagaba, Joseph, Angima, and Machuki (2022) on Ugandan state agencies examined the correlation between top management team (TMT) attributes and performance. Using primary data from closed-ended questionnaires, their positivist-based research revealed strategy implementation as a partial significant mediator, indicating that TMT efficacy in improving performance is partly contingent upon strategy implementation quality.

However, by treating TMT attributes solely as an independent variable, their study revealed a conceptual gap. This current research aims to address this gap by investigating integrative leadership style as the independent variable within commercial state corporations in Kenya, specifically analyzing the mediating effect of strategy implementation on its relationship with organizational performance. This focus will offer pertinent insights for leaders and policymakers in the Kenyan commercial state corporations.

The research by Kobuthi, K'Obonyo, and Ogutu (2018) identified a substantial mediating influence of strategy implementation on the correlation between corporate governance and performance. The researchers used a cross-sectional study technique to collect data via questionnaires from companies listed on the Nairobi Stock Exchange. The gathered data was then examined by regression analysis, enabling the researchers to properly quantify the correlations among the variables. The results emphasised the significance of strategy implementation as a crucial element affecting the translation of corporate governance norms into organisational performance. The study's emphasis on corporate governance as an independent variable exposed a conceptual deficiency, as it failed to investigate how other variables, such as leadership styles and strategy implementation, may further affect this link. This study will utilise integrative leadership style as the independent variable and investigate the mediating effect of strategy implementation on the relationship between integrative leadership style and organisational performance, specifically within commercial state corporations in Kenya. This method seeks to bridge the highlighted conceptual gap by examining how an integrative leadership style, defined by collaboration, inclusion, and shared decision-making, might improve organisational performance via successful strategy implementation. This study aims to elucidate the relationship between leadership styles and strategy implementation, hence enhancing performance results within Kenyan state corporations.

Ndegwa (2022) used a cross-sectional research methodology to investigate the substantial correlation between strategy implementation and the performance of commercial state corporations controlled by Kenya. The study used a positivist technique, characterised by the deployment of structured questionnaires to gather primary data from participants. The findings provide significant insights into the operational efficacy of state businesses in Kenya, highlighting the essential importance of strategy implementation in attaining intended performance results. The research exhibited a conceptual deficiency by seeing strategy implementation as an independent variable, neglecting to investigate its possible mediation function within the larger framework of leadership. This oversight constrains the comprehension of how other elements, including integrative leadership style styles, may affect the efficacy of strategy implementation in improving organisational performance. This research will investigate the mediating role of strategy implementation in the link between integrative leadership style and organisational performance in commercial state corporations in Kenya. This study seeks to bridge the gap by offering a complete view on how leadership strategies may enhance performance via strategic execution, so improving the operations of state businesses in the area.

In 2021, Akpa, Asikhia, and Nneji examined the relationship between organisational culture and organisational performance. Their study drew on three major theoretical frameworks Schein's organisational culture theory, the Denison model, and Peters & Waterman's theory of organisational excellence to assess how cultural factors influence performance outcomes. The literature review highlighted recent evidence that a strong organisational culture can boost productivity and overall performance. The authors concluded that employee commitment and alignment with the organisation's norms and values are critical drivers of performance, enabling firms to achieve their strategic objectives. They argued that a culture characterised by clear principles, shared values, consistency, flexibility, and effective communication cultivates a sense of identity among employees, thereby strengthening commitment and enhancing performance. Building on this foundation, the present research will extend the discussion by analysing how different leadership styles affect organisational commitment and effectiveness. Specifically, it will investigate the mediating role of strategy implementation in the relationship between an integrative leadership style and the performance of commercial state corporations in Kenya.

The research by Nuwagaba, Angima, Namateefu, and Mugizi (2023), using a cross-sectional methodology, revealed a substantial link between strategy implementation and the performance of Ugandan State Agencies. The data for this study was obtained using questionnaires, which offered a systematic approach to collecting information from participants. The investigation used multilinear regression to examine the links among numerous variables and evaluate the correlation strength. The results provide significant insights into strategy implementation dynamics inside Ugandan state institutions; yet, the research revealed a contextual limitation owing to its concentration on a particular geographical and organisational environment. This research will concentrate on commercial state corporations in Kenya and investigate the mediating role of strategy implementation in the link between integrative leadership style and organisational performance. This study seeks to elucidate how an integrative leadership style, defined by cooperation and inclusion, might improve performance via successful strategy implementation. This methodology not only rectifies the shortcomings of the prior research but also aims to enhance the overarching dialogue on leadership and performance inside Kenyan state corporations.

2.2.3 Integrative Leadership Style, Government Regulations and Organisational Performance

The Dastane's (2020) research, conducted in Malaysian multinational corporations, investigated the impact of transformational, laissez-faire, democratic, and autocratic leadership styles on employee performance, and explored if gender moderated these relationships. Collecting data from 211 convenience-sampled workers via an online standardized questionnaire, the study employed IBM SPSS 24 for reliability and normality assessments, and IBM SPSS AMOS 24 for CFA, SEM, and moderation analysis. Findings indicated that transformational, laissez-faire, and democratic leadership styles positively and significantly influenced employee performance, while autocratic leadership showed no notable impact. Gender was identified as a complete moderator for the effects of transformational (more beneficial for males) and laissez-faire (more successful for females) leadership, and a partial moderator for democratic leadership, though it had no significant moderating influence on autocratic leadership. This research emphasized the need for managers to adapt leadership strategies to account for gender disparities to optimize staff performance. While Dastane's study thus contributed significantly by highlighting both direct leadership style impacts and the moderating role of gender, this current research expands upon it by examining the role of government regulations as a moderator in the link between integrative leadership style and organizational performance within Kenyan commercial state corporations. This investigation seeks to elucidate the impact of external regulatory considerations on leadership efficacy and organizational outcomes across various contexts.

The research by Pujiono, Setiawan, Sumiati, and Wijayanti (2020) investigated the influence of transglobal leadership and organisational culture on job performance at Indonesia's Financial Transaction Reports and Analysis Centre (PPATK), emphasising the moderating effect of inter-employee trust. The research population comprised 308 staff members of PPATK, encompassing both permanent and temporary employees from various institutions, including the Ministry of Finance, General Attorney's Office, Police Department, Bank of Indonesia, Ministry of Communication and Information, BSSN, and the National Bureau of Statistics. Contractual support people, including receptionists, security staff, drivers, cleaning services, and technicians, were omitted from the research due to their lack of involvement in financial transaction reporting or analysis. The results indicated that both leadership style and organisational culture substantially influence job performance. Furthermore, inter-employee trust was identified as a moderating factor in the link between transglobal leadership, organisational culture, and job performance, suggesting that trust among workers enhances the beneficial impacts of leadership and culture on performance results. Organisational culture functions as a framework that directs individual behaviours, so influencing how workers conduct themselves and engage with one another. Job performance improves when there is alignment and synergy between personnel and the organisational culture, particularly in a transglobal environment. This collaboration advances the organization's vision and goals, particularly the essential objective of improving human resource skills, hence promoting favourable organisational growth. This study enhances the current literature by elucidating the synergistic impact of transglobal leadership and organisational culture on job performance, while underscoring the vital moderating effect of inter-employee trust. The research highlights how trust may enhance the advantages of competent leadership and a robust culture in attaining superior performance. This research expands upon previous discoveries by investigating how government rules influence the link between integrative leadership style and organisational performance in commercial state corporations in Kenya. This study seeks to enhance understanding of the interplay between external regulatory environments and leadership in shaping organisational effectiveness across many contexts.

The study by Dastane, D. O. (2020), examined the moderating influence of leadership style on the connexion between knowledge management and organizational performance studies. We present a Knowledge-Based Theory and associated hypotheses for testing. A survey design using a case study approach of four organisations in the Petroleum, Energy, Micro Banking, and Education sectors in Ghana was used to collect quantitative data. Data analysis shows the Structural Equation Modelling of the study using Analysis of Moment Structures. The outcome shows a strong and significant relationship between Organisational Performance and Knowledge Management as well as Leadership Style and Organisational Performance. However, results indicate that Leadership Style does not moderate the relationship between Knowledge Management and Organisational Performance. The implication of the study suggests the implementation of comprehensive knowledge management policies through employees to enhance organisational performance. The current study examined the moderating effect of government regulations in the relationship between integrative leadership style and organisational performance in commercial state corporations in Kenya

The study by Afriyie, Du, and Ibn Musah (2019) applied the resource-based view (RBV) framework to investigate how transformational leadership affects innovation and marketing performance in service-oriented small and medium-sized enterprises (SMEs). Specifically, the authors examined whether transformational leadership moderates the relationship between innovation and marketing success, aiming to provide guidance for fostering SME growth. Data were collected through a cross-sectional survey of 437 service-sector SMEs operating in a rapidly expanding segment of a developing economy. Using quantitative techniques—particularly partial least-squares structural equation modelling (PLS-SEM) with bootstrapping—the researchers tested their hypotheses. Results showed that innovation positively influences marketing performance, and that transformational leadership significantly strengthens this link, magnifying the effect of innovation on market outcomes. The effect was robust across the sampled firms, underscoring the pivotal role of transformational leaders in driving both innovation and market success. The authors suggest that future work should explore how transformational leadership interacts with team-level factors such as trust, creativity, and creative performance to further boost organisational competitiveness. For SMEs operating in developing markets, the findings highlight the importance of cultivating transformational leadership capabilities, as these traits markedly enhance the impact of innovation on marketing results. By confirming an integrated model that simultaneously examines transformational leadership, innovation, and marketing performance, the study enriches the academic literature on SME marketing effectiveness in developing economies and emphasizes the moderating power of transformational leadership. Building on this foundation, the present research extends the inquiry to Kenyan commercial state corporations, probing how government regulations moderate the relationship between integrative leadership style and organisational performance. This extension seeks to deepen understanding of how external regulatory environments interact with leadership approaches to shape organisational outcomes across diverse contexts.

The study by Coffie, Boateng, and Alhassan (2023) investigated the relationship between leadership style, knowledge management, and organisational performance, grounded in Knowledge-Based Theory. The study hypothesized about this dynamic and employed a mixed-methods approach a survey combined with case study analysis—collecting data from four organizations across diverse sectors in Ghana (Petroleum, Energy, Micro Banking, and Education). Quantitative data were analyzed using Structural Equation Modelling (SEM) with AMOS. According to the results, there is a statistically significant positive association between the management of knowledge and leadership style and the performance of the company. Nonetheless, contrary to anticipations, leadership style did not substantially influence the link between knowledge management and performance. This suggests that while both factors independently contribute to organisational performance, leadership style doesn't alter the strength or direction of the knowledge management-performance link within the studied context. The research emphasizes the importance of implementing robust knowledge management policies and procedures with employee participation to improve overall organisational performance. This study contributes to the existing literature by clarifying the direct effects of knowledge management and leadership style on organisational outcomes, while also examining the moderating role of leadership. The present research builds on these findings by exploring how government regulations moderate the relationship between integrative leadership style and organisational performance in Kenyan commercial state corporations. This investigation aims to deepen understanding of the interplay between external regulatory frameworks and leadership strategies in influencing organisational performance across different settings.

The study by Nyandika, Machoka, and Ngala (2022) employed a census approach to investigate how external regulation moderates the relationship between transformational leadership and enterprise risk management implementation. Utilizing a positivist framework and a cross-sectional design with questionnaires, the study systematically examined these connections. While the findings shed light on the interplay between leadership and risk management, focusing on enterprise risk management as the primary outcome variable presents a conceptual limitation. This indicates a necessity for additional research examining the comprehensive relationship between leadership and overall organisational outcomes. The present study addresses this gap by focusing on organisational performance as the dependent variable. It seeks to ascertain how organisational performance and integrative leadership style are influenced by governmental regulations in Kenyan commercial state firms. By examining how integrative leadership style styles impacts performance specifically within government regulated commercial state corporations, this research not only overcomes the limitations of prior work but also seeks to provide valuable insights into the influence of leadership and external constraints on the effectiveness of Kenyan state-owned corporations.

The research by Owenga, Mutinda, and Mapelu (2024) showed a substantial moderating influence of governmental laws and regulations on the correlation between diversification tactics and organisational performance. The information required for this research was acquired via the use of a combination of questionnaires and interview guides, enabling a thorough examination of the participants' viewpoints. The results offered significant insights into the impact of government regulations on the efficacy of diversification techniques; yet, a conceptual gap was apparent, since the research mostly regarded diversification tactics as the independent variable. This restriction indicates that the relationship between leadership styles and organisational performance inside regulatory frameworks requires more examination. This research will investigate the moderating influence of government restrictions on the link between integrative leadership style and organisational performance in Kenyan commercial state corporations. This study seeks to elucidate how an integrative leadership style, defined by cooperation and inclusion, might improve organisational performance, especially under the impact of external regulatory considerations. This methodology not only rectifies the shortcomings of the prior research but also aspires to enhance the overarching dialogue on the influence of leadership in managing regulatory frameworks, eventually striving to elevate the efficacy and performance of commercial state corporations in Kenya.

The study by Omkar (2020), examined the impact of different leadership styles on employee performance was investigated in this study, whereby the proposed styles included transformational leadership, Laissez-Faire leadership, democratic leadership, and autocratic leadership. Concomitantly, the moderating effect of gender between such leadership styles and employee performance was also tested. The required data were collected by utilizing a structured questionnaire and disseminating it through an online survey, engaging a sample size of 211 employees of multinational corporations in Malaysia selected using convenient sampling. Accordingly, IBM SPSS 24 was employed to conduct the reliability and normality assessment, while IBM SPSS AMOS 24 application was for the purpose of conducting the confirmatory factor analysis (CFA), structural equation modelling (SEM), and moderation analysis. As a result, a positive and significant relationship was found between the transformational, Laissez-Faire, and democratic leadership styles towards employee performance in Malaysia, respectively. Furthermore, the relationship between autocratic leadership and employee performance was statistically insignificant following the hypothesis testing. Meanwhile, the impact of transformational and Laissez-Faire leadership styles on employee performance was fully moderated by gender, whereas the correlation between democratic leadership and employee performance was only partially moderated. In contrast, gender posed a statistically insignificant impact for autocratic leadership and employee performance association. Moreover, the effect of transformational leadership on employee performance was more pronounced in males compared to females. The effect of Laissez-Faire leadership on employee performance is more pronounced in ‘female’ compared to ‘male’. Meanwhile, the effect of democratic leadership on the variable was more pronounced in females compared to males, but with a minimum difference. To fill these contextual and conceptual gaps, the current study examined the moderating effect of government regulations in the relationship between integrative leadership style and organisational performance in commercial state corporations in Kenya.

The research by Wangui, Kahuthia, and Muhoho (2021) examined the influence of governmental regulations on the relationship between Kenyan County Government performance and strategy implementation, demonstrating a strong association. Employing an explanatory research methodology, the researchers gathered data via questionnaires, enabling them to examine the subtleties of how government regulations influence the efficacy of strategy implementation. Their results demonstrated a beneficial moderating impact of government regulation, indicating that regulatory frameworks may improve the correlation between strategic activities and performance outcomes. The research was confined to County Governments in Kenya, revealing a contextual gap that requires more investigation in other organisational environments. This study will examine commercial state corporations in Kenya and evaluate the moderating influence of government regulations on the connection between integrative leadership style and organisational performance. This research intends to elucidate how an integrative leadership style, marked by cooperation and inclusion, might impact performance results within the framework of regulatory frameworks, by concentrating on commercial state businesses. This method intends to expand upon the results of Wangui et al. while contributing to a more profound comprehension of the interplay between leadership, governmental rules, and organisational performance in Kenya's commercial state corporations.

The study by Nyakarimi, Kariuki, and Kariuki (2020) emphasised the substantial moderating impact of government rules on internal control systems and their efficacy in fraud prevention. The researchers used a structural equation model (SEM) to analyse primary data obtained from surveys, establishing a comprehensive framework for elucidating the dynamics inside the banking industry. Their results emphasised the essential importance of government rules in improving internal controls, therefore mitigating the danger of fraudulent actions. The study's concentration on the banking industry resulted in a significant contextual vacuum, since the consequences of these results may not be immediately relevant to other sectors or organisational types. This research will examine the moderating influence of government restrictions on the link between integrative leadership style and organisational performance in commercial state corporations in Kenya. This method intends to expand upon the findings derived from Nyakarimi et al.'s research while contributing to a comprehensive knowledge of how governmental rules influence leadership efficacy and organisational performance across various industries in Kenya.

2.2.4 Integrative Leadership Style, Strategy Implementation, Government Regulation and Organisational Performance

Kuncoro, Sudrajat, Saroso, Syahchari, and Moeke (2021) conducted a cross-sectional survey in Indonesia to demonstrate the significant moderating role of government regulation in the relationship between supply chain collaboration and the performance of dry port corporations. Employing partial least squares structural equation modelling (PLS-SEM), a robust technique for analyzing complex relationships, the researchers found that government regulations substantially influence the effectiveness of supply chain collaboration, ultimately leading to improved performance. However, the study's narrow focus on dry port enterprises creates a contextual limitation, suggesting that the findings may not generalize to other industries or organizational settings. The present research addresses this contextual gap by shifting the focus to commercial state corporations in Kenya. It aims to investigate the moderated mediation effect of both government regulations and strategy implementation on the relationship between integrative leadership style and organisational performance. Specifically, this study seeks to clarify how an integrative leadership style characterized by collaboration and inclusivity interacts with government regulations and effective strategy execution to collectively impact organisational performance. This approach builds upon the work of Kuncoro et al. by providing valuable insights into the interplay of leadership, regulatory environments, and strategic implementation within the Kenyan public sector. The ultimate goal is to offer practical implications for enhancing the effectiveness of commercial state corporations in Kenya.

The study by Awan, Dunnan, Jamil, and Gul (2023), evaluated the environmental performance of small and medium-sized enterprises (SMEs) through green human resource management (GHRM), green transformational leadership (GTFL), and green innovation (GI) : a mediation-moderation model. The study was based on resource-based view theory and ability-motivation-opportunity theory. The study collected data from 315 manufacturing small and medium-sized enterprises using a survey questionnaire. The study applied structural equation modeling using

Smart partial least squares to analyze the collected data. Results of the study indicate that green ability and green motivation have a significant impact on environmental performance and green innovation mediates the relationship between GHRM practices and environmental performance. Findings also revealed that green transformational leadership's moderation strengthens the relationship between green ability and green innovation, but surprisingly weakens the relationship between green motivation, green opportunity, and green innovation. The paper provides a valuable understanding and novel approach for directors of SMEs in developing countries to improve their environmental performance through GHRM and green innovation. To fill these methodological and conceptual gaps, the current study examined the moderated mediation effect of government regulations and strategy implementation on the relationship between integrative leadership style and organisational performance in commercial state corporations in Kenya.

The study by Shahzad, Iqbal, Jan, and Zahid (2022), investigated the mediating role of corporate sustainability in the relationship between the impacts of transformational leadership on the performance of firms. This study also aimed to investigate the moderating role of knowledge-sharing on the relationship of transformational leadership with corporate sustainability. Respondents of the study were the top management of large Chinese automobile sectors, such as Shanghai Automotive Business Corporation (Group), China FAW Group Corporation, Dongfeng Motor Co., Ltd., Beijing Automotive Group Co., Ltd., and China North Industries Group Corporation. These are the companies with the biggest market share in the automobile manufacturing industry in China. The data was gathered by using a self-administrative survey questionnaire from 198 individuals operating in different automobile industries in different sectors of China. The data were analyzed using structural equation modeling (SEM) through the Smart PLS 3.3.2 software. The results of this study revealed that transformational leadership has a positive and significant effect on the performance of the firm. Corporate sustainability has a significant positive mediating role in the association of transformational leadership and firm performance. Findings indicated that knowledge-sharing also has a positive moderating role in the association between transformational leadership and firm performance. The findings of this study contribute to the body of knowledge and show that leadership style has a significant effect on firm performance and that knowledge-sharing culture in firms is essential for better performance of the firm. Furthermore, firms may improve their performance by improving their sustainability and by creating knowledge-sharing culture. The findings are important, particularly in connection with a developed country like China. The findings have important insights for various stakeholders, i.e., government, regulatory bodies, practitioners, academia, industry, and researchers. To fill these contextual, methodological, and conceptual gaps, the current study examined the moderated mediation effect of government regulations and strategy implementation on the relationship between integrative leadership style and organisational performance in commercial state corporations in Kenya.

This research conducted by Radomska and Kozyra (2020) evaluated the moderated mediation analysis on the knowledge of impediments to strategy implementation in the decision-making process. The study analysed six critical elements that impede strategy implementation and their impact on firm success, assessed via the achievement of strategic goals and revenue growth. The research used structural equation modelling (SEM) to examine data gathered from a heterogeneous sample of 150 corporations of different sizes and sectors, all listed on the Warsaw Stock Exchange. By use of repeated model refinement, trivial routes were eliminated to create a strong final model that encapsulates the interactions among the components. The findings underscore that strategy implementation should not be seen as discrete activities or results, but as an interrelated system of elements that must be collectively evaluated in decision-making. Organisations must prioritise effectiveness throughout all linked components of the strategy implementation process, rather than focussing exclusively on the efficiency of end products. The research promotes adopting an execution-as-learning methodology, whereby the recognition of obstacles is essential. It shown that identifying these challenges directly impacts the effective attainment of strategic objectives and indirectly effects financial performance, as evidenced by variations in revenue. This study enhances the understanding of moderated mediation analysis about the recognition of strategy implementation obstacles and their influence on organisational decision-making. It underscores the need of embracing a comprehensive and cohesive approach when tackling strategy implementation obstacles. This study extends previous research by examining how government regulations and strategy implementation collaboratively moderate and mediate the relationship between integrative leadership style and organisational performance in Kenyan commercial state corporations. This study seeks to elucidate the interaction between external regulatory elements and leadership and strategy processes, and their influence on organisational performance within public sector institutions.

The study by Kitaka, Kiragu, and Marwa (2019) among Kenyan insurance corporations revealed a relationship between sustainability and governmental regulation. The researchers used data sheets for secondary data gathering and utilised questionnaires to get primary data. The independent variable in their research was government regulation, whereas sustainability functioned as the dependent variable. This emphasis yielded valuable insights on the impact of regulatory frameworks on sustainable practices in the insurance industry. The study's methodology revealed a conceptual deficiency, since it focused only on a linear connection, neglecting the potential mediating or moderating effects of elements such as leadership styles or strategy implementation. This research will examine the moderated mediation impact of government rules and strategy implementation on the link between integrative leadership style and performance in commercial state corporations in Kenya. This study seeks to investigate the impact of integrative leadership style on organisational performance, especially in relation to regulatory impacts and strategic objectives. The research aims to provide a comprehensive perspective on the interactions among different components within the context of commercial state corporations, thereby enhancing the knowledge of the relationships between government regulation, leadership, and organisational performance in Kenya.

A research conducted by Omondi, Kiruhi, Okeyo, and Mwikya (2022) investigated the influence of strategic leadership on organisational performance within Kenya’s agriculture, livestock, and fisheries (ALF) parastatals. Within the context of a positivist research paradigm, the study specifically investigated the implementation of strategy as a mediating variable and the external environment as a moderating factor. The study drew on the Full Range Leadership Theory in addition to complementary frameworks, such as the Cultural Dimension, Open System, and Resource-Based View theories. Using a census survey that included 45 Chief Executive Officers and 135 top managers from 45 ALF parastatals, the researchers collected primary data through the use of a structured questionnaire. They then analysed the data using descriptive and inferential statistics, including techniques such as correlation, multiple regression, and bootstrapping. The findings revealed a strong, positive relationship between all factors examined (R=0.7731), with strategic leadership, strategy implementation, and the external environment collectively explaining 59.8% (R2=0.598) of the variance in organisational performance. Bootstrapping confirmed a significant moderated mediation effect (LLCI: 0.154, ULCI: 0.384), indicating both direct and indirect relationships are substantial. The study demonstrated a significant direct link between strategic leadership style and performance, influenced by the external environment, and a significant indirect link between leadership style, strategy implementation, and the external environment, highlighting the environment's dual direct and indirect effects on organisational functioning. The researchers concluded that parastatal leaders must establish a balanced control structure encompassing these three key factors to maximize performance. This research enhances the current literature by validating the moderated mediation impact of the external environment and strategy execution on the connection between strategic leadership and performance in Kenya's agriculture industry. This study builds on previous results by examining the moderated mediation impact of government rules and strategy execution on the connection between integrative leadership style and the performance of commercial state firms in Kenya. This investigation seeks to build on Omondi et al.'s work by exploring a different sector and examining the specific influence of governmental regulations alongside strategic execution.

The research conducted by Mati and Atikiya (2022) shown a correlation between strategy implementation approaches and the performance of the aviation sector in Kenya. The researchers adopted a descriptive analytic strategy, gathering data via questionnaires and using Pearson R correlation to evaluate the degree and direction of the linear association between the variables. Their findings underscored the significance of proficient strategy implementation in improving performance results within the aviation industry. The study's emphasis on the aviation business creates a contextual disparity, since the dynamics and issues encountered by commercial state corporations in Kenya may markedly vary from those in the aviation sector. This study will evaluate how government regulations and strategy execution affect the mediation effect of the relationship between integrative leadership style and Kenyan commercial state enterprises' performance. This study seeks to examine the impact of integrative leadership style on organisational performance by transitioning the emphasis from the aviation sector to commercial state corporations, especially within the context of regulatory frameworks and strategic objectives.

The study by Oluoch, K'Aol, and Kosha (2021) conducted a quantitative study demonstrating that the regulatory framework significantly influences the relationship between strategic leadership and the financial sustainability of non-governmental organizations (NGOs). Employing a correlational survey approach and questionnaires, the researchers used Spearman's correlation analysis to examine the connections between financial sustainability and the regulatory environment. The conceptualisation of the study, which treated sustainability as a dependent variable and strategic leadership as an independent variable, presents a limitation because it restricts the exploration of other potentially influential factors. Despite the fact that the findings provided precious insights into the dynamic relationship between leadership and sustainability, the conceptualisation of the study presents a limitation. The present research addresses this limitation by investigating the impact of integrative leadership style (as the independent variable), strategy implementation (as the mediating variable), government regulations (as the moderating variable), and organisational performance within commercial state corporations in Kenya. This study seeks to clarify how an integrative leadership style can enhance organisational performance, particularly when coupled with effective strategy implementation and operating within a defined regulatory environment. By examining the complex interplay between leadership styles, regulatory frameworks, and performance outcomes in Kenyan state-owned enterprises, this research aims to expand the existing literature and provide practical insights for improving their operational effectiveness. This approach moves beyond a focus solely on financial sustainability to encompass a broader measure of organisational performance.

2.3 Summary of Research Gaps

This research explores the relationships between integrative leadership style, strategy implementation, government regulation, and the performance of commercial state corporations. While these variables are individually studied, there is a relative lack of research examining their combined influence, and existing empirical evidence presents inconsistent and varied findings. Furthermore, much of the current research concentrates on specific sectors – namely energy, aviation, and commercial banking – leaving a gap in understanding these dynamics within the broader context of Kenyan commercial state corporations. This study is motivated by this identified research gap and aims to address the contextual, conceptual, and methodological deficiencies in the existing literature regarding integrative leadership style, strategy implementation, government regulation, and organisational performance within this specific sector. Table 1 provides a concise overview of these identified gaps, which will be further explored in the literature review.

Table 1: Summary of Research Gaps

Researcher	Focus Area of study	Methodology	Key Findings	Knowledge Gap(s)	Contribution of Current Study
Onyegbula, Nwoye, and Daniel (2023)	examined the role of strategy implementation on performance on the financial sectors in Nigeria	employed both inferential and descriptive statistics to analyze the qualitative and quantitative data collected through questionnaires	revealed a significant relationship between strategy implementation and performance providing insights into how effective strategy implementation can enhance organisational performance within that context.	contextual gap was evident in the study, as it was conducted in Nigeria	The current study will focus on commercial state corporations in Kenya, aiming to examine the mediating effect of strategy implementation on the relationship between integrative leadership style and organisational performance
Dahir, Kathula and Machoka (2023)	Relationship Between Integrative Leadership Style and Performance of Public Boarding Secondary Schools in Frontier Counties: The Mediating Effect of Employee Motivation.	A Cross-Sectional Survey Approach	Integrative leadership and performance correlated while a partial mediating effect of employee was also realised.	Contextual gap - Study done among public boarding secondary schools	The current study will focus on commercial state corporations in Kenya, aiming to examine the mediating effect of strategy implementation on the relationship between integrative leadership style and organisational performance
Bonnyventure, Cheluget and	The Mediating Role of Strategy	A Cross-Sectional Survey	Positive link between integrative leadership	introduces potential contextual gaps that	the present research aims to examine the

Researcher	Focus Area of study	Methodology	Key Findings	Knowledge Gap(s)	Contribution of Current Study
Ngala (2022)	Implementation on the Relationship Between Integrative Leadership Style and Performance of Airfields in Kenya.	Approach	style and performance. Significant partial mediating effect of strategy implementation was found.	may not translate to the dynamics of commercial state corporations in Kenya	mediating effect of strategy implementation on the relationship between integrative leadership style and organisational performance specifically within commercial state corporations in Kenya
Nuwagaba, Joseph, Angima and Machuki (2022)	Mediating Effect of Strategy Implementation on the Relationship Between between top management team Characteristics and Performance of Ugandan State Agencies	Cross-sectional research design	Revealed a partial significant mediating role of strategy implementation	Conceptual gap - The study considered top management team as an independent variable. Contextual gap assess the Performance Ugandan State Agencies	This study will use integrative leadership style as an independent variable on the relationship between integrative leadership style and organisational performance of commercial state corporations in Kenya.
Obiero and Genga (2018)	Strategy implementation and performance of Kenya Revenue Authority	Census	Strong relationship between performance and strategy implementation	Methodological gap - A census approach was used.	Cross-sectional design will be employed
Oluoch, K'Aol,	Moderating effect	correlational	Revealed that the	the study also	The current study

Researcher	Focus Area of study	Methodology	Key Findings	Knowledge Gap(s)	Contribution of Current Study
and Kosha (2021)	of regulatory framework on the relationship between strategic leadership and financial sustainability of non-governmental organizations	survey methodology	regulatory framework substantially moderates the relationship between strategic leadership and financial sustainability of non-governmental organizations	highlighted a conceptual gap by treating sustainability as a dependent variable and strategic leadership as an independent variable, limiting the exploration of how other factors might influence this relationship	will investigate the effect of integrative leadership style as the independent variable, strategy implementation as the mediating variable, government regulations as the moderating variable, and organisational performance as the dependent variable within commercial state corporations in Kenya.
Kitaka, Kiragu, and Marwa (2019)	correlation between sustainability and government regulation in Kenyan insurance companies	Mixed-methods approach, utilizing data sheets for secondary data collection while gathering primary data through questionnaires.	Valuable insights into how government regulations can influence sustainability practices within the insurance sector.	Study's design also highlighted a conceptual gap, as it primarily examined a linear relationship without considering how other factors, such as leadership styles or strategic implementation, might mediate or moderate this relationship.	Address the conceptual gap, The current study will shift its focus to evaluate the moderated mediation effect of government regulations and strategy implementation on the relationship between integrative leadership style and performance among commercial state corporations in

Researcher	Focus Area of study	Methodology	Key Findings	Knowledge Gap(s)	Contribution of Current Study
					Kenya
Nyakarimi, Kariuki, and Kariuki (2020)	Significant moderating influence of government regulations on internal control systems and their effectiveness in preventing fraud	Utilizing a structural equation model (SEM), the researchers analyzed primary data collected through questionnaires	The critical moderating role that government regulations can play in enhancing internal controls, thereby reducing the risk of fraudulent activities.	the study's focus on the banking sector created a glaring contextual gap, as the implications of these findings may not be directly applicable to other sectors or organisational types	To address this contextual gap, the current study will investigate the moderating effect of government regulations on the relationship between integrative leadership style and organisational performance within commercial state corporations in Kenya.

2.4 Hypothesis

The study was guided by the null hypotheses:

H_{O1}: There is no significant relationship between integrative leadership style and organisational performance of commercial state corporations in Kenya

H_{O2}: There is no statistically significant mediating effect of strategy implementation on the relationship between integrative leadership style and organisational performance of commercial state corporations in Kenya

H_{O3}: There is no statistically significant moderating effect of government regulations on the relationship between integrative leadership style and organisational performance of commercial state corporations in Kenya

H_{O4}: There is no significant moderated mediation effect of government regulations and strategy implementation on the relationship between Integrative leadership style and performance of commercial state corporations in Kenya

2.5 Conceptual Framework

The conceptual framework refers to the outline that indicates the likely link between the relevant aspects of the area under test, scrutiny, or review (Varpio, Paradis, Uijtdehaage & Young, 2020). In this study integrated leadership is the independent variable while performance of the commercial state corporations is the dependent variable. Government regulations and strategy implementation, serve as the moderating and mediating variables respectively, as seen in figure 1.

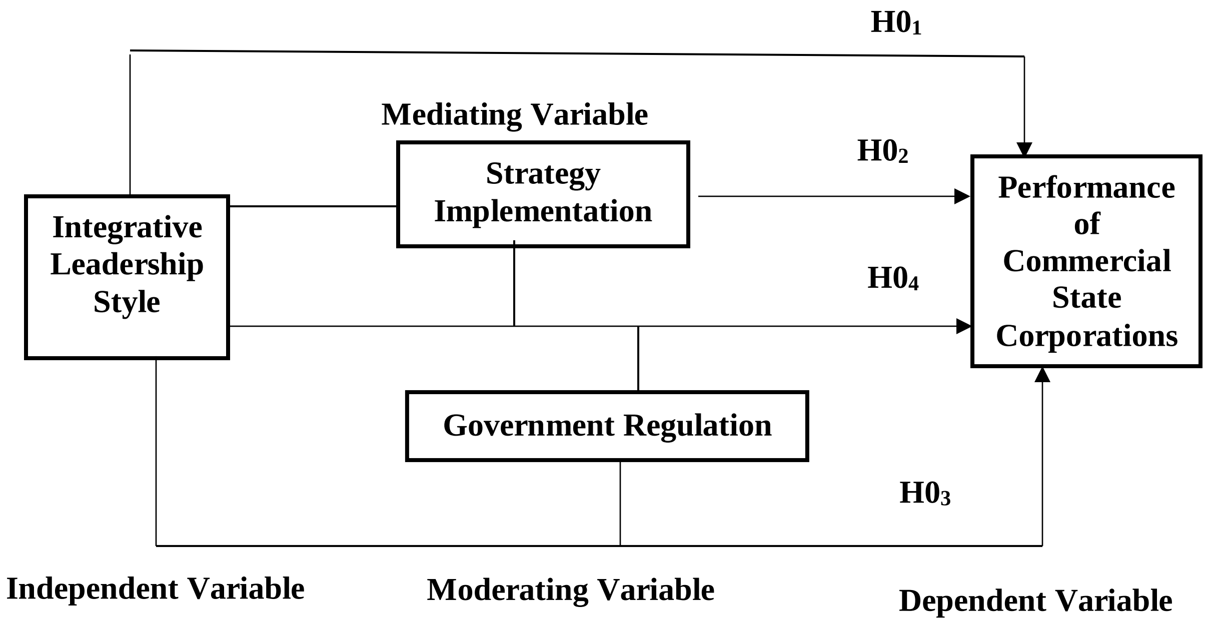


Figure 1: Conceptual Model

2.6 Measurement of Study Variables

Table 2: Operationalization of Variables

Variables	Indicators	Measurement Scale	Questionnaire Section	Data Analysis method & Model
Integrative Leadership Style Style	-Transformational - Transactional - Laissez-faire	Interval	Section B	Descriptive and inferential method. Liner regression model Descriptive and inferential method.
Strategy Implementation	-Resource Allocation -Organizational Culture -Leadership Support -Communication Processes	Interval	Section C	Descriptive and inferential method 3 – steps moderation model using stepwise regression
Government Regulation	-Law -Professional Ethics -Standards	Interval	Section D	Descriptive and inferential method. 4 – steps mediation model using hierarchy regression

Variables	Indicators	Measurement Scale	Questionnaire Section	Data Analysis method & Model
Organisational Performance	-Profitability -Efficiency -Customer Satisfaction -Learning And Growth	Interval	Section E	Descriptive and inferential method. 7 – steps moderation model using stepwise regression

2.7 Chapter Summary

This chapter examines the links between integrative leadership style, strategy implementation, and government regulation on performance of commercial state corporations in Kenya. The chapter discusses and critiques empirical review on the research variables highlighting the knowledge gaps. The conceptual framework is also given explaining the relationship between the variable. The methodology used to guide the investigation is explained in the next chapter.

CHAPTER THREE
RESEARCH METHODOLOGY

3.0 Introduction

This chapter outlines the methodological framework guiding the study. It begins by introducing the theoretical foundations that inform the research design, followed by an explanation of the selected research strategy and the target population under investigation. Special attention is given to the sampling methodology including sample size determination and selection criteria as well as the tools employed to gather data. The chapter also addresses how the credibility and consistency of the instruments were evaluated. Furthermore, it details the procedures for collecting and analyzing data, highlighting the analytical techniques applied. Ethical considerations integral to the research process are discussed, and the chapter concludes with a concise overview of its key components.

3.1 Research Philosophy

This study was based on a positivist research philosophy. Positivism posits that natural science requires the formulation of logical relationships within and between phenomena, and that the examination of things must scientifically ascertain and authenticate these relationships using rational methods (Ryan, 2018; Dawadi, Shrestha, & Giri, 2021). Creswell and Creswell (2017) contend that the positivist ideology posits that valid knowledge must be ascertained via simultaneous testing by several researchers, resulting in consistent outcomes. Bell, Bryman, and Harley (2022) asserted that the positivist methodology relies on acquired abilities. This study will heavily use positivism, which is grounded on the principles of validity, reason, and truth. Positivists claim they can provide scientific explanations for occurrences using quantitative approaches, including experiments and observations (Maksimovic & Evtimov, 2023).

3.2 Research Design

A cross-sectional survey methodology was adopted. A cross-sectional observational survey method assesses individuals' exposures and outcomes concurrently (Wang & Cheng, 2020). Data may be collected more quickly and cheaply using a cross-sectional survey design compared to other survey methodologies. The cross-sectional survey facilitates the collection of primary data that will assist in identifying correlations among different factors (Patten & Newhart, 2018;

Shanmugam, 2020). This design is advantageous since it is time-constrained and allows for data collection at a designated moment (Wang & Cheng, 2020). The design will integrate quantitative data since it relies on numerical measurement and statistical methodologies (Patten & Newhart, 2018). The design will assist the researcher in collecting critical data about the impact of integrative leadership style, strategy implementation, and government regulation on organisational performance."

3.3 Target Population

The target population included all Kenyan Commercial State Corporations enumerated as of March 2021 on the State Corporations Advisory Committee website, as detailed in the report of the Presidential Taskforce on Parastatal Reforms 2013. Kenya has 253 State Corporations, of which fifty-two (52) are commercial and two hundred and one (201) are non-commercial. The Task Force on Presidential Parastatals Reforms classified the Commercial State Corporations into two groups in the 2013 report: solely commercial (32) and those with strategic roles (20). The two kinds of Commercial State Corporations were the units of study, as shown in Appendix III and summarised in Table 3 regarding population distribution.

Table 3: Population Distribution

No.	Category	No. of Institutions
1.	Purely Commercial State Corporations	32
2.	Commercial SC with strategic function	20
	Total	**52**

Source: *State Corporations Advisory Committee, 2021*

3.4 Sample and Sampling Techniques

The research executed a survey of senior management across all 52 Commercial State Corporations, using a census sample technique to guarantee thorough data acquisition. Oribhabor and Anyanwu (2019) assert that this methodology improves the generalisability of the results while reducing possible sample mistakes and biases. Mweshi and Sakyi (2020) endorse census sampling, especially for smaller, homogenous populations. Purposeful sampling will be used to choose the senior management team, concentrating especially on five (5) pivotal persons from each firm. The five important responders were the Managing Director, Head of Supply

Chain Management, Head of ICT, Head of Audit and Risk Management, and the Corporation Secretary and Legal Services. The chosen professionals are essential due to their substantial expertise and their role in managing policy and strategic efforts within their respective directorates. Thus, the researcher selected five senior management members from each of the 52 Commercial State Corporations, resulting in a total sample size of 260 respondents (52 x 5).

Table 4: Sample Frame

Unit of observation	**No**
Managing Director	52
Head of Supply Chain Management	52
Head of ICT	52
Head of Audit and Risk Management	52
Corporation Secretary and Legal Services	52
Total	**260**

3.5 Data Collection Instruments

Structured questionnaires were employed to gather primary data, rated by respondents on a 5-point Likert scale ranging from "Strongly disagree" to "Strongly agree." These questionnaires are efficient, allowing respondents to complete them at their convenience. The structured questions utilised the 5-point Likert scale, which, according to Kothari (2004), is a prevalent tool in research. Likert scales effectively convey the intensity of respondents' feelings regarding the subject matter, facilitating data analysis and collection, while being comprehensive and expeditious (Kothari, 2004). The questionnaire comprises five sections: Section A addresses demographics, Section B focusses on integrative leadership style, Section C pertains to strategy implementation, Section D examines government regulations, and Section E presents questions related to organisational performance.

3.6 Pilot Study

The pilot study was done to check on the validity and reliability of research questionnaire tool. The purpose of a pilot study is to evaluate the communication effectiveness of a questionnaire (Malmqvist, Hellberg, Möllås, Rose, & Shevlin, 2019; Bond, 2023). The researcher can be confident that the respondents comprehend the questions in the research instrument by conducting a pilot test (Ismail, Kinchin, & Edwards, 2018). In particular, pilot testing offers proxies for sample selection and helps find flaws in the research tools. Following the recommendations of Riffe et al. (2019), that pilot study should be between 1% to 10% of the study population, the current study adopted a 6% of 52 commercial state corporations resulting in 3 commercial state corporations participating in the pre-test. The 3 commercial state corporations adopted for pilot study were Numerical Machining Complex, Postal Corporation of Kenya and National Housing Corporation. By highlighting errors in the particular questions, the order, and the design, as well as by watching how the questionnaire performs in real-world scenarios, the pre-test results will contribute to the improvement of the research instruments (Althubaiti, 2023). The pilot group respondents will not be permitted to take part in the main study since they will produce skewed results and replications as argued by Althubaiti (2023).

3.6.1 Validity Test

Validity denotes a test's capacity to accurately assess the intended construct, discriminant, external, or internal variables (Clark & Watson, 2019). Internal validity concerns a research instrument's effectiveness in measuring the intended construct, while external validity pertains to the generalisability of findings (Clark & Watson, 2019). Four types of validity tests exist: criterion-related validity, face validity, content validity, and construct validity (Sürücü & Maslakçi, 2020).

Construct validity refers to the extent to which an instrument accurately measures the concept for which it was intended (Almanasreh, Moles, & Chen, 2019; Mellor, 2022). The assessment of construct validity is grounded in evidence from various studies utilising a specific measurement tool (Clark & Watson, 2019). Two subcategories of construct validity are convergent validity and discriminant validity (Webber, Critchfield & Soble, 2020). Convergent validity indicates the degree of agreement between data from one scale and data from other scales aimed at measuring the same construct (Webber, et al., 2020). Discriminant validity posits that the results from a scale do not correlate with those from scales intended to measure different constructs (Webber, et al., 2020).

Criterion-related validity assesses the correlation between scale scores and a specific measurable criterion (Mellor, 2022). Face validity is subject to bias due to the assessors' subject matter expertise, although it provides a rapid assessment of a test's measurement (Patel & Desai, 2020). Content validity evaluates the extent to which a test accurately measures the intended construct (Almanasreh, Moles & Chen, 2019; Lea, O'Driscoll, Coleman, & Wiles, 2021). The content validity of the questionnaire is contingent upon the representativeness of the sample population, which will be achieved through stratification. To ensure that the conceptual dimensions are accurately represented, the professional insights and guidance of supervisors will be utilised for the specific study variables of each section.

3.6.2 Reliability Test

Reliability denotes the extent to which a measurement, technique, or instrument consistently yields identical results over time (Revelle & Condon, 2019; Sürücü & Maslakçi, 2020). It is also characterised as the capacity of a research tool to produce data or outcomes consistently across multiple trials (Corry, Porter, & McKenna, 2018). Various assessments are employed to evaluate reliability, including split-half, internal consistency, alternate forms, inter-rater, parallel reliability, and test-retest methods (Sürücü & Maslakçi, 2020; Taylor, 2021). Parallel reliability utilises different versions of an assessment to evaluate the same construct, in contrast to the test-retest method, which necessitates administering the identical test twice (Corry et al., 2018; Revelle & Condon, 2019).

Reliability will be 'Split-halves' and 'internal consistency'. Split-half method will be employed to find similarities between the two responses. The reliability of an empirical indicator depends on its consistency throughout several theoretical idea measurements. Inter-ratter dependability will ensure reliability in this study. In order to ascertain if senior executives' assessments of the same variables will produce comparable findings in a follow-up research, questionnaires and other data collection instruments will be sent to a number of them. The internal consistency which is a reliability measure will be assessed using Cronbach's alpha. Cronbach's alpha measures internal consistency, or how closely related objects are (Taber, 2018; Revelle & Condon, 2019). A "high" alpha value is often used to demonstrate that the questions measure a hidden component (McNeish, 2018). A reliability threshold of 0.7 or higher is needed to confirm reliability (Bujang, Omar, & Baharum, 2018). Alpha coefficients (0 -1) will be calculated. Studies have adopted the defined threshold of 0.70 and higher, so the indicators that meet this threshold was regarded as adequate for portraying the components.

3.7 Data Collection Procedure

Structured questionnaires will be used to collect primary data and this is because they are simple to use, guarantee prompt delivery, and allow respondents to reply whenever it is most convenient for them, it will be employed in this study in place of alternative methods. The researcher will contact the State corporations' administration for permission or an authorization letter to collect data after receiving the University's introduction letter and the National Commission for Science, Technology, and Innovation's (NACOSTI) study permit. The study will comply with research ethics by protecting confidentiality, anonymity and obtaining informed consent. To ensure a high response rate by allowing the respondents ample time to respond promptly, the researcher employed a drop-off and pick-up method approach to give out the questionnaires with assistance from the four research assistants. There was only one set of questionnaires sent to each respondent. To improve a high response rate, follow-up will be conducted via phone calls and visits. To facilitate ease of data collection activity, the researcher hired four research assistants who before the start of data collection activity they were trained on the data collection ethics and guidelines.

3.8 Diagnostics Tests

The study employed various diagnostic tests to assess the compliance of the Classical Linear Regression Model (CLRM) and to identify appropriate alternative models if the CLRM assumptions are violated (Saunders et al., 2019). Before executing the regression model, a sequence of pre- and post-estimation tests was conducted. The diagnostic tests utilised encompassed normality tests, multicollinearity tests, heteroscedasticity tests, and linearity tests. The subsequent sections will discuss these tests in detail.

3.8.1 Normality Test

Normality of data pertains to a symmetrical distribution around the mean value. A normality test assesses whether sample data originates from a normally distributed population, within a specified tolerance, and whether the dataset is appropriately modelled by a normal distribution (Hair et al., 2010). While these conditions are not always requisite for conducting a normality test in data analysis, they are advantageous when the variables exhibit normal distribution. Statistical methods can evaluate data normality (Hair et al., 2010). Researchers predominantly employ Kurtosis and Skewness tests, along with the Kolmogorov and Shapiro methods, to examine the normality of data distribution (Hair et al., 2011).

These tests are performed to ascertain the data distribution. Non-normally distributed data yields inaccurate estimates for t-tests, F-tests, and chi-square tests (Razali & Wah, 2011). Non-normal distribution arises when one variable possesses an incorrect functional form. The Kolmogorov-Smirnov (KS) Test was employed to assess normality. The KS test is characterised by the following hypotheses: H0: The data follows a normal distribution and HA: The data does not follow a normal distribution (Pennsylvania State University, 2017a). Probabilities greater than 0.05 indicate normal distribution, while those less than 0.05 indicate non-normal distribution.

This study applied SPSS 25.0 for initial descriptive statistics to identify Skewness and kurtosis. In addition, Kolmogorov-Smirnov and Shapiro-Wilk statistic tests (Field, 2013) were employed to examine the normality of data. The other test that was used to assess the normality is the Shapiro–Wilk test. This tests the null hypothesis that a given sample came from a normally distributed population. The test rejects the hypothesis of normality when the p-value is less than or equal to the value of alpha (level of significance which in this study will be set at 0.05). That is, should the value of significance of the Shapiro-Wilk Test result be found to be greater than 0.05, then the data was said to be normal and if it was below 0.05, then the data was said to significantly deviate from a normal distribution.

3.8.2 Test of Multi-collinearity

Multicollinearity refers to the degree to which a variable may be elucidated by other factors. (Loo et al., 2015). It also pertains to the significant inter-correlations among predictor variables. Multicollinearity obfuscates the interpretation of results, as it becomes challenging to determine the impact of any individual variable due to their interdependencies. When two or more variables in a model show a high level of correlation, this is known as multicollinearity. When this problem is severe, the regression coefficients' standard errors are inflated, which compromises the model's dependability and complicates multivariate analysis. Researchers often look for strong pairwise correlations in the correlation matrix to detect multicollinearity. Using collinearity diagnostics to assess tolerance levels and the Variance Inflation Factor (VIF) is another popular method.

A multi-collinearity assessment was performed to ascertain whether any of the examined variables exhibited significant correlations with one another. A Variance Inflation Factor (VIF) ranging from 1 to 10 indicates the absence of multicollinearity, whereas a VIF exceeding 10 or falling below 1 signifies its presence (Lindner, Puck & Verbeke, 2020). The VIF was employed to evaluate this correlation. VIF values exceeding 10 (or 5 under a more conservative criterion) suggest a substantial likelihood of multicollinearity, which may adversely impact the research (Newbert, 2008).

3.8.3 Test for Homoscedasticity

Homoscedasticity is the assumption of equal standard deviations of Y values about the population regression line, regardless of the value of X. Homoscedasticity is the extent to which the data values for the dependent and independent variables have equal variances (Hair, et al., 2010). However, if the variances happen to be unequal, then heteroscedasticity exists. Homoscedasticity refers to the level of homogeneity of variance that assumes dependent variable(s) exhibit equal levels of variance across the range of predictor variable(s) (Hair et al., 2010). It posits that the criterion variable has uniform variation throughout the spectrum of predictor variables. Consequently, normality is assumed, since the fulfilment of the multivariate normality assumption ensures homoscedasticity in the interactions among variables.

Homoscedasticity was evaluated using Levene’s test, an inferential statistic employed to determine the equality of variances across two or more groups (Levene, 1961). This test assesses whether k samples exhibit equal variances, thereby confirming homogeneity of variance or homoscedasticity. Levene’s test evaluates the null hypothesis that the population variances are equivalent. The research utilises a significance threshold of $p < 0.05$ to assess statistical results. A p-value below 0.05 in Levene’s test for homogeneity of variances suggests a violation of the assumption of equal variances among groups. In such cases, standard parametric tests, including the independent samples t-test and ANOVA (F-test), may become inappropriate due to their reliance on the assumption of homoscedasticity. Therefore, results obtained from these tests under these conditions must be interpreted cautiously, and alternative methods—such as Welch's t-test or robust ANOVA variants—should be evaluated to ensure reliable and valid conclusions.. Conversely, if Levene's test produces a significance value exceeding 0.05, it indicates that the variances are not significantly different, thereby validating the results of the t-test or F-test (Bryk & Raudenbush, 1988; Anderson, 2013).

3.8.4 Test for Linearity

Linearity assumes a straight-line relationship between the predictor variables and the criterion variable (Kinuu et al., 2015). Linear regression needs the relationship between the independent and dependent variables to be linear. It is also important to check for outliers since linear regression is sensitive to outlier effects. Linearity was evaluated through the analysis of a scatter plot depicting all independent variables in relation to the dependent variable to determine the presence of a linear relationship. A scatter plot of residuals and y values was obtained. Y values are taken on the vertical y axis, and standardized residuals were then plotted on the horizontal x axis. If the scatter plot follows a linear pattern that shows that linearity assumption is met. Nonlinearity is usually most evident in a plot of observed versus predicted values or a plot of residuals versus predicted values, which are a part of standard regression output. The points should be symmetrically distributed around a diagonal line in the former plot or around horizontal line in the latter plot, with a roughly constant variance. In multiple regression models, nonlinearity or no additivity may also be revealed by systematic patterns in plots of the residuals versus individual independent variables (Daoud, 2017).

3.9 Data Analysis and Presentation

The data underwent several analytical models. The impact of integrative leadership style on performance was assessed using multiple regression analysis. The moderating influence of government regulation was investigated through multiple regression analysis. Stepwise regression, both basic and multiple, was utilised to assess the mediating effect of strategy implementation. Multiple and stepwise regression were employed, respectively, to further analyse the mediated-moderation effect on performance.

The regression model will adopt these forms;

Model logic: y = f(x) ……... Y is a function of X

Mathematical model: $Y = b_0 + b_1X_1 + b_2X_2 \ldots\ldots b_nX_n$

Where Y represents the dependent variable, X_1, $X_2 \ldots\ldots X_n$ represents independent variables

3.9.1 Hypothesis One Testing Model for the Study

To assess the hypothesis as predicated on a single response variable that varies linearly on numerous predictor variables., the researcher will employ a simple regression model.

Using the following empirical model, the effect of integrative leadership style on performance will be examined.

The model for the study:

$P = \alpha_0 + ß_0 IL + \varepsilon$………………………………………………………………………. (1)

Where:

P = Performance; IL = Integrative leadership style; α_0 = Constant; β_1= Beta coefficients; ε = Error term

3.9.2 Hypothesis Two Testing Model for the Study (Mediation Model)

The Four Step Mediation Methodology (Baron & Kenny, 1986; Abu-Bader & Jones, 2021) will be used to determine the mediating effect of strategy implementation on the link between integrative leadership style and organisational performance of commercial state corporations in Kenya.

Step1: A regression examination on IL Predicting P.

$P = \alpha_0 + \beta_1 IL + \varepsilon$……………………………………...…………….…....…. (2)

Step 2: A regression examination of IL Predicting SI.

$SI = \alpha_0 + \beta_1 IL + \varepsilon$…………………………………………………….……........... (3)

Step3: A regression examination of SI Predicting P.

$P = \alpha_0 + \beta_2 SI + \varepsilon$…………………………………...…………………………...... (4)

If the relationship is significant then proceed to:

Step 4: A regression examination of IL and SI Predicting P.

$P = \alpha_0 + (\beta_1 IL) + \beta_3\ SI + \varepsilon$………………………………………..………………... (5)

P= Performance; IL = Integrative leadership style; SI = Strategy implementation; β = Coefficient parameters to be determined; ε = Error term

To prove that the variables have a zero-order relationship, steps 1-3 will be utilised. Situations in which one or more of the relationships are insignificant show that, there is little chance for mediation (Igartua & Hayes, 2021). If Steps 1 through 3 reveal substantial relationships, the process moves on to Step 4, where the mediation is supported if the impact of SI is still discernible even after IL has been taken into account. Partial mediation occurs when both IL and SI significantly predict P, while full mediation occurs when IL is not significant when SI is controlled.

3.9.3 Hypothesis Three Testing Model for the Study (Moderation Model)

To investigate the moderating effect of government regulations on the link between integrative leadership style and performance, regression analysis will be used.

The model predicts that the dependent variable, "P," differs across levels of a third variable, "GR." The test involves establishing the statistical significance of the interaction term since it alters the degree and direction of the relationship between the independent and dependent variables (Memon *et al.*, 2019; Igartua, & Hayes, 2021).

$P = \alpha_0 + (\beta_1 IL) + \varepsilon$…………………………………………….....………...…… (6)

$P = \alpha_0 + (\beta_1 IL) + (\beta_2 GR) + \varepsilon$……………………………….……………......… (7)

$P = \alpha_0 + \beta_1 IL + \beta_2 GR + (\beta_3 CGP{*}GR) + \varepsilon$……………………….……….............. (8)

Where:

P = Performance; IL = Integrative leadership style; GR = Government Regulations; α = constant (intercept); β=Coefficient parameters to be determined, composite* =interaction term, ε = Error term

3.9.4 Hypothesis Four Testing Model for the Study (Mediated-Moderation Model)

The mediated-moderation effect of strategy implementation and government regulation on the relationship between integrative leadership style and organisational performance of commercial state corporations in Kenya will be determined using a conditional process analysis as proposed by Hayes and Rockwood (2020); Igartua and Hayes (2021).

$I = \alpha_0 + \beta_1 IL + \beta_2 GR + \beta_3\ IL * GR + \varepsilon$ ………………………………….……… (9)

$P = \alpha_0 + \beta_1 IL + \beta_2 GR + \beta_3 SI + \beta_4\ GR * SI + \varepsilon$ ……………….........................…. (10)

Where:

I= Indirect effect; P (Direct effect) = performance; IL = Integrative leadership style; GR = Government Regulations; SI = Strategy Implementation; α_0 = constant (intercept); β=Coefficient parameters to be determined, composite* =interaction term, ε = Error/disturbance).

3.10 Analytical Models

Table 4: Objectives, Hypothesis Testing, Analysis and Model Estimation

Objectives	Hypotheses	Analytical Model	Analyses	Interpretation of Results
To establish the relationship between integrative leadership style and organisational performance of commercial state corporations in Kenya	There is no significant relationship between integrative leadership style and organisational performance of commercial state corporations in Kenya.	**Regression analysis** $P = \beta_0 + \beta_1 IL + \varepsilon$ Where: P = performance IL = Integrative Leadership Style	Simple linear regression	R^2 for goodness-of fit F-test for overall significance t-test for individual significance Marginal changes
o examine the mediating effect of strategy implementation on the relationship between integrative leadership style and organisational performance of commercial state corporations in Kenya	There is no significant mediating effect of strategy implementation on the relationship between integrative leadership style and organisational performance of commercial state corporations in Kenya.	Four step mediation methodology (Baron, & Kenny, 1986) Step 1: $P = \alpha + \beta_1 SI + e$ Step 2: $SI = \alpha o + \beta_1, IL + e$ Step 3: $P = \alpha + \beta_2 SI + e$ If the relationship is significant, proceed to Step 4: $P = \alpha o + \beta_1 IL + \beta_2 SI + e$ Where: P = Performance IL = Integrative Leadership Style SI = Strategy Implementation e = Error term	Multiple linear regression and Baron and Kenny's test	R^2 for goodness-of fit Test i, ii &iii, If significant, move to iv. Control IL in model iv, if M becomes insignificant then there is full mediation if both are significant then there is partial mediation

Objectives	Hypotheses	Analytical Model	Analyses	Interpretation of Results
To determine the moderating effect of government regulations on the relationship between integrative leadership style and organisational performance of commercial state corporations in Kenya	There is no significant moderating effect of government regulations on the relationship between integrative leadership style and organisational performance of commercial state corporations in Kenya	Regression analysis (Baron & Kenny (1986) $P = \alpha + \beta_1 IL + e$ $P = \alpha + \beta_1 IL + \beta_2 GR + e$ $P = \alpha + \beta_1 IL + B_2 GR + \beta_2 IL^* GR + e$ P = Performance IL = Integrative Leadership Style GR= Government Regulations e = Error term	Multiple linear regression	R^2 for goodness-of fit F-test for overall significance t-test for individual significance Marginal changes Check on R^2 change if positive it means enhancing moderation
To determine the mediated-moderation effect of strategy implementation and government regulation on the relationship between integrative leadership style and organisational performance of commercial state corporations in Kenya.	There is no significant mediated-moderation effect of strategy implementation and government regulation on the relationship between integrative leadership style and organisational performance of commercial state corporations in Kenya.	Stepwise Regression Analysis: $I = \alpha_0 + \beta_1 IL + \beta_2 GR + \beta_3 IL * GR + \varepsilon$; $P = \alpha_0 + \beta_1 IL + \beta_2 GR + \beta_3 SI + \beta_4 GR * SI + \varepsilon$ Where; I= Indirect Effect P = Performance IL = Integrative Leadership Style SI = Strategy Implementation GR= Government Regulations e = Error term	Multiple linear regression	R^2 for goodness-of fit F-test for overall significance t-test for individual significance Marginal changes

3.11 Ethical Considerations

Research ethics are essential. They safeguard morality and direct research, ensuring researchers are responsible and adhere to ethical norms. Various measures will be used to uphold research ethics.

3.11.1 Informed Consent

The study's purpose was elucidated to the respondents to secure their consent, thereby enhancing their trust in its impartiality. Respondents will be equipped with the necessary information to determine their participation. They will receive a consent form detailing the study's objectives and ensuring data confidentiality. The DML administration of the Management University of Africa will issue an introductory letter endorsing the study and formally authorising the researcher to engage with State corporations and collect data. Furthermore, the research team will uphold the highest standards of integrity and data security, utilising the information solely for academic purposes to safeguard respondents. An authorisation letter to conduct the study will also be procured from the State corporations.

3.11.2 Voluntary Participation

The respondents were not coerced in any manner. Each respondent provided verbal consent. No pressure was exerted on the respondents to persist, and they were permitted to cease participation at their discretion. The respondents were not required to justify their decisions to withdraw. Each research instrument included an introductory statement highlighting the voluntary nature of participation.

3.11.3 Confidentiality

The respondents were assured of stringent confidentiality. All collected information will be accessible solely to the researcher. Any report or publication containing identifiable information has been retracted. The language used in the publications and reports ensured that respondents could not be identified. Additionally, responses from the respondents were referenced using pseudonyms.

3.11.4 Privacy

The “respondents were assured of the confidentiality of their information and that the participating institutions were approached to secure the requisite consent. The security and privacy of the collected data were safeguarded against unauthorised access. Additionally, data files were meticulously preserved and archived. To avert plagiarism, authorship, and copyright infringements, appropriate attribution was provided for the articles utilised in the study.

3.11.5 Anonymity

Participants were assured that any information provided would solely be utilised for academic research purposes and would not be employed to harass, profit from, or inflict physical or psychological harm. Consequently, participants will not endure discomfort, stress, diminished self-esteem, or breaches of privacy. Moreover, the study adhered to ethical principles of full transparency, equitable treatment, and confidentiality. Participants will be guaranteed that their submitted data will remain unlinked to their identities.

3.12 Chapter Summary

This chapter delineates the methodologies employed to achieve the research objectives by examining the research philosophy and design. Additionally, it emphasises the study population, sample, and sampling techniques. Subsequent discussions address the data collection instruments, pilot study, and data collection procedures. The models for hypothesis testing are presented, underscoring the analytical frameworks and the research ethics adhered to.

CHAPTER FOUR

DATA ANALYSIS AND RESULTS DISCUSSION

4.0 Introduction

This chapter presents the research findings on how integrative leadership style, strategy implementation, and government regulations affect the organizational performance of commercial state corporations in Kenya. The results are organized into sections that discuss the response rate, demographic characteristics, descriptive statistics, factor analysis, diagnostic evaluations, and inferential analyses. The data were systematically examined and interpreted to address the central objectives of the investigation.

4.1 Response Rate

The term "response" refers to an individual who furnishes pertinent data for analysis by engaging with a research questionnaire or participating in an interview conducted by a researcher (Rubin & Babbie, 2011). Rubin and Babbie, (2011) further clarified that the response rate signifies the proportion of individuals who partake in a study relative to the total number of individuals selected for the sample, expressed as a percentage. This metric is also known as the completion rate or, specifically in self-administered surveys, the return rate, representing the percentage of distributed questionnaires that are subsequently collected (Rubin & Babbie, 2011). The response rate for this study is presented in Table 5.

Table 5: Response Rate

Category	Administered Questionnaires	Response Rate
Returned	232	94.7%
Unreturned	13	5.3%
Total	**245**	**100%**

Source: Field Data (2025)

In the present study, the respondents comprised of employees drawn from fifty (50) Commercial State Corporations in Kenya. The final total respondents for the study was 245, since 15 respondents from 3 Commercial State Corporations (Numerical Machining Complex, Postal Corporation of Kenya and National Housing Corporation), had already been involved in the pilot study and therefore were excluded from the final study. The research specifically targeted five (5) key personnel from each sampled Commercial State Corporation, including managing director, head of supply chain management, head of ICT, head of audit & risk management and the corporation secretary & legal services.

A total of 245 questionnaires were administered out of which 232 were adequately filled, collected and used in the study translating into 94.7 percent response rate. In the perspective of Mugenda and Mugenda (2013) a rate of response of 50% is enough for a research, while Babbie (2004) opined that return rates of 50 percent are acceptable, 60% is regarded as good ware as 70 percent is regarded as very good and above 80 percent is regarded as excellent. Thus, this response rate was considered excellent and ideal for this study.

4.2 Demographic Information

Demographics refer to the attributes of a population, and demographic data provide insight into the characteristics of research participants. Such information is essential in establishing whether the respondents represent the target population adequately, thereby supporting the validity of generalizations drawn from the study. This section presents the demographic profile of respondents drawn from the sampled commercial state corporations in Kenya, focusing on their organizational roles, gender, tenure within the institution, and educational attainment. Each of these demographic factors is examined individually in the subsequent subsections.

4.2.1 Gender Distribution of the Respondents

The study examined the gender distribution of the study respondents who were senior staff in commercial state corporations in Kenya to assess gender diversity in leadership positions. Respondents were asked to indicate their gender in the questionnaire. The results are presented in figure 2. As shown in figure 2, majority (57.8%) of the respondents were male with the remaining 42.2% being female. This implies that majority of strategic leaders in commercial state corporations in Kenya are male. Several factors can contribute to such a gender disparity in strategic leadership."

Historical and sociocultural norms often favor male leadership, which influences women's career trajectories, access to education, and professional development opportunities over time, ultimately leading to a smaller pipeline of experienced female candidates for senior roles (Chanda & Ngulube, 2024). Additionally, organizations may exhibit structural and systemic barriers, such as unconscious biases in recruitment and promotion processes, a lack of robust mentorship or sponsorship programs for women, and inflexible work arrangements that disproportionately affect women with family responsibilities. The "glass ceiling" effect, where women encounter invisible barriers to advancement, remains a significant challenge (Tabassum & Nayak, 2021).

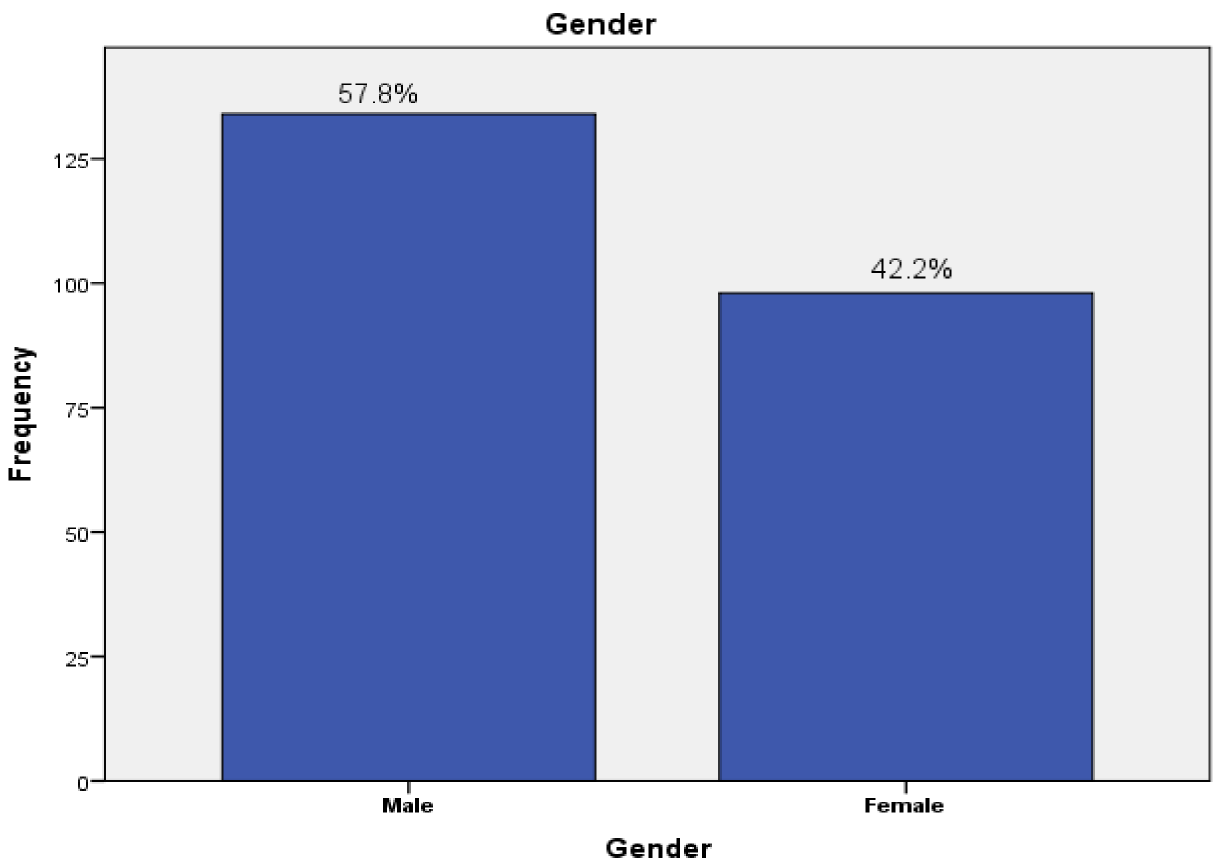


Figure 2: Gender distribution

A lack of gender diversity at the strategic level can result in a uniformity of perspectives and decision-making processes. Research consistently indicates that leadership teams with diverse members offer a wider array of experiences, problem-solving strategies, and innovative solutions, which in turn promotes greater creativity and adaptability (Intereconomics, 2017).

Male-dominated leadership structures may unintentionally miss critical market insights or opportunities that a more diverse team could identify (Intereconomics, 2017). Addressing this gender disparity is crucial for enhancing the long-term sustainability, competitiveness, and societal impact of commercial state corporations in Kenya.

4.2.2 Age Distribution of the Respondents

The study sought to determine the age distribution of the respondents who were senior staff in commercial state corporations in Kenya. Respondents were asked to indicate their age bracket in the questionnaire. The results are presented in figure 3. The reported age distribution of senior staff in Kenyan commercial state corporations indicates a significant concentration of leadership in the middle to upper-middle age brackets, with 53.4% of respondents aged between 31 and 54 years, and a substantial 42.3% aged 55 years and above. Conversely, individuals under 30 years constitute a mere 4.3% of the senior staff. This collectively means that an overwhelming 95.7% of senior leaders are aged 31 years or older.

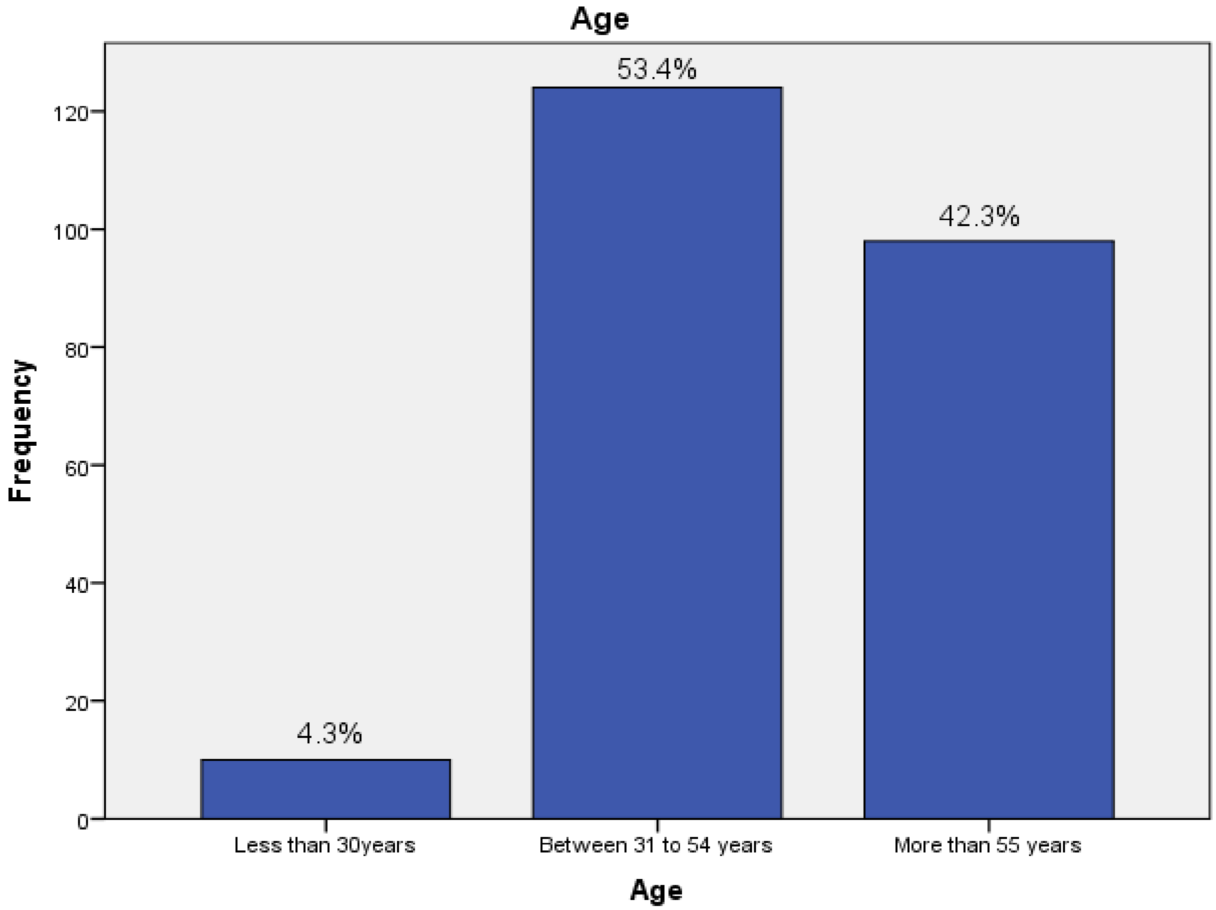


Figure 3: Age distribution

Several factors likely contribute to this observed age profile within strategic leadership positions in commercial state corporations. Experience-based progression is a key factor, as senior leadership roles typically demand extensive professional experience, deep industry knowledge, and a proven track record, which naturally accrue over a longer career span. Individuals usually require years of progressively responsible positions to qualify for such strategic roles (Nguyen & Quang, 2022). Additionally, the career trajectory in the public sector often provides stability and long-term career paths, leading employees to remain with these organizations for extended periods. This long tenure allows for gradual progression through the ranks, resulting in an older average age in senior positions (Cakir & Adiguzel, 2020).

This age distribution has several important implications for organizations. Wealth of Experience and Institutional Knowledge: The high concentration of senior leaders aged 31 and above, particularly those 55 years and older, signifies a rich repository of experience, accumulated wisdom, and deep institutional knowledge. These leaders bring valuable historical context, established networks, and a nuanced understanding of the public sector landscape, which can be critical for stable operations and navigating complex policy environments (Miller, 2023). However, there is also a Potential for Reduced Agility and Innovation: While experience is valuable, a leadership cohort heavily weighted towards older age brackets might, at times, be less adaptable to rapid technological advancements, evolving market dynamics, or disruptive innovation. This demographic trend can lead to a risk of inertia or a tendency to favor established practices over novel approaches, potentially hindering organizational agility and competitiveness in a fast-changing economic landscape (OECD, 2024).

4.2.3 Education Level of the Respondents

The study sought to determine the highest academic qualifications of the senior staff in commercial state corporations in Kenya. Respondents were asked to indicate their highest education level in the questionnaire. The results are presented in figure 4. The results indicate that the senior staff in commercial state corporations in Kenya who held a college diploma as their highest academic qualification was 1 representing 0.4% of the respondents, those with Bachelor's degree were 112 representing 48.3% of the respondents. Additionally the respondents with Master's degree as their highest academic qualification were 114 representing 49.1% of the respondents, and finally the respondents with PhD degree as their highest academic qualification were 5 representing 2.2% of the respondents.

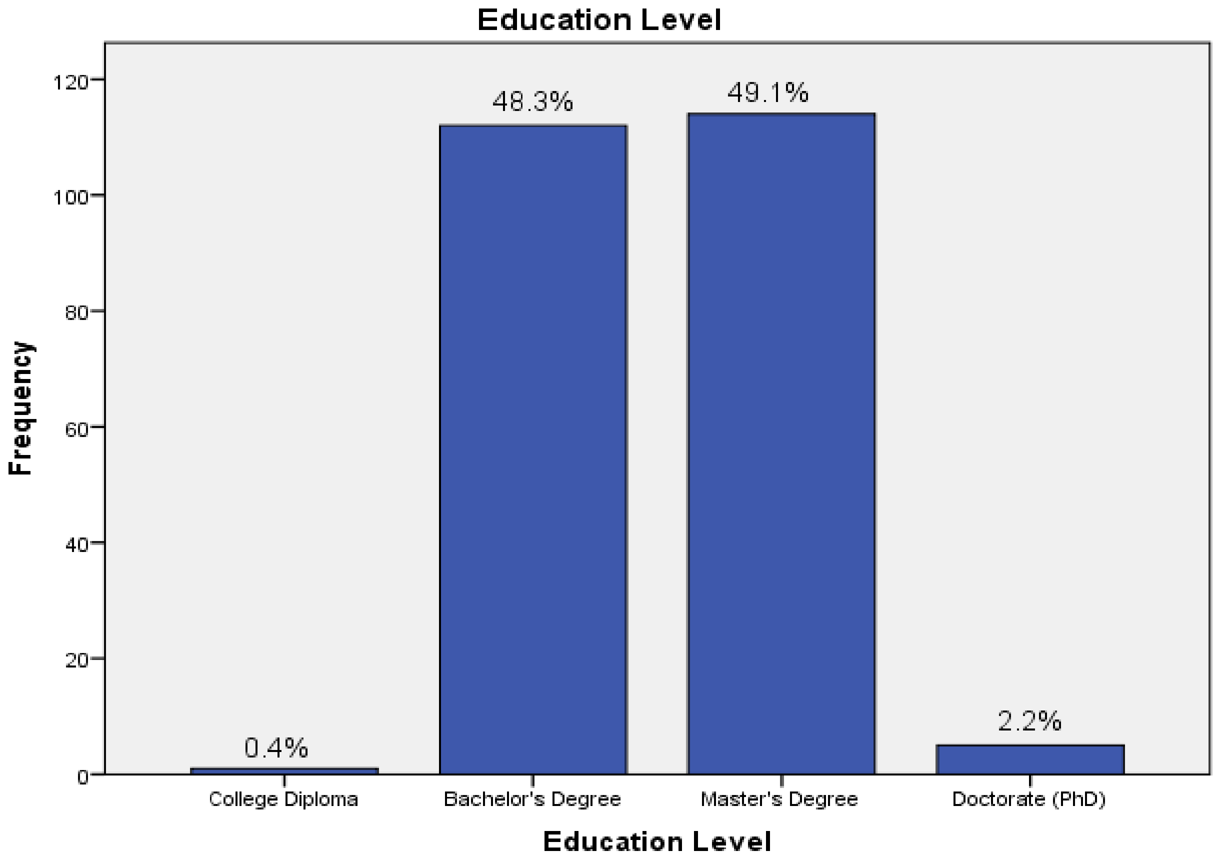


Figure 4: Education level

The educational qualification profile of senior staff in Kenyan commercial state corporations reveals that an overwhelming majority (97.4%) hold a Bachelor's degree or higher. Specifically, 48.3% possess a Bachelor's degree, 49.1% hold a Master's degree, and 2.2% have a PhD. Only a negligible 0.4% reported a college diploma as their highest qualification. The educational background of this leadership staff has significant implications for commercial state corporations. A leadership team primarily composed of individuals holding Bachelor's and Master's degrees demonstrates a solid grounding in theoretical frameworks, strategic planning, and analytical methodologies. This educational foundation suggests an enhanced capacity for evidence-based decision-making, critical thinking, and the ability to analyze complex organizational challenges, thereby strengthening strategic leadership capabilities (Cakir & Adiguzel, 2020). Leaders with advanced academic qualifications are likely to have been exposed to international best practices, contemporary management theories, and global business models. Such exposure can facilitate the identification and adaptation of innovative strategies from various contexts, potentially enhancing efficiency, governance, and competitiveness (Miller, 2023).

4.2.4 Length of Service of the Respondents

The study aimed to assess the respondents' tenure that is, the length of time they have been employed within commercial state corporations in Kenya. To capture this, participants were asked to specify how long they had worked in their current organization. This metric serves as an indicator of professional experience and institutional familiarity, which may influence perceptions related to leadership, strategy implementation, and regulatory impact on performance. The results are presented in figure 5.

As illustrated in Figure 5, 3.9 percent of the respondents reported having worked in their respective commercial state corporations in Kenya for less than 10 years, while 26.3 percent indicated a tenure of 11 to 20 years. Furthermore, 38.8 percent of the respondents had between 21 and 40 years of service, and finally, 31 percent had over 40 years of experience within their respective commercial state corporations in Kenya. The data indicating that a significant majority (69.8%) of senior staff in Kenyan commercial state corporations have served for 21 to over 40 years, with only 3.9% having less than 10 years of service, points to a leadership cadre characterized by exceptionally long tenures. This age distribution suggests a deeply experienced, long-serving leadership structure.

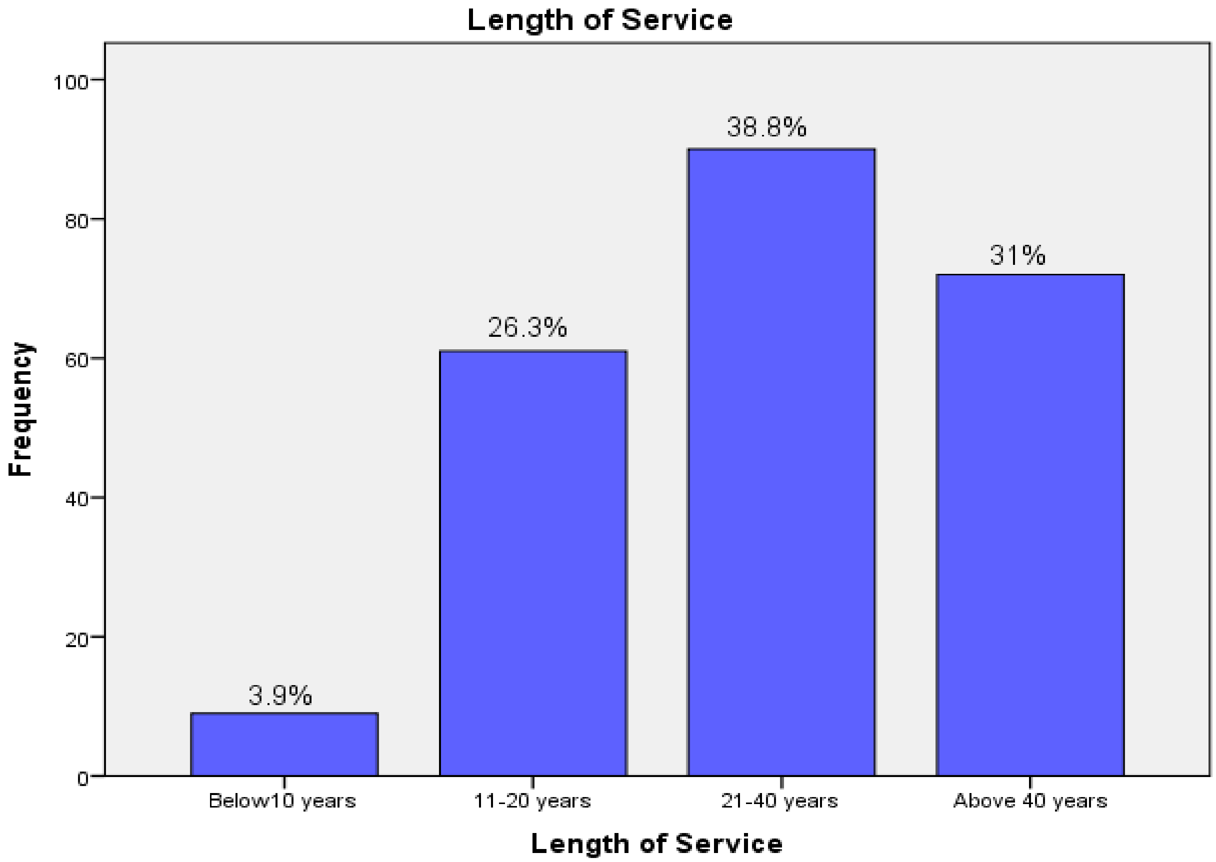


Figure 5 length of service

Several underlying factors likely contribute to the extended tenures in leadership positions within commercial state corporations. One significant factor is job security and stability, as public and quasi-public sector entities in Kenya typically offer higher levels of job security compared to the private sector. This stability encourages employees to remain with the organization throughout their careers, allowing them to progress through the ranks over many years (Nguyen & Quang, 2022). Additionally, attractive benefits and pension schemes provided by state corporations serve as strong incentives for employees to maintain their employment until retirement age, further contributing to the longevity of their tenure in leadership roles (Cakir & Adiguzel, 2020).

The prolonged length of service among senior leadership in commercial state corporations presents both significant advantages and potential challenges. Leaders with extensive tenures bring a wealth of deep institutional knowledge, historical context, and a nuanced understanding of organizational culture, processes, and stakeholder relationships. This rich institutional memory is invaluable for maintaining continuity, preserving corporate history, and effectively navigating long-standing challenges and opportunities (Cakir & Adiguzel, 2020). Furthermore, a leadership team with long service often provides enhanced stability and continuity in strategic direction and operational execution, which can be particularly beneficial for long-term projects, policy implementation, and sustaining consistent relationships with key government bodies and external partners (Miller, 2023).

4.3 Results of the Pilot Survey

Conducting a pilot test of the research instrument provided valuable feedback regarding the clarity of the respondents' understanding of the study questions. It also helped determine whether the instrument effectively addressed the research questions as intended. For this study, the questionnaires were pilot tested on a sample of three commercial state corporations, representing 6% of the target population. The pilot study involved 15 senior staff members from five departments: Managing Director, Head of Supply Chain Management, Head of ICT, Head of Audit & Risk Management, and Corporation Secretary & Legal Services, across the three commercial state corporations in Kenya. The pilot group respondents were not be permitted to take part in the main study since they lead to skewed results and replications as argued by Althubaiti (2023).

4.3.1 Validity

Validity is fundamentally defined as the extent to which a measurement instrument accurately captures the construct it purports to measure. The primary purpose of conducting validity assessments is to confirm that the selected measurement scale effectively quantifies the unobservable theoretical constructs it is designed to represent. As posited by Bhattacherjee (2022), validity can be evaluated through either theoretical (also known as translational or content-related) or empirical approaches. Theoretical assessment, encompassing face validity and content validity, scrutinizes how effectively a theoretical concept is translated into an operational measure. To assess construct validity in this study, the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity were utilized.

4.3.1.1 Content Validity

To establish content validity, the study meticulously followed a set of procedures consistent with the guidelines proposed by Cooper and Schindler (2014). This process involved several iterative steps. Initially, existing measurement scales relevant to the study's constructs were identified through a thorough review of the academic literature. Subsequently, a preliminary data collection instrument was developed. This instrument was then subjected to expert review, specifically by two conveniently selected specialists from each of the core domains of the study: integrative leadership style, strategy implementation, government regulation, and organisational performance.

Modifications suggested by these experts were carefully integrated into the survey tool to enhance its clarity, comprehensiveness, relevance, semantic precision, and conceptual depth. The refined instrument underwent further scrutiny through peer review and during doctoral thesis proposal defense forums hosted by the Management University of Africa, with all feedback rigorously considered. A final review of the data collection instrument was conducted by the study supervisors, whose invaluable recommendations were instrumental in its final refinement. This rigorous process was undertaken to ensure that the items within the measurement scales accurately operationalized the theoretical constructs, thereby adequately measuring the intended variables. Furthermore, based on the expert panel's consensus that the instrument adequately covered the intended concepts, it was deemed to have achieved face validity, as supported by Zikmund (2013).

4.3.1.2 Construct Validity

Construct validity refers to the degree to which a test or measurement instrument accurately assesses the unobservable theoretical concept, or "construct," it intends to quantify. It pertains to the soundness of inferences made from the operationalization of constructs (the process of linking theoretical concepts to empirical observations) back to the underlying constructs themselves. This form of validity is often considered somewhat subjective as it relies on human judgment and perception when measuring latent variables that are otherwise difficult to directly observe. In this study, construct validity was evaluated using the Kaiser-Meyer-Olkin (KMO)

Measure of Sampling Adequacy and Bartlett's Test of Sphericity, consistent with methodologies employed by researchers such as Dikko (2016).

The Kaiser-Meyer-Olkin (KMO) Test serves as a statistical measure to determine the suitability of data for Factor Analysis. It assesses the sampling adequacy for each individual variable within the model, as well as for the complete set of variables. Specifically, the KMO statistic quantifies the proportion of variance among variables that can be attributed to common variance. A higher proportion of common variance indicates greater suitability of the data for factor analysis. For the purpose of this test, the collected data for each variable were utilized to compute the necessary correlations. A widely accepted guideline suggests that a KMO value exceeding 0.60 (though some literature may cite 0.40 as a minimum for very exploratory studies) coupled with a p-value from Bartlett's Test of Sphericity of less than 0.05, indicates that the data are appropriate for factor analysis, thereby supporting the underlying construct validity of the measurement items. Results are presented in Table 6.

Table 6: Construct Validity

Variable	KMO Value	Sphericity	Sig.
Integrative leadership	0.890	4134.992	0.000
Strategy implementation	0.862	5263.742	0.000
Government regulation	0.898	3593.315	0.000
Organisational performance	0.877	6138.127	0.000

Source: Field Data (2025)

The validity of the research instrument was evaluated using the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett’s test of sphericity. The findings revealed that all constructs satisfied the required criteria, with KMO values surpassing the minimum threshold of 0.5 and Bartlett’s test producing p-values below 0.05 across all variables. Among the constructs, Government Regulation recorded the highest KMO value (0.898), followed closely by Integrative Leadership Style (0.890), Organizational Performance (0.877), and Strategy Implementation (0.862). These uniformly high KMO statistics—each exceeding the 0.80 benchmark—provide strong evidence of excellent sampling adequacy for both individual variables and the overall model. The results further imply that the correlations among items within each construct are robust rather than random, thereby confirming the appropriateness of the data for factor analysis and affirming that the constructs are clearly and reliably represented by their indicators.

In this study, the results of Bartlett's Test of Sphericity indicated significant p-values (Sig.) of 0.000 for all variables, which is well below the conventional statistical significance threshold of $p < 0.05$. This suggests a highly significant relationship among the variables, supporting the appropriateness of conducting further multivariate analyses. These highly significant results provide compelling evidence to reject the null hypothesis of an identity correlation matrix. Consequently, this outcome implies the presence of sufficient inter-item correlations among the variables, thereby justifying the application of factor analysis. This statistical confirmation further suggests that the constructs under investigation are indeed related and that the measurement instrument is effectively capturing the intended underlying dimensions. Consequently, all variables were accepted, and no sub- variables were dropped from the analysis. This validation process ensures the robustness of the measurement scales used in the study, providing a solid foundation for subsequent analyses and enhancing the credibility of the research findings.

4.3.1.3 Reliability Test

The reliability of a measurement instrument pertains to its capacity to yield consistent and stable results. It assesses the extent to which the data collected accurately reflects a specific variable or construct within the study (Mugenda & Mugenda, 2013). The primary objective of ensuring reliability is to reduce errors and biases throughout the research process (Yin, 2013). To enhance the reliability of the study instrument, a pilot survey was conducted to evaluate and refine the clarity and flow of the questionnaire prior to the actual data collection phase (Wisner, 2017). In this research, Cronbach’s Alpha was employed to assess the reliability of the proposed constructs (Cronbach, 1951). Renowned for its stability and adaptability, Cronbach’s Alpha measures the internal consistency or interrelatedness of the items within the instrument (Tavakol & Dennick, 2011). The alpha coefficient ranges from zero, indicating no internal consistency, to one, signifying complete internal consistency. According to Clarkson (2015) and Nunnally (2018), an alpha value of 0.7 is considered the minimum acceptable threshold, while values of 0.8 and above contribute marginally to the reliability scale. Therefore, for this study, the minimum acceptable alpha value was established at 0.7 for a measurement scale to be deemed reliable, with a value exceeding 0.9 classified as very good (Nunnally, 2018). The results for reliability are as shown in Table 7.

Table 7: Reliability Test

No	Variable	Items	Cronbach Alpha	Remark
1	Integrative Leadership Style	21	0.845	Reliable
2	Strategy Implementation	20	0.910	Reliable
3	Government Regulation	15	0.882	Reliable
4	Organisational Performance	23	0.802	Reliable

Source: Field Data (2025)

The findings in Table 7 show that all four variables Integrative Leadership Style, Strategy Implementation, Government Regulation, and Organisational Performance exhibited acceptable Cronbach's Alpha values of above 0.7. These results collectively affirm the high reliability and internal consistency of the measurement instruments used in this study. This robust reliability enhances the credibility of the collected data, suggesting that the scales consistently measure their intended constructs and are suitable for drawing dependable conclusions regarding the relationships between these variables.

4.4 Diagnostics Tests

To guarantee the robustness and validity of the statistical findings, the research conducted a number of diagnostic assessments. These evaluations were essential for confirming that the core assumptions of the Classical Linear Regression Model (CLRM) were upheld. When non-compliance with CLRM postulates was identified, the diagnostic method sought to facilitate the selection of more suitable alternative models for the analysis. Thus, diagnostic tests for both pre-estimation and post-estimation were performed before doing the regression analysis. The preliminary diagnostic assessments included evaluations for normalcy, multicollinearity, heteroscedasticity, and linearity, all of which would be further upon in the subsequent sections.

4.4.1 Test for Normality

Normality testing assesses whether data conform to a normal distribution, which is essential for linear modelling. Avioli (2012) asserts that descriptive, normality, and verification assessments can confirm adherence to the normal distribution. In contrast, Singh and Masuku (2014) indicate that indications of non-normality may reveal outliers, multimodality, measurement errors, inappropriate distributions, boundary issues, or inadequate data. For a linear model to be valid, the dependent variable should adhere to a normal distribution. Various statistical methods exist for assessing normality, such as the Shapiro–Wilk test, the Kolmogorov–Smirnov test, and the Anderson–Darling test. This study utilised the Kolmogorov–Smirnov test, recognised as a highly effective method for identifying deviations from normality. The hypothesis was assessed at a significance level of 0.05, with the criterion for rejecting the null hypothesis of normality being a p-value less than 0.05. In this context, ensuring normality is crucial due to the reliance of multiple regression analysis on this assumption for producing reliable inferences (Quataroli & Julia, 2012). The hypothesis was that:

H_0: The data is normal in distribution H_1: The data is not normal in distribution

The results for normality are as shown in Table 8.

Table 8: Kolmogorov- Smirnov Results

Variables	**Statistic**	**df**	**Sig.**
Integrative leadership	0.465	232	0.172
Strategy Implementation	0.532	232	0.265
Government Regulation	0.612	232	0.269
Organisational Performance	0.324	232	0.182

Source: Field Data (2025)

The results indicate that using the Kolmogorov- Smirnov test of normality, the data is normal since the p- values are above 0.05 for all the variables and thus we do not reject the null hypothesis (H0). The study concluded that the data for Integrative leadership, Strategy Implementation, Government Regulation and Organisational Performance are normal in distribution and hence subsequent analysis can be carried out.

4.4.2 Test for Multicollinearity

Multicollinearity is a condition characterised by a high degree of intercorrelation among independent variables, potentially compromising the accuracy of regression estimates. This study examined the average scores of independent variables, assessing multicollinearity through the Variance Inflation Factor (VIF) and tolerance values. The VIF values for all predictors ranged from 1 to 4, significantly lower than the widely recognised threshold of 10, above which multicollinearity poses issues (Myres, 2015). Tolerance values consistently exceeded 0.2, thereby reinforcing the absence of multicollinearity. The results suggest that the model is free from collinearity issues, with independent variables offering distinct contributions to the analysis. Results are presented in Table 9. From the findings, all the variables had tolerance values >0.2 and VIF values <10 as shown in Table 9 and thus according to Myres (2015) who indicate that where VIF ≥ 10 indicate presence of Multicollinearity, there was no multicollinearity among the independent variables.

Table 9: Multicollinearity Test Using Tolerance and VIF

Variables	Tolerance	VIF
Integrative leadership	0.407	2.455
Strategy Implementation	0.270	3.707
Government Regulation	0.334	2.992

Source: Field Data (2025)

Results in table 9 reveal that all Tolerance values are well above the critical threshold of 0.10 (or 0.20). Correspondingly, all VIF values are significantly below the commonly accepted threshold of 10. These findings collectively indicate that there is no significant multicollinearity among the independent variables in the model. This suggests that the independent variables are sufficiently distinct in their predictive power, thereby ensuring that the regression coefficients can be reliably estimated and interpreted without undue inflation of their standard errors. The absence of severe multicollinearity enhances the validity and stability of the regression model's results.

4.4.3 Test for Homoscedasticity

In the context of linear regression models, a foundational assumption is that the variance of the error terms remains constant across all levels of the independent variables. This condition is known as homoscedasticity. Conversely, when the variance of these error terms exhibits variability, the model is said to suffer from heteroscedasticity. The presence of heteroscedasticity compromises the efficiency of standard estimation techniques, potentially leading to inaccurate and unreliable inferential statistics. Therefore, upholding the assumption of homoscedasticity is paramount for the validity and robustness of regression analyses. According to Long and Ervin (2000), conducting a regression analysis without adequately addressing heteroscedasticity can result in biased parameter estimates, undermining the trustworthiness of the model's conclusions.

In this study, Breusch-Pagan test was applied to test for homoscedasticity. In the Breusch-Pagan test, the null hypothesis assumes presence of homoscedasticity for data residuals which is stated as follows:

The rule for a decision is:

If Null Hypothesis (H0) p-value < 0.5; then the null hypothesis is rejected (heteroscedasticity is present).

If Null Hypothesis (H0) p-value > 0.5; then researcher accepts null hypothesis (homoscedasticity holds true).

In this particular phase therefore, α is the level of significance at a value of 0.05.

Table 10: Homoscedasticity Results

Breusch-Pagan test Statistic	Degrees of Freedom	p-Value	Comment
0.407	1	0.141	Accept

As shown in Table 15, the Breusch–Pagan test produced a test statistic of 0.407 with a corresponding p-value of 0.141. Since this value exceeds the conventional significance threshold of 0.05, the null hypothesis (H_0) of homoscedasticity cannot be rejected. This outcome indicates that the residuals exhibit constant variance across the levels of the independent variables, suggesting that heteroscedasticity is not present in the model. Consequently, the assumption of homoscedasticity is satisfied, a condition that is crucial for the validity of regression analysis. Upholding this assumption strengthens the credibility of the model’s estimates and supports the reliability of the study’s conclusions, as it confirms that the standard errors are not distorted by unequal residual variances.

4.4.4 Test for Linearity

Linearity is the state whereby the predictor variables in a regression model have a linear connection with the dependent variable. This signifies a proportionate correlation between variations in the result variable and variations in the predictor variable(s). A linearity test is performed to assess the validity of the linearity assumption in the regression model. This assumption is essential since it is the basic basis of the model. Violation of the linearity assumption may render the results produced by the regression model erroneous or deceptive. The evaluation of linearity is often conducted by analysis of variance (ANOVA), a statistical technique used to analyse and compare the means of two or more separate groups. In linearity testing, ANOVA evaluates the disparities in the mean values of the result variable across different levels of the predictor variable(s). When the linearity requirement is met, it may be inferred that the mean value of the dependent variable stays comparatively constant across varying values of the independent variable(s). If the linearity assumption is violated, the mean of the result variable often exhibits non-linear variations across various values of the predictor variable(s).

Table 11: Linearity results

Variable		**Sum of Squares**	**F**	**Sig.**
Organisational Performance * Integrative Leadership Style	Linearity	47.792	7.108	.000
	Deviation from Linearity	9.506	1.205	.196
Organisational Performance * Strategy Implementation	Linearity	55.002	12.007	.000
	Deviation from Linearity	10.259	1.934	.159
Organisational Performance * Government Regulation	Linearity	34.609	5.660	.000
	Deviation from Linearity	8.941	1.198	.227

The result in table 11 illustrates a statistically significant linear relationship between the dependent variable Organisational Performance of commercial state corporations in Kenya and the independent variables: Integrative Leadership Style, Strategy Implementation, and Government Regulation. This is indicated by a significance value (Sig-value) of less than 0.05 ($p<0.05$), as shown in Table 11. The finding that the significance value for the departure from linearity exceeds 0.05 ($p > 0.05$) suggests that there is no statistically significant evidence indicating that the relationship between the predicted Organisational Performance and the independent variables Integrative Leadership Style, Strategy Implementation, and Government Regulation deviates from linearity. This implies that the linear model employed in this study is suitable for the data, as the absence of significant deviation confirms the validity of the linearity assumptions. Therefore, a direct correlation exists between Integrative Leadership Style, Strategy Implementation, and Government Regulation, and Organisational Performance.

4.5 Factor Analysis

The findings of the factor analysis for the constructs of Government Regulation, Strategy Implementation, Integrative Leadership Style, and Organisational Performance are summarised in this section. The Statistical Package for the Social Sciences (SPSS) version 28 was chosen for its robust data management features, user-friendly interface, and wide range of statistical techniques in order to perform a Confirmatory Factor Analysis (CFA) on the quantitative data. To facilitate data reduction and identify the latent construct indicators that optimally represent the research variables, Principal Axis Factoring (PAF) with varimax rotation was employed. PAF was specifically selected due to its capacity to provide more accurate and reliable insights into the underlying structure of the variable groups, particularly considering the interrelationships among observed variables (Tabachnick & Fidell, 2013).

The determination of the optimal number of components to retain in the analysis was guided by a dual approach. The researcher primarily utilized Kaiser's criterion, which advocates for retaining components with eigenvalues greater than 1. Concurrently, Cattell's Scree test was employed. This graphical method facilitates the visualization of component eigenvalues, enabling the identification of the "elbow" point where the eigenvalues begin to plateau. This combined methodological approach ensures a more robust and reliable selection of components for subsequent analysis, thereby enhancing the overall validity of the research findings. The use of both criteria was deemed essential to mitigate the potential unreliability associated with relying solely on a single criterion for component retention (Tabachnick & Fidell, 2013). A further criterion for variable inclusion required that the proportion of total variance explained by the retained components be equal to or greater than 45% (≥45%). Additionally, only factor coefficients with an absolute value exceeding 0.4 were retained, while those falling below this threshold were discarded, consistent with guidelines suggesting that coefficients below 0.40 are considered low (Hair et al., 2016).

4.5.1 Factor Analysis for Integrative leadership

A factor analysis was conducted on the statements pertaining to Integrative Leadership Style variable. The variable was had three constructs namely, Transformational, Transactional, Practices, and Laissez-faire. The objective of this analysis was to explore the underlying structure of interrelationships among variables, identify any redundancies, and reduce the dimensionality of the statements. This process was executed using Principal Axis Factoring (PAF) with varimax rotation via Statistical Package for the Social Sciences (SPSS) version 28. The selection of PAF was based on its capacity to provide robust insights into latent structures by accounting for the shared variance among observed variables. The ultimate goal was to streamline the data and uncover the latent variable items that most effectively elucidate the concept of Integrative Leadership Style.

Regarding factor loadings, an observed variable is generally considered to contribute significantly to a latent factor if its loading is 0.7 or greater (Noora Shrestha, 2021). This threshold indicates that the variable explains a substantial portion of the variance in the factor. During the analysis, factors with loadings below this 0.7 criterion were systematically eliminated, ensuring that only components demonstrating substantial relevance and influence in variable construction were retained. Additionally, consistent with recommendations to enhance clarity in component analysis, coefficients with an absolute value below 0.4 were suppressed from presentation (Noora Shrestha, 2021). This approach ensures that the focus remains on items with considerable relevance and impact on variable formation. The process for extracting components adhered to Kaiser's Criterion, which posits that an eigenvalue of 1 or greater indicates a distinct and meaningful factor.

Following this procedure, from an initial set of twenty one (21) statements related Integrative Leadership Style, one (1) statement was identified as having factor analysis coefficients with an absolute value below 0.4. The statement “ILS_LF7-Does not take sides when disputes arise” was subsequently removed from the formation of the composite Integrative Leadership Style variable and was not subjected to further analysis in the study. Consequently, a total of twenty (20) statements remained, each exhibiting high factor loadings of 0.7 or above, as detailed in Appendix IV Factor Loadings.

The total variance analysis indicates that the twenty (20) retained statements on Integrative Leadership Style can be effectively grouped into one primary factor, as illustrated in Table 12. Consistent with guidelines for social science research, where the collective variation accounted for by all components should ideally range between 45% and 60% (Hair et al., 2012), this study adopted a criterion of 45% or more of the total variance explained by the retrieved component. Table 12 further details the specific items constituting this factor and the percentage of the total variance explained, with complete factor loadings of the extracted items provided in Appendix IV.

Table 11: Total Variance Explained for Integrative Leadership Style Variable

Component	**Initial Eigenvalues**			**Extraction Sums of Squared Loadings**		
	Total	**% of Variance**	**Cumulative %**	**Total**	**% of Variance**	**Cumulative %**
1	9.178	45.889	45.889	9.178	45.889	45.889
2	3.150	15.752	61.641			
3	1.735	8.676	70.317			
4	1.361	6.806	77.123			
5	.749	3.746	80.869			
6	.462	2.308	83.177			
7	.453	2.266	85.443			
8	.413	2.065	87.508			
9	.357	1.787	89.295			
10	.327	1.635	90.931			
11	.283	1.414	92.344			
12	.265	1.325	93.669			
13	.243	1.216	94.885			
14	.219	1.096	95.981			
15	.183	.915	96.897			
16	.173	.863	97.760			
17	.135	.674	98.434			

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
18	.128	.638	99.072			
19	.113	.563	99.635			
20	.073	.365	100.000			

Extraction Method: Principal Component Analysis.

4.5.2 Factor Analysis for Strategy Implementation

A factor analysis was conducted on the statements pertaining to Strategy Implementation variable. The variable was had four constructs namely, Resource Allocation, Organizational Culture, Leadership Support and Communication Processes. The objective of this analysis was to explore the underlying structure of interrelationships among variables, identify any redundancies, and reduce the dimensionality of the statements. This process was executed using Principal Axis Factoring (PAF) with varimax rotation via Statistical Package for the Social Sciences (SPSS) version 28. The selection of PAF was based on its capacity to provide robust insights into latent structures by accounting for the shared variance among observed variables. The ultimate goal was to streamline the data and uncover the latent variable items that most effectively elucidate the concept of Strategy Implementation.

Regarding factor loadings, an observed variable is generally considered to contribute significantly to a latent factor if its loading is 0.7 or greater (Noora Shrestha, 2021). This threshold indicates that the variable explains a substantial portion of the variance in the factor. During the analysis, factors with loadings below this 0.7 criterion were systematically eliminated, ensuring that only components demonstrating substantial relevance and influence in variable construction were retained. Additionally, consistent with recommendations to enhance clarity in component analysis, coefficients with an absolute value below 0.4 were suppressed from presentation (Noora Shrestha, 2021). This approach ensures that the focus remains on items with considerable relevance and impact on variable formation. The process for extracting components adhered to Kaiser's Criterion, which posits that an eigenvalue of 1 or greater indicates a distinct and meaningful factor.

Following this procedure, from an initial set of twenty (20) statements related Strategy Implementation, four (4) statements were identified as having factor analysis coefficients with an absolute value below 0.4. The statements “STI_OC2The strategic objectives are directed by precise rules, procedures and methods, STI_OC3Set targets are reviewed against the company's progress regularly, STI_OC4Employee collaboration is encouraged in my organisation, and STI_OC5Issues influencing the execution of strategies are openly discussed and resolved” were subsequently removed from the formation of the composite Strategy Implementation variable and was not subjected to further analysis in the study. Consequently, a total of sixteen (16) statements remained, each exhibiting high factor loadings of 0.7 or above, as detailed in Appendix IV Factor Loadings.

The total variance analysis indicates that the sixteen (16) retained statements on Strategy Implementation can be effectively grouped into one primary factor, as illustrated in Table 12. Consistent with guidelines for social science research, where the collective variation accounted for by all components should ideally range between 45% and 60% (Hair et al., 2012), this study adopted a criterion of 45% or more of the total variance explained by the retrieved component. Table 12 further details the specific items constituting this factor and the percentage of the total variance explained, with complete factor loadings of the extracted items provided in Appendix IV.

Table 12: Total Variance Explained for Strategy implementation Variable

Component	**Initial Eigenvalues**			**Extraction Sums of Squared Loadings**		
	Total	**% of Variance**	**Cumulative %**	**Total**	**% of Variance**	**Cumulative %**
1	10.397	64.979	64.979	10.397	64.979	64.979
2	2.305	14.408	79.387			
3	1.132	7.073	86.460			
4	.385	2.406	88.865			
5	.351	2.197	91.062			
6	.238	1.485	92.547			
7	.226	1.410	93.957			
8	.203	1.270	95.228			
9	.171	1.071	96.299			
10	.131	.816	97.115			
11	.124	.776	97.891			
12	.103	.647	98.537			
13	.087	.545	99.083			
14	.069	.429	99.512			
15	.062	.389	99.901			
16	.016	.099	100.000			

Extraction Method: Principal Component Analysis.

4.5.3 Factor Analysis for Government regulation

A factor analysis was conducted on the statements pertaining to Government regulation variable. The variable was had three constructs namely, Law, Professional Ethics, and Standards. The objective of this analysis was to explore the underlying structure of interrelationships among variables, identify any redundancies, and reduce the dimensionality of the statements. This process was executed using Principal Axis Factoring (PAF) with varimax rotation via Statistical Package for the Social Sciences (SPSS) version 28. The selection of PAF was based on its capacity to provide robust insights into latent structures by accounting for the shared variance among observed variables. The ultimate goal was to streamline the data and uncover the latent variable items that most effectively elucidate the concept of Government regulation.

Regarding factor loadings, an observed variable is generally considered to contribute significantly to a latent factor if its loading is 0.7 or greater (Noora Shrestha, 2021). This threshold indicates that the variable explains a substantial portion of the variance in the factor. During the analysis, factors with loadings below this 0.7 criterion were systematically eliminated, ensuring that only components demonstrating substantial relevance and influence in variable construction were retained. Additionally, consistent with recommendations to enhance clarity in component analysis, coefficients with an absolute value below 0.4 were suppressed from presentation (Noora Shrestha, 2021). This approach ensures that the focus remains on items with considerable relevance and impact on variable formation. The process for extracting components adhered to Kaiser's Criterion, which posits that an eigenvalue of 1 or greater indicates a distinct and meaningful factor.

Following this procedure, from an initial set of fifteen (15) statements related Government regulation, three (3) statements were identified as having factor analysis coefficients with an absolute value below 0.4. The statements “GR_PS3My organisation actively monitors compliance with professional standards as outlined by government regulations, GR_PS4The professional standards required by government regulations are regularly updated to reflect best practices in my industry, and GR_PS5Adherence to professional standards mandated by government regulations enhances the reputation of my organisation.” were subsequently removed from the formation of the composite Government regulation variable and was not subjected to further analysis in the study. Consequently, a total of twelve (12) statements remained, each exhibiting high factor loadings of 0.7 or above, as detailed in Appendix IV Factor Loadings.

The total variance analysis indicates that the twelve (12) retained statements on Government regulation can be effectively grouped into one primary factor, as illustrated in Table 13. Consistent with guidelines for social science research, where the collective variation accounted for by all components should ideally range between 45% and 60% (Hair et al., 2012), this study adopted a criterion of 45% or more of the total variance explained by the retrieved component. Table 13 further details the specific items constituting this factor and the percentage of the total variance explained, with complete factor loadings of the extracted items provided in Appendix IV.

Table 13: Total Variance Explained for Government regulation Variable

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.882	65.685	65.685	7.882	65.685	65.685
2	2.124	17.704	83.388			
3	.529	4.405	87.793			
4	.342	2.849	90.642			
5	.271	2.262	92.904			
6	.219	1.826	94.729			
7	.184	1.532	96.261			
8	.121	1.011	97.272			
9	.112	.934	98.207			
10	.090	.749	98.956			
11	.068	.564	99.520			
12	.058	.480	100.000			

Extraction Method: Principal Component Analysis.

4.5.4 Factor Analysis for Organisational Performance

A factor analysis was conducted on the statements pertaining to Organisational Performance variable. The variable was had four constructs namely, Profitability, Efficiency Customer Satisfaction, and Learning and Growth. The objective of this analysis was to explore the underlying structure of interrelationships among variables, identify any redundancies, and reduce the dimensionality of the statements. This process was executed using Principal Axis Factoring (PAF) with varimax rotation via Statistical Package for the Social Sciences (SPSS) version 28. The selection of PAF was based on its capacity to provide robust insights into latent structures by accounting for the shared variance among observed variables. The ultimate goal was to streamline the data and uncover the latent variable items that most effectively elucidate the concept of Organisational Performance.

Regarding factor loadings, an observed variable is generally considered to contribute significantly to a latent factor if its loading is 0.7 or greater (Noora Shrestha, 2021). This threshold indicates that the variable explains a substantial portion of the variance in the factor. During the analysis, factors with loadings below this 0.7 criterion were systematically eliminated, ensuring that only components demonstrating substantial relevance and influence in variable construction were retained. Additionally, consistent with recommendations to enhance clarity in component analysis, coefficients with an absolute value below 0.4 were suppressed from presentation (Noora Shrestha, 2021). This approach ensures that the focus remains on items with considerable relevance and impact on variable formation. The process for extracting components adhered to Kaiser's Criterion, which posits that an eigenvalue of 1 or greater indicates a distinct and meaningful factor.

Following this procedure, from an initial set of twenty three (23) statements related Organisational Performance, one (1) statement was identified as having factor analysis coefficients with an absolute value below 0.4. The statement "PER_LG1-The Corporation fosters a culture of continuous learning and development among its employees" was subsequently removed from the formation of the composite Organisational Performance variable and was not subjected to further analysis in the study. Consequently, a total of twenty two (22) statements remained, each exhibiting high factor loadings of 0.7 or above, as detailed in Appendix IV Factor Loadings.

The total variance analysis indicates that the twenty two (22) retained statements on Organisational Performance can be effectively grouped into one primary factor, as illustrated in Table 14. Consistent with guidelines for social science research, where the collective variation accounted for by all components should ideally range between 45% and 60% (Hair et al., 2012), this study adopted a criterion of 45% or more of the total variance explained by the retrieved component. Table 14 further details the specific items constituting this factor and the percentage of the total variance explained, with complete factor loadings of the extracted items provided in Appendix IV.

Table 14: Total Variance Explained for Organisational Performance Variable

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.921	49.642	49.642	10.921	49.642	49.642
2	3.785	17.204	66.846			
3	2.070	9.408	76.254			
4	1.450	6.590	82.844			
5	.528	2.399	85.243			
6	.411	1.870	87.113			
7	.365	1.660	88.773			
8	.356	1.620	90.393			
9	.283	1.285	91.678			
10	.254	1.153	92.831			
11	.220	1.000	93.831			
12	.207	.941	94.772			
13	.202	.917	95.689			
14	.180	.819	96.508			
15	.165	.752	97.260			
16	.147	.670	97.930			
17	.126	.574	98.504			
18	.106	.481	98.985			
19	.078	.353	99.338			
20	.060	.274	99.612			
21	.053	.240	99.853			
22	.032	.147	100.000			

Extraction Method: Principal Component Analysis.

4.6 Descriptive Statistics

The respondents' degree of agreement with the statements pertaining to the study variables integrative leadership style, strategy implementation, government regulation, and organisational performance of commercial state corporations in Kenya was assessed using descriptive statistics, more especially the mean and standard deviation. The high mean value indicates a strong agreement with the claims, while the standard deviation provides information about the extent of variation from the mean.

4.6.1 Descriptive Statistics of Integrative Leadership Style

The study aimed to assess respondents' perceptions on various indicators related to Integrative Leadership Style in commercial state corporations in Kenya. The use of a five-point Likert scale allowed for a refinement understanding of how respondents feel about specific attributes of Integrative Leadership Style. The scale ranged from 1 to 5, with 1 indicating "strongly disagree," 2 representing "disagree," 3 as "neutral," 4 as "agree," and 5 as "strongly agree." The results, summarized in Table 15, provide valuable insights into the effectiveness and perception of these practices.

Table 15: Descriptive Statistics Integrative Leadership Style

Statement	Mean	Std. Deviation
ILS_TRANSF3Help staff with their self-development	4.22	0.826
ILS_TRANSF2Encourages staff to have the highest morals and integrity	4.2	0.829
ILS_TRANSF1Exude confidence among subordinates that goals will be achieved	4.15	0.887
ILS_TRANS6Display authority when dealing with staff	4.15	0.89
ILS_LF3Attempts to involve one or more workers in deciding what has to be done and how	4.08	0.876
ILS_TRANS1Motivates the staff by giving them a sense of purpose	4.07	0.819
ILS_LF6Does not care about the decisions made by other subordinates	4.02	0.88
ILS_TRANS4Reward staff for achievements made	4.02	0.848
ILS_TRANS5Encourages knowledge sharing among employees	3.99	0.837
ILS_LF4Stays out of the way when significant problems come up.	3.97	0.85
ILS_TRANS7Give a sense of purpose by encouraging staff to take more risks.	3.97	0.857

Statement	Mean	Std. Deviation
ILS_TRANS3Encourage staff to be keen while discharging their duties	3.96	0.797
ILS_LF5Give staff freedom to make their own decision when executing tasks	3.94	0.874
ILS_LF2Draws attention to anomalies, errors, exceptions, and departures from the norm.	3.94	0.888
ILS_TRANS2Emphasize the importance of meeting the deadline	3.94	0.795
ILS_TRANSF6Inspire staff to support the existing processes	3.84	0.925
ILS_TRANSF4Involved in the implementation of the organisational structure	3.81	0.993
ILS_TRANSF5Motivate staff to perform their tasks	3.8	0.942
ILS_TRANSF7Encourage staff to be innovative in their thinking	3.78	0.997
ILS_LF1Takes too long to answer pressing inquiries.	3.73	0.957
Average	**3.97**	**0.878**

Valid N (listwise) =232

The descriptive statistics results in table 15, revealed a generally positive perception of integrative leadership style behaviors, with all mean scores significantly exceeding the neutral point of 3.0. The overall average mean for Integrative Leadership Style was calculated at 3.979 (SD = 0.878), indicating a strong tendency among respondents to agree that these leadership practices are both present and effective. The standard deviations, predominantly below 1.0, suggest a moderate degree of consistency in the perceptions of respondents across the various indicators.

Key strengths of integrative leadership style as perceived by respondents included an emphasis on staff development and ethics. The highest-rated item, "Help staff with their self-development" (ILS_TRANSF3), recorded a mean of 4.22 (SD = 0.826), highlighting a robust perception that leaders actively support and promote the professional growth of their subordinates. Closely following, the item "Encourages staff to have the highest morals and integrity" (ILS_TRANSF2) attained a mean of 4.20 (SD = 0.829), underscoring the perceived commitment of leaders to ethical conduct and integrity within the organization.

In terms of confidence and direction, leaders were perceived as exuding confidence in achieving organizational goals and effectively displaying authority. The items "Exude confidence among subordinates that goals will be achieved" (ILS_TRANSF1) and "Display authority when dealing with staff" (ILS_TRANS6) both received a mean score of 4.15 (SD = 0.887 and 0.890, respectively), indicating that leadership is regarded as self-assured and capable of providing clear direction. Regarding involvement and motivation, respondents expressed agreement that leaders engage staff in decision-making and inspire them with a sense of purpose. The item "Attempts to involve one or more workers in deciding what has to be done and how" (ILS_LF3) achieved a mean of 4.08 (SD = 0.876), while "Motivates the staff by giving them a sense of purpose" (ILS_TRANS1) scored 4.07 (SD = 0.819). These findings suggest that leaders are perceived as fostering engagement and motivating their teams effectively.

Recognition and autonomy were also recognized as significant aspects of integrative leadership style. The items "Reward staff for achievements made" (ILS_TRANS4) and "Does not care about the decisions made by other subordinates" (ILS_LF6) both recorded a mean of 4.02. The high mean for ILS_TRANS4 indicates that rewarding achievements is acknowledged as a valuable leadership practice. However, the interpretation of ILS_LF6 necessitates careful consideration; if this item is reverse-coded to reflect leader care, the high mean is positive. Conversely, if interpreted literally, it could imply a negative perception, necessitating a review of the item's original phrasing and coding to avoid misinterpretation. Additionally, leaders were perceived as encouraging knowledge sharing among employees, with "Encourages knowledge sharing among employees" (ILS_TRANS5) achieving a mean of 3.99 (SD = 0.837).

While all indicators received positive mean scores, some items were rated slightly lower, suggesting areas for potential focus or improvement. Specifically, the item "Encourage staff to be innovative in their thinking" (ILS_TRANSF7) had the lowest mean among the transformational leadership-related items, at 3.78 (SD = 0.997), indicating that while other positive attributes are strong, there may be less emphasis on fostering a culture of risk-taking and innovation. Furthermore, the item "Takes too long to answer pressing inquiries" (ILS_LF1), despite its lower mean of 3.73 (SD = 0.957), still reflects a level of agreement with this statement. Given that this item is likely negatively framed, a mean significantly above neutral suggests that some leaders may indeed be perceived as slow in responding. Notably, this item also exhibited a relatively higher standard deviation, indicating more varied perceptions among respondents.

4.6.2 Descriptive Statistics of Strategy Implementation

The study aimed to assess respondents' perceptions on various indicators related to Strategy Implementation in commercial state corporations in Kenya. The use of a five-point Likert scale allowed for a refinement understanding of how respondents feel about specific attributes of Strategy Implementation. The scale ranged from 1 to 5, with 1 indicating "strongly disagree," 2 representing "disagree," 3 as "neutral," 4 as "agree," and 5 as "strongly agree." The results, summarized in Table 16, provide valuable insights into the effectiveness and perception of these practices.

Table 16: Descriptive Statistics Strategy Implementation

Statement	Mean	Std. Deviation
STI_CP1There is clear communication of the strategic goals and objectives throughout my organisation.	4.03	0.872
STI_OC1To accomplish organisational goals, everyone is focused on implementing plans smoothly.	4	0.84
STI_RA3Human resources are allocated efficiently to achieve the objectives of our strategic plan.	3.97	0.872
STI_RA5The allocation of technological resources in my organisation enhances the execution of our strategic initiatives.	3.96	0.872
STI_CP2My organisation encourages open dialogue regarding strategy implementation among all levels of staff	3.95	0.913
STI_RA4There is a clear process for resource allocation that supports effective strategy implementation in my organisation.	3.94	0.916
STI_CP5The communication processes within my organisation facilitate a better understanding of the strategy among employees.	3.93	0.832

Statement	Mean	Std. Deviation
STI_CP3Feedback mechanisms are in place to assess the effectiveness of communication regarding strategic initiatives.	3.91	0.863
STI_LS5To achieve our set strategy objectives, our organisation's leadership demonstrates a commitment to strategy implementation	3.9	0.862
STI_LS2My leader is guided by organisational strategies	3.87	0.878
STI_LS1My leader ensures that workers have the necessary abilities to do their jobs.	3.86	0.862
STI_LS3Employees' inputs are incorporated during strategy implementation	3.86	0.854
STI_LS4The employees' work performance is rewarded when they achieve set tasks.	3.86	0.854
STI_RA1The allocation of resources in my organisation is aligned with our strategic priorities.	3.86	0.869
STI_CP4Information about strategy implementation is effectively disseminated to all relevant stakeholders in my organisation	3.85	0.867
STI_RA2My organisation effectively allocates financial resources to support strategic initiatives.	3.81	0.847
Average	**3.91**	**0.867**

Valid N (listwise) =232

The descriptive statistics results presented in Table 16 indicated a generally positive perception of strategy implementation practices, with an overall average mean of 3.91 (SD = 0.867). This finding suggests a tendency among respondents to agree that strategy implementation is effectively managed within their organizations. The standard deviations, predominantly below 1.0, reflect a relatively consistent set of perceptions across respondents for most items. Key strengths in strategy implementation, as perceived by respondents, include clear communication and organizational focus. The highest-rated item, "There is clear communication of the strategic goals and objectives throughout my organisation" (STI_CP1), received a mean score of 4.03 (SD = 0.872), indicating that clarity in communicating strategic objectives is viewed as a significant strength. Closely related, the item "To accomplish organisational goals, everyone is focused on implementing plans smoothly" (STI_OC1) scored a mean of 4.00 (SD = 0.840), highlighting a strong collective focus on execution.

Additionally, respondents perceive a relatively efficient allocation of resources for strategic goals. The item "Human resources are allocated efficiently to achieve the objectives of our strategic plan" (STI_RA3) achieved a mean of 3.97 (SD = 0.872), while "The allocation of technological resources in my organisation enhances the execution of our strategic initiatives" (STI_RA5) scored 3.96 (SD = 0.872). These scores suggest that organizations are generally effective in dedicating both human and technological assets toward strategic initiatives. Moreover, the results indicate a positive perception of open dialogue and process clarity in strategy implementation. The item "My organisation encourages open dialogue regarding strategy implementation among all levels of staff" (STI_CP2) achieved a mean of 3.95 (SD = 0.913), while "There is a clear process for resource allocation that supports effective strategy implementation in my organisation" (STI_RA4) had a mean of 3.94 (SD = 0.916). These findings reflect a favorable view of communicative and structured approaches to implementation. While all items received mean scores above the neutral point, some areas exhibited slightly lower levels of agreement, suggesting opportunities for enhancement. Specifically, the item "My organisation effectively allocates financial resources to support strategic initiatives" (STI_RA2) received the lowest mean score at 3.81 (SD = 0.847). Although this score remains positive, it indicates that the effectiveness of financial resource allocation, while contributing to strategy implementation, is perceived somewhat less strongly than other aspects. This finding may imply a need for more transparent or efficient financial alignment with strategic priorities.

Furthermore, the item "Information about strategy implementation is effectively disseminated to all relevant stakeholders in my organisation" (STI_CP4) had a mean of 3.85 (SD = 0.867). While communication within the organization is perceived as strong, as evidenced by other items such as STI_CP1, STI_CP2, and STI_CP5, the dissemination of information to all relevant stakeholders appears to be an area with slightly lower consensus, indicating a potential area for improvement in ensuring that all stakeholders are adequately informed about strategy implementation efforts.

4.6.3 Descriptive Statistics of Government Regulation

The study aimed to assess respondents' perceptions on various indicators related to Government Regulation in commercial state corporations in Kenya. The use of a five-point Likert scale allowed for a refinement understanding of how respondents feel about specific attributes of Government Regulation. The scale ranged from 1 to 5, with 1 indicating "strongly disagree," 2 representing "disagree," 3 as "neutral," 4 as "agree," and 5 as "strongly agree." The results, summarized in Table 17, provide valuable insights into the effectiveness and perception of these practices.

Table 17: Descriptive Statistics Government Regulation

Statement	Mean	Std. Deviation
GR_L1The legal framework established by government regulations is clear and easy to understand for my organisation.	4.04	0.911
GR_L2Government regulations positively influence the operational performance of my organisation.	4.03	0.914
GR_PE4Compliance with government regulations regarding professional ethics enhances the overall performance of my organisation.	4	0.855
GR_PS2The professional standards set by government regulations positively impact the quality of services provided by my organisation.	4	0.84
GR_L4The government regulations affecting my organisation are regularly updated to reflect current industry practices.	3.99	0.883
GR_L5The legal responsibilities imposed by government regulations are effectively communicated to all employees in my organisation.	3.98	0.87
GR_PE1Government regulations promote ethical behavior and integrity within my organisation.	3.97	0.872
GR_PE5The enforcement of professional ethics regulations by the government is effective in my industry.	3.96	0.836
GR_PE3Employees in my organisation are regularly trained on ethical practices as mandated by government regulations.	3.94	0.888
GR_L3My organisation actively complies with all relevant government regulations and legal requirements.	3.93	0.904

Statement	Mean	Std. Deviation
GR_PS1Government regulations effectively establish professional standards that my organisation is required to follow.	3.93	0.832
GR_PE2My organisation has clear guidelines on professional ethics that align with government regulations.	3.91	0.878
Average	**3.97**	**0.873**

Valid N (listwise) =232

The descriptive statistics results presented in Table 17 indicated a generally positive perception of government regulation, with an average mean score of 3.97 (SD = 0.873) across all items. This suggests that respondents largely agree that government regulations are clear, impactful, and effectively managed within their organizations. The standard deviations, predominantly below 1.0, imply a relatively consistent set of perceptions among respondents for most items. Key strengths in government regulation, as perceived by respondents, include the clarity and positive influence of the legal framework. The item "The legal framework established by government regulations is clear and easy to understand for my organisation" (GR_L1) achieved the highest mean score of 4.04 (SD = 0.911), indicating that clarity in the regulatory framework is viewed as a significant strength. Closely following, the item "Government regulations positively influence the operational performance of my organisation" (GR_L2) scored a mean of 4.03 (SD = 0.914), highlighting the perception that the existing legal framework is both comprehensible and beneficial to organizational operations.

Additionally, respondents strongly perceive that government regulations contribute to ethical compliance and high professional standards. The items "Compliance with government regulations regarding professional ethics enhances the overall performance of my organisation" (GR_PE4) and "The professional standards set by government regulations positively impact the quality of services provided by my organisation" (GR_PS2) both received a mean score of 4.00 (SD = 0.855 and 0.840, respectively). This indicates that regulatory frameworks are seen as instrumental in fostering ethical behavior and ensuring service quality. Moreover, the results suggest that government regulations are perceived as being regularly updated and effectively communicated. The item "The government regulations affecting my organisation are regularly updated to reflect current industry practices" (GR_L4) achieved a mean of 3.99 (SD = 0.883), indicating that regulations are generally viewed as current. Furthermore, the item "The legal responsibilities imposed by government regulations are effectively communicated to all employees in my organisation" (GR_L5) had a mean of 3.98 (SD = 0.870), reflecting effective internal communication of regulatory requirements.

The promotion and enforcement of ethics are also highlighted in the findings, with the items "Government regulations promote ethical behavior and integrity within my organisation" (GR_PE1) receiving a mean of 3.97 (SD = 0.872) and "The enforcement of professional ethics regulations by the government is effective in my industry" (GR_PE5) scoring a mean of 3.96 (SD = 0.836). These results underscore a strong perception that regulations actively foster and effectively enforce ethical standards within organizations. While all items demonstrate strong agreement, the lowest mean score was recorded for the item "My organisation has clear guidelines on professional ethics that align with government regulations" (GR_PE2), which achieved a mean of 3.91 (SD = 0.878). Although this score remains positive, it suggests a marginal opportunity to further enhance the internal clarity and alignment of organizational ethical guidelines with external government regulations.

4.6.4 Descriptive Statistics of Organisational Performance

The study aimed to assess respondents' perceptions of various indicators related to Organisational Performance in commercial state corporations in Kenya. The use of a five-point Likert scale allowed for a refinement understanding of how respondents feel about specific attributes of Government Regulation. The scale ranged from 1 to 5, with 1 indicating "strongly disagree," 2 representing "disagree," 3 as "neutral," 4 as "agree," and 5 as "strongly agree.” The results, summarized in Table 18, provide valuable insights into perception on Organisational Performance in commercial state corporations in Kenya.

Table 18: Descriptive Statistics Organisational Performance

Statement	Mean	Std. Deviation
PER_PR4The commercial state corporation maintains a strong and sustainable financial position with high profitability	3.95	0.866
PER_EF3The corporation has streamlined its processes to enhance operational efficiency.	3.94	0.954
PER_EF2The corporation minimizes waste and inefficiency in its operations.	3.91	0.885
PER_PR2The strategies implemented by my organisation have effectively contributed to an increase in profitability.	3.89	0.893
PER_EF4The corporation achieves high levels of productivity with minimal resource utilisation.	3.89	0.905
PER_PR3The commercial state corporation has consistently achieved its profit targets.	3.88	0.807
PER_PR7The commercial state corporation has experienced significant growth in its profits in the past year.	3.87	0.918
PER_PR6The commercial state corporation has a strong track record of profitability and financial success.	3.86	0.831
PER_EF1The corporation effectively utilizes its resources to achieve its objectives.	3.84	0.981
PER_EF5The corporation effectively manages its time and resources to achieve its goals in a timely and cost-effective manner.	3.84	0.897
PER_PR1My organisation has consistently achieved its profitability targets over the past year.	3.83	0.859
PER_CS2Customers believe that the commercial state corporation consistently meets their needs and expectations.	3.83	0.849
PER_CS4Customers are willing to recommend the products/services of the commercial state corporation to others.	3.82	0.789
PER_CS1Customers are highly satisfied with the quality of products/services offered by the commercial state corporation.	3.82	0.774

Statement	Mean	Std. Deviation
PER_PR5The commercial state corporation effectively utilizes its resources to generate high levels of profitability.	3.81	0.914
PER_LG3Employees in the corporation are encouraged to share their knowledge and expertise with others.	3.81	0.892
PER_CS3Customers are loyal to the commercial state corporation and frequently choose its products/services over competitors.	3.81	0.882
PER_LG2The corporation invests in employee training and development programs to enhance their skills and knowledge.	3.8	0.943
PER_CS5The corporation effectively manages customer relationships and fosters customer loyalty.	3.79	0.863
PER_LG6The corporation has a clear vision for the future and actively pursues opportunities for growth and development.	3.78	0.936
PER_LG4The corporation effectively utilizes feedback mechanisms to identify and address areas for improvement.	3.71	0.953
PER_LG5The corporation effectively adapts to changes in the external environment through continuous learning and innovation.	3.68	0.995
Average	**3.835**	**0.890**

Valid N (listwise)=232

The descriptive statistics results presented in Table 18 indicate a generally positive perception of organizational performance, with an overall average mean of 3.835 (SD = 0.890) across all items. This finding suggests a prevailing sentiment of agreement among respondents that their organizations are performing adequately or well across the measured indicators. The standard deviations, mostly ranging from 0.774 to 0.995, reflect a moderate degree of variability in responses, indicating that while there is general agreement, some individual differences in perception exist. Key strengths in organizational performance, as perceived by respondents, include a strong financial position and profitability. The highest-rated item, "The commercial state corporation maintains a strong and sustainable financial position with high profitability" (PER_PR4), achieved a mean of 3.95 (SD = 0.866), indicating a robust perception among employees that their organizations are financially sound. Related items, such as "The strategies implemented by my organisation have effectively contributed to an increase in profitability" (PER_PR2) with a mean of 3.89, "The commercial state corporation has consistently achieved its profit targets" (PER_PR3) with a mean of 3.88, and "The commercial state corporation has experienced significant growth in its profits in the past year" (PER_PR7) with a mean of 3.87, further reinforce this positive outlook on financial performance and growth.

Additionally, respondents generally agree that organizations are focused on operational efficiency and waste minimization. The item "The corporation has streamlined its processes to enhance operational efficiency" (PER_EF3) received a mean of 3.94 (SD = 0.954), while "The corporation minimizes waste and inefficiency in its operations" (PER_EF2) scored a mean of 3.91 (SD = 0.885), indicating on-going efforts to optimize operations. Perceptions of customer satisfaction and loyalty are also positive. The item "Customers believe that the commercial state corporation consistently meets their needs and expectations" (PER_CS2) achieved a mean of 3.83, and "Customers are willing to recommend the products/services of the commercial state corporation to others" (PER_CS4) scored a mean of 3.82. These findings suggest that customer-centricity is recognized as a significant aspect of organizational performance.

While all indicators are perceived positively, with mean scores above the neutral point, some items received slightly lower mean scores, highlighting areas where organizations might focus on improvement. The item "The corporation effectively adapts to changes in the external environment through continuous learning and innovation" (PER_LG5) received the lowest mean score of 3.68 (SD = 0.995). Although this score remains above neutral, it suggests that the ability of commercial state corporations to adapt, learn, and innovate in response to external changes is perceived as less robust compared to other performance aspects. The relatively high standard deviation also indicates a wider range of opinions on this matter.

Furthermore, the item "The corporation effectively utilizes feedback mechanisms to identify and address areas for improvement" (PER_LG4) scored a mean of 3.71 (SD = 0.953), suggesting that while feedback mechanisms may exist, their perceived effectiveness in driving tangible improvements could be enhanced. Additionally, although still positive, items such as

"Employees in the corporation are encouraged to share their knowledge and expertise with others" (PER_LG3) with a mean of 3.81 and "The corporation invests in employee training and development programs to enhance their skills and knowledge" (PER_LG2) with a mean of 3.80 are in the lower quartile of mean scores. This indicates that while knowledge sharing and investment in employee development are present, there may be opportunities for further enhancement in these areas.

4.7 Correlation analysis

Pearson correlation analysis is a widely utilized bivariate statistical technique designed to quantify the strength, direction, and statistical significance of the linear association between two continuous variables, as articulated by Sekaran and Bougie (2010). The correlation coefficient (r) can assume values ranging from -1 to +1. A positive coefficient indicates a direct relationship, where an increase in one variable is associated with an increase in the other. Conversely, a negative coefficient signifies an inverse relationship, meaning an increase in one variable corresponds to a decrease in the other. The magnitude of the coefficient, irrespective of its sign, denotes the strength of the relationship, with values closer to ±1 indicating a stronger association, as noted by Hair et al. (2007). A common guideline for interpreting Pearson correlation coefficients (r) suggests that values below 0.39 indicate weak positive linear relationship, values between 0.40 and 0.599 indicate moderate positive linear relationship, values between 0.60 and 0.799 indicate a strong positive linear relationship, while values between 0.80 and 1.000 denote a very strong positive linear relationship. The p-value, or significance (2-tailed), indicates the probability of observing such a correlation by chance if no true relationship exists in the population.

Table 19: Correlation Analysis Results

Variable		**Organisational Performance**
Integrative Leadership Style	Pearson Correlation	.730**
	Sig. (2-tailed)	.000
	N	232
Strategy	Pearson Correlation	.783**

Implementation	Sig. (2-tailed)	.000
	N	232
Government Regulation	Pearson Correlation	.621**
	Sig. (2-tailed)	.000
	N	232

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

The correlation analysis results in table 19 provide valuable insights into the relationships between organizational performance and three key variables: integrative leadership style, strategy implementation, and government regulation. The analysis utilized Pearson correlation coefficients to measure the strength and direction of linear relationships between these variables.

The Pearson correlation coefficient between integrative leadership style and organizational performance is 0.730, with a significance level (p-value) of 0.000. This strong positive correlation indicates that as integrative leadership style increase, organizational performance also tends to improve significantly. The correlation coefficient of 0.730 suggests a substantial relationship, implying that effective integrative leadership style is likely to enhance various aspects of organizational performance. This finding aligns with the notion that leadership styles that promote collaboration, communication, and employee engagement can lead to better organizational outcomes.

The correlation between strategy implementation and organizational performance is even stronger, with a Pearson correlation coefficient of 0.783 and a significance level of 0.000. This indicates a very strong positive relationship, suggesting that effective strategy implementation is crucial for achieving high levels of organizational performance. The high correlation coefficient implies that organizations that successfully implement their strategies are likely to experience significant improvements in performance metrics. This finding underscores the importance of aligning strategic initiatives with operational execution to drive organizational success.

The correlation between government regulation and organizational performance is also positive, with a Pearson correlation coefficient of 0.621 and a significance level of 0.000. While this correlation is lower than those observed for integrative leadership style and strategy implementation, it still indicates a significant relationship. A coefficient of 0.621 suggests that organizations that perceive government regulations as clear and effectively managed tend to perform better. This finding highlights the role of regulatory frameworks in shaping organizational practices and outcomes, suggesting that compliance with regulations can contribute to enhanced performance.

4.8 Hypotheses Testing

This section presents the results of the hypothesis testing conducted in the study. The hypotheses were formulated to capture the relationships among the study variables as outlined in the conceptual model. The investigation was guided by four research objectives, each addressed through a corresponding hypothesis. The first hypothesis was tested using simple regression model. The second, third and fourth hypotheses for mediation, moderation and moderated mediation models respectively were tested using stepwise approach as suggested by Baron and Kenny (1986). The tests were done at 5% significance level ($\alpha = 0.05$). The evaluation focused on the hypotheses derived from the objectives of the study.

In this study, the concept of "one unit increase" is pivotal when discussing regression coefficients, as it provides a clear framework for understanding how changes in independent variables affect the dependent variable. Specifically, a "one unit increase" refers to a change of a single increment on the measurement scale of the variable in question (Statistics Solutions, 2025). In this study, the variable is measured using a Likert scale that ranges from 1 to 5. This scale is commonly employed in survey research to assess attitudes, perceptions, or behaviors, where each number corresponds to a specific level of agreement or frequency. For instance, a score of 1 might indicate "strongly disagree," while a score of 5 signifies "strongly agree." Therefore, a "one-unit increase" in this context means that if a respondent's score changes from 3 to 4, they are moving from a neutral position—where they neither agree nor disagree—to a position of agreement. This shift along the continuum represented by the scale signifies a change in the respondent's perception or attitude, reflecting a more positive evaluation of the subject being measured (Statistics Solutions, 2025).

Furthermore, in this study, where a composite score has been created from various Likert items, a one-unit increase implies that the average score across these items has increased by one point. The composite score is calculated by averaging the responses to multiple Likert items that assess the same underlying construct, such as overall satisfaction or organizational commitment. For example, if the average score of a group of respondents increases from 3.5 to 4.5, this indicates a significant enhancement in their collective attitudes or perceptions regarding the topic under investigation (Statistics Solutions, 2025).

Understanding the implications of a one-unit increase is crucial for interpreting the results of regression analysis. It allows researchers to quantify the effect of changes in independent variables on the dependent variable, providing insights into how variations in integrative leadership style, for instance, can influence organizational performance. This understanding is essential for making informed decisions based on the data, as it highlights the importance of even small changes in leadership or other measured variables and their potential impact on overall outcomes (Statistics Solutions, 2025).

4.8.1 Integrative leadership and organisational performance of commercial state corporations in Kenya.

To examine the relationship between Integrative leadership and organisational performance of commercial state corporations in Kenya a simple linear regression analysis was conducted. The first null hypothesis was as follows;

Ho_1: There is no significant relationship between integrative leadership style and organisational performance of commercial state corporations in Kenya.

The statistical significance of the hypothesis was tested using simple linear regression which generated the regression coefficients; coefficient of determination (R^2), analysis of variance (ANOVA) and model coefficients. The test covered goodness of fit overall significant, individual significance and diagnostic test. Table 20 presents the model summary for integrative leadership style.

Table 20: Model summary integrative leadership style and organisational performance

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	F Change	df1	df2	Sig. F Change
.730[a]	.533	.531	.42695	.533	262.186	1	230	.000

a. Predictors: (Constant), integrative leadership style

The model summary presented in Table 20 offers key insights into the relationship between integrative leadership style and organizational performance in commercial state corporations in Kenya. The results reveal a strong correlation, with an R value of 0.730, indicating a robust linear association between the predictor variable (integrative leadership style) and the dependent variable (organizational performance). The R Square value of 0.533 indicates that the combined predictive variables included in the model collectively explain approximately 53.3% of the variation in organizational performance among commercial state corporations in Kenya. The Adjusted R Square value of 0.531, which adjusts for the number of predictors, reinforces this finding by providing a more precise estimate of the model's explanatory power. The minimal difference between R Square and Adjusted R Square suggests that the model is well-specified and that the inclusion of integrative leadership style is appropriate. This suggests that the study's independent variables integrative leadership style predictors account for just over half of the factors driving performance differences across these corporations. The remaining 46.7% of variance in organizational performance is attributed to variables not captured in this study, which may include external economic factors, organizational culture, human capital attributes, technological capabilities, stakeholder relationships, or other strategic and operational elements that influence performance outcomes. This partial explanation is substantial and statistically meaningful, particularly within the context of commercial state corporations where multiple internal and external forces interact to determine organizational effectiveness.

Table 21: ANOVA integrative leadership style and organizational performance

	Sum of Squares	df	Mean Square	F	Sig.
Regression	47.792	1	47.792	262.186	.000[b]

Residual	41.925	230	.182
Total	89.718	231	

a. *Dependent Variable: organizational performance*

b. *Predictors: (Constant), integrative leadership style*

The ANOVA results in Table 21 provide an in-depth assessment of the relationship between integrative leadership style and organizational performance. This analysis plays a vital role in determining whether differences in leadership practices have a measurable impact on performance outcomes. The reported F statistic of 262.186 serves as a key indicator of the overall significance of the regression model. Such a high F value demonstrates that integrative leadership style accounts for a considerable proportion of the variance in the dependent variable. Furthermore, the associated significance level (p = 0.000) falls well below the conventional threshold of 0.05, affirming the statistical significance of the model. These findings validate the rejection of the null hypothesis, confirming the existence of a meaningful relationship between integrative leadership style and organizational performance in commercial state corporations in Kenya.

Table 22: Coefficients for integrative leadership style and organizational performance

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	.791	.190		4.162	.000	.417	1.165
Integrative leadership	.765	.047	.730	16.192	.000	.672	.858

a. Dependent Variable: organizational performance

The coefficients presented in Table 22 provided critical insights into the relationship between integrative leadership style and organizational performance within commercial state corporations in Kenya. The analysis includes both unstandardized and standardized coefficients, which help to interpret the impact of integrative leadership style on organizational performance. The unstandardized coefficient for the constant is 0.791 with a standard error of 0.190. The constant represents the expected value of organizational performance when integrative leadership style is zero. The significance level (Sig.) for the constant is 0.000, indicating that this value is statistically significant and provides a baseline for understanding the model.

The unstandardized coefficient for integrative leadership style is 0.765 with a standard error of 0.047. This coefficient indicates that for every one-unit increase in integrative leadership style, organizational performance is expected to increase by 0.765 units, holding all other factors constant. A "one-unit increase" in Integrative Leadership Style means moving up by one point on this scale. For example: Moving from "Disagree" (2) to "Neutral" (3), Moving from "Neutral" (3) to "Agree" (4), Moving from "Agree" (4) to "Strongly Agree" (5). Since Integrative Leadership Style is a composite score, derived from averaging sum scores across (21 items) multiple items, a "one-unit increase" in the overall Integrative Leadership Style score represents an average increase of one point across all the underlying indicators (Transformational, Transactional, and Laissez-faire dimensions). This means respondents, on average, rated their leaders one point higher on the combined Integrative Leadership Style scale. The coefficient of 0.765 then predicts that for every such one-point average increase in perceived Integrative Leadership Style, the predicted Organisational Performance score (also on a similar Likert scale) would increase by 0.765 points.

The concept of a one-unit increase in integrative leadership style highlights the measurable and impactful nature of leadership practices on organizational performance. The positive coefficient indicates that enhancing these practices can lead to significant improvements in how organizations operate and achieve their goals, reinforcing the critical role of effective leadership in organizational success. The significance level for this coefficient is also 0.000, confirming that the relationship between integrative leadership style and organizational performance is statistically significant. The standardized coefficient (Beta) for integrative leadership style is 0.730. This value indicates the strength of the relationship between integrative leadership style and organizational performance in standardized terms, allowing for comparison across different variables. A Beta value of 0.730 suggests a strong positive relationship, indicating that integrative leadership style are highly effective in enhancing organizational performance.

Based on the results presented in Table 22, the regression model equation can be formulated as follows: **Y=0.791 + 0.765X** where Y represents the organizational performance, and X represents integrative leadership style. Organizational performance = 0.791 + 0.765 × integrative leadership style. The findings from this study provide empirical evidence that integrative leadership style significantly influences the organisational performance of commercial state corporations in Kenya. As a result, the null hypothesis (Ho_1), which stated that there is no significant relationship between integrative leadership style and organisational performance of commercial state corporations in Kenya, was rejected. Therefore, the researcher concluded that integrative leadership style does indeed have a significant effect on the organisational performance of commercial state corporations in Kenya.

4.8.2 Mediation effect of Strategy Implementation on the relationship between Integrative Leadership Style and organisational performance

The second objective of the study was to evaluate the degree to which governance framework serves as a mediator in the association between public financial management practices on own-source revenue by county governments in Kenya. To achieve this, a four stepwise regression was conducted as outlined by Baron and Kenny (1986). Breakdown of the four steps:

1. Step 1: Establish the initial relationship.

This step involves testing if the independent variable (X) significantly predicts the dependent variable (Y). This confirms that there's a relationship to potentially be mediated.

2. Step 2: Show the relationship between the independent variable and the mediator.

The independent variable (X) is regressed on the mediator (M) to determine if X significantly predicts M. This confirms that the independent variable influences the mediator.

3. Step 3: Show the relationship between the mediator and the dependent variable.

In this step, the mediator (M) is regressed on the dependent variable (Y), controlling for the independent variable (X). This demonstrates that the mediator significantly predicts the dependent variable, even after controlling for the independent variable.

4. Step 4: Test for mediation effects.

This step involves analysing the relationship between the independent variable and the dependent variable while controlling the mediator. If the effect of the independent variable on the dependent variable is non-significant when the mediator is included, it suggests full mediation, meaning the mediator fully explains the relationship between the independent and dependent variables. If the effect of the independent variable remains significant, it suggests partial mediation, where the mediator only partially explains the relationship.

1. Step1: Integrative Leadership Style Predicting Organisational Performance

This step aimed to confirm the significance of the relationship between Integrative Leadership Style (X) and Organizational Performance (Y) of commercial state corporations in Kenya, represented as X → Y. As indicated in Tables 23, 24, and 25, when Integrative Leadership Style is held constant, Organizational Performance remains at 0.791. Moreover, a one-unit increase in Integrative Leadership Style results in a 0.765-unit improvement in Organizational Performance, with a p-value of 0.000, well below the 0.05 threshold, confirming statistical significance. The findings further show an adjusted R-squared value of 0.531, an F-statistic of 262.186, and a significant positive elasticity coefficient of 0.765, based on a two-tailed test at the 95% confidence level. These results strongly support the conclusion that Integrative Leadership Style exerts a substantial and positive influence on Organizational Performance in commercial state corporations in Kenya. This implies that, integrative leadership style significantly predict constant organizational performance within commercial state corporations in Kenya: ***Y = 0.791 + 0.765X.***

2. Step2: Integrative leadership predicting Strategy Implementation

This step was intended to confirm whether the relationship between Integrative leadership (X) and Strategy Implementation (M) is significance of illustrated as X → M.

Table 23: Model summary for Integrative leadership and Strategy Implementation

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
.759[a]	.576	.574	.45502	.576	312.560	1	230	.000

a. Predictors: (Constant), Integrative leadership

According to the findings shown in Table 23, the adjusted R-squared value was found to be 0.574, and the significance level was found to be p = 0.000, which is lower than the threshold of 0.05. Based on this information, it can be deduced that Integrative Leadership Style is responsible for 57.4% of the variations in Strategy Implementation.

Table 24: Analysis of Variance (ANOVA) on Integrative leadership and Strategy Implementation

	Sum of Squares	df	Mean Square	F	Sig.
Regression	64.714	1	64.714	312.560	.000[b]
Residual	47.621	230	.207		
Total	112.335	231			

a.Dependent Variable: Strategy Implementation

b.Predictors: (Constant), Integrative leadership

As shown in table 24, F-calculated = 312.560 at 2-tail test and 95% confidence level. Results also show p-value = 0.000 < 0.05. This further enhances the inference that Integrative leadership significantly influences Strategy Implementation.

Table 25: Regression Coefficients on Integrative leadership and Strategy Implementation

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	.367	.203		1.811	.031	-.032	.766
Integrative leadership	.890	.050	.759	17.679	.000	.791	.989

a. Dependent Variable: Strategy Implementation

The results presented in Table 25 indicate that, when Integrative Leadership Style is maintained constant, Strategy Implementation continues at 0.367. A one-unit increase in Integrative leadership results in an increase in Strategy Implementation by 0.890 units, with a p-value of

0.000, which is less than 0.05. Consequently, the researcher concludes that integrative leadership style substantially and favourably forecasts strategy implementation, as delineated by the following model. The linear regression model equation is: Strategy Implementation = 0.367 + 0.890× Integrative leadership that is (M = 0.367 +0.890X).

3. Step3: Strategy Implementation predicting Organizational Performance

This step was intended to confirm whether the relationship between Strategy Implementation (M) and Organisational Performance (Y) is significance of illustrated as M→ Y.

Table 26: Model summary for Strategy Implementation (M) and organizational Performance

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
.783[a]	.613	.611	.38851	.613	364.397	1	230	.000

a. Predictors: (Constant), Strategy Implementation

Results in table 26 show an adjusted R-Square of 0.611 with Sig= 0.000 where p-value<0.05. This implies that Strategy Implementation explains 61.1% percent of the variation in organizational performance of commercial state corporations in Kenya.

Table 27: Analysis of Variance (ANOVA) on Strategy Implementation and organizational performance

	Sum of Squares	df	Mean Square	F	Sig.
Regression	55.002	1	55.002	364.397	.000[b]
Residual	34.716	230	.151		
Total	89.718	231			

a. *Dependent Variable: organizational performance*
b. *Predictors: (Constant), Strategy Implementation*

As shown in table 27, F-calculated = 364.397 at 2-tail test and 95% confidence level. Results also show p-value = 0.000 < 0.05. This further enhances the inference that Strategy

Implementation significantly influences organizational performance of commercial state corporations in Kenya.

Table 28: Regression Coefficients on Strategy Implementation and organizational performance

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	1.100	.146		7.557	.000	.813	1.386
Strategy Implementation	.700	.037	.783	19.089	.000	.628	.772

a. Dependent Variable: organizational performance

Findings as shown in table 28 show the standardized coefficient when the Strategy Implementation is held constant, organizational performance remains at 1.100. Additionally, the standardized coefficient for the Strategy Implementation is 0.700. This indicates that for every one-unit increase in the Strategy Implementation, organizational performance is expected to increase by 0.700 units, holding all other factors constant. This substantial coefficient suggests a positive effect of a robust strategy implementation on organizational performance. The significance level for the strategy implementation coefficient is 0.000 where (p =< 0.05), indicating that the relationship is statistically significant. Consequently, the researcher summarizes that, strategy implementation significantly and positively predicts organizational performance of commercial state corporations in Kenya as summarized by the following model:

Y = 1.1 + 0.7M

4. Integrative leadership and strategy implementation predicting organizational performance

This step was intended to confirm whether Integrative leadership (X) and strategy implementation (M) significantly influence organizational performance (Y) of commercial state corporations in Kenya expressed as M|X → Y

Table 30: Model summary on Integrative leadership and strategy implementation predicting organizational performance

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
.810[a]	.656	.653	.36689	.656	218.751	2	229	.000

a. Predictors: (Constant), Integrative leadership, strategy implementation

The model summary results in Table 30 show an R value of 0.810, indicating a strong positive correlation between the predictors integrative leadership style and strategy implementation and the dependent variable, organizational performance. This suggests that improvements in integrative leadership style and effective strategy implementation significantly enhance organizational performance in commercial state corporations in Kenya. The R Square value of 0.656 further reveals that about 65.6% of the variation in organizational performance is explained by the two predictors, a substantial proportion that highlights their critical role in shaping performance outcomes. The Adjusted R Square of 0.653, which closely aligns with the R Square, provides a more precise measure of the model's explanatory power. This narrow difference indicates that both integrative leadership style and strategy implementation contribute meaningfully to the model and that the high explanatory power is not merely the result of overfitting. The findings suggest that the model is both robust and efficient in capturing the influence of these predictors on organizational performance in commercial state corporations in Kenya.

Additionally, "this finding suggests that a 34.7% percent of the observed differences in organizational performance commercial state corporations in Kenya cannot be accounted for just by the variables of integrative leadership style and strategy implementation included in this particular model. In conclusion, the statistical analysis indicates a significant relationship between integrative leadership style and strategy implementation in predicting organizational performance. The findings highlight that integrative leadership style, which encompasses Transformational, Transactional and Laissez-faire leadership styles, plays a vital role in fostering an environment conducive to successful strategy implementation. By effectively engaging employees and aligning their efforts with organizational goals, leaders can enhance the overall performance of commercial state corporations in Kenya.

Table 31: Analysis of Variance (ANOVA) on integrative leadership style and strategy implementation predicting organizational performance

	Sum of Squares	df	Mean Square	F	Sig.
Regression	58.892	2	29.446	218.751	.000[b]
Residual	30.826	229	.135		
Total	89.718	231			

a. *Dependent Variable: organizational performance*

b. *Predictors: (Constant), integrative leadership style, strategy implementation*

As shown in table 31, F-calculated = 218.751 at 2-tail test and 95% confidence level. Results also show p-value = 0.000 < 0.05. The results from this ANOVA analysis underscore the critical role that both integrative leadership style and strategy implementation play in enhancing organizational performance within commercial state corporations in Kenya. The strong F statistic and low significance level indicate that these factors collectively contribute to improved performance outcomes.

Table 32: Regression Coefficients of integrative leadership style and strategy implementation predicting organizational performance

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	.614	.164		3.732	.000	.290	.938
integrative leadership style	.335	.062	.320	5.376	.000	.212	.458
strategy implementation	.483	.053	.540	9.081	.000	.378	.588

a. Dependent Variable: organizational performance

The results presented in Table 32 provide a detailed analysis of the regression coefficients for integrative leadership style and strategy implementation as predictors of organizational performance in commercial state corporations in Kenya. The results show that the coefficients of integrative leadership style on organizational performance when the mediator strategy implementation is controlled to be ß =0.483 and its significant p-value = 0.000 < 0.001. So the relationship between integrative leadership style and organizational performance is still significant when the mediator strategy implementation is controlled. The study shows that strategy implementation is a partial mediator in the relationship between integrative leadership style and organizational performance. This can be proven by the fact that the coefficients in table 22 between integrative leadership style and organizational performance is ß =0.765 and its significant p-value = 0.000 < 0.05. This coefficient value reduces to ß =0.483 when a mediator strategy implementation is introduced in the relationship between integrative leadership style and organizational performance and therefore this means that strategy implementation partially mediates the relationship between integrative leadership style and organizational performance of commercial state corporations in Kenya.

These findings were summarized in a model as:-

*(ii) Organizational performance = 0.614 + 0.335(integrative leadership style) + 0.438 (*strategy implementation*).*

The null hypothesis (*Ho_2)*, which posited that *There is no statistically significant mediating effect of strategy implementation on the relationship between integrative leadership style and organizational performance of commercial state corporations in Kenya* was rejected.

Thus, the researcher came to the conclusion that the link between integrative leadership style and organisational performance of Kenyan commercial state firms is, in fact, significantly mediated by strategy implementation. In conclusion, the regression coefficients provide compelling evidence of the positive relationships integrative leadership style, strategy implementation, and organizational performance. The findings highlight the critical importance of both integrative leadership style and strategy implementation in driving organizational performance. Commercial state corporations in Kenya should prioritize these areas to foster a culture of high performance and achieve their strategic objectives effectively. The results suggest that enhancing both leadership practices and strategy implementation can lead to significant improvements in organizational performance, ultimately contributing to the success of commercial state corporations in Kenya.

4.8.3 The moderating effect of government regulations on the relationship between integrative leadership style and organisational performance of commercial state corporations in Kenya.

The third aim of this research was to assess moderating effect of government regulations on the relationship between integrative leadership style and organisational performance of commercial state corporations in Kenya. To investigate this, the study tested the following hypothesis: $H0_3$ – here is no significant moderating effect of government regulations on the relationship between integrative leadership style and organisational performance of commercial state corporations in Kenya. To evaluate this null hypothesis, a hierarchical multiple regression analysis was performed. The moderation effect was examined using the linear regression capabilities in SPSS version 28, following the methodology established by Baron and Kenny (1986). This process involved analysing the regression relationships among integrative leadership style, government regulations, and organisational performance of commercial state corporations in Kenya. The regression analysis was conducted in a hierarchical manner; specifically, an interaction term derived from the product of integrative leadership style and government regulations was included as an additional predictor in the model. The hierarchical regression models utilized in this analysis are elaborated upon in the following sections.

Table 33: Model summary of government regulations, integrative leadership style on organizational performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.748[a]	.559	.555	.4155	.559	145.305	2	229	.000

2	.798[b]	.638	.633	.3776	.078	49.200	1	228	.000

a. Predictors: (Constant), government regulations, integrative leadership style

b. Predictors: (Constant), government regulations, integrative leadership style, interaction term

The results in table 33, model 1 incorporates government regulations and integrative leadership style as predictors of organizational performance. The R value of 0.748 signifies a robust correlation between the predictors and the dependent variable. The R Square value of 0.559 indicates that approximately 55.9% of the variance in organizational performance can be accounted for by government regulations and integrative leadership style. The Adjusted R Square value of 0.555 adjusts for the number of predictors in the model, thereby affirming the model's robustness. Additionally, the standard error of the estimate is 0.4155, which reflects the average deviation of the observed values from the regression line. In model 2, an interaction term is introduced alongside government regulations and integrative leadership style. The R value increases to 0.798, meaning that an even stronger correlation. The R Square value rises to 0.638, indicating that 63.8% of the variance in organizational performance can now be explained by the model, highlighting the enhanced explanatory power due to the inclusion of the interaction term. The change in R Square of 0.078 and the F Change of 49.200 (with a significance level of 0.000) demonstrate that the addition of the interaction term significantly enhances the model's predictive capability.

Table 34: ANOVA of government regulations, integrative leadership style on organizational performance

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	50.178	2	25.089	145.305	.000[b]
1	Residual	39.540	229	.173		
	Total	89.718	231			
	Regression	57.196	3	19.065	133.659	.000[c]
2	Residual	32.522	228	.143		
	Total	89.718	231			

a. Dependent Variable: organizational performance

b. Predictors: (Constant), government regulations, integrative leadership style *c. Predictors: (Constant), government regulations, integrative leadership style, interaction term*

The ANOVA results provide further validation of the two models. In Model 1, the regression Sum of Squares is 50.178, accompanied by an F value of 145.305 and a significance level of 0.000, indicating that the model is statistically significant. This finding suggests that the combination of government regulations and integrative leadership style significantly predicts organizational performance. In Model 2, the regression Sum of Squares increases to 57.196, with an F value of 133.659 and a significance level of 0.000, further confirming the significance of the model and indicating that the interaction term enhances the predictive power of the model.

Table 35: Coefficients of government regulations, integrative leadership style on organizational performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	**Std. Error**	**Beta**			**Lower Bound**	**Upper Bound**
1	(Constant)	.650	.189		3.446	.001	.278	1.022
	integrative leadership style	.602	.063	.575	9.496	.000	.477	.728
	government regulations	.198	.053	.225	3.717	.000	.093	.303
2	(Constant)	2.089	.267		7.812	.000	1.562	2.615
	integrative leadership style	.403	.064	.384	6.264	.000	.276	.530
	government regulations	-.419	.100	-.475	-4.170	.000	-.616	-.221

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
interaction term	.113	.016	.888	7.014	.000	.082	.145

a. Dependent Variable: organizational performance

The results of model 1 in table 35 on the empirical analysis reveals that both Integrative Leadership Style and Government Regulations emerge as statistically significant predictors of Organisational Performance. The regression analysis demonstrates that Integrative Leadership Style exhibits a substantial predictive capacity, with an unstandardized coefficient of 0.602 ($p < 0.001$), indicating that a one-unit increment in Integrative Leadership Style corresponds to a 0.602-unit increase in Organisational Performance. Concurrently, Government Regulations demonstrate a positive, albeit comparatively modest, influence, with an unstandardized coefficient of 0.198 ($p < 0.001$), suggesting that a one-unit increase in Government Regulations is associated with a 0.198-unit enhancement in Organisational Performance.

Model 2, introduces an interaction term, of the analysis examining the moderating effect of Government Regulations. The interaction term reveals a statistically significant unstandardized coefficient of 0.113 ($p < 0.001$), providing robust empirical evidence for the moderating role of Government Regulations in the relationship between Integrative Leadership Style and Organisational Performance. The positive interaction coefficient indicates a complex interplay in which the relationship between Integrative Leadership Style and Organisational Performance becomes progressively more pronounced as the level of Government Regulations increases. Based on the regression analysis, there is clear and statistically significant evidence that Government Regulations moderate the relationship between Integrative Leadership Style and Organisational Performance in commercial state corporations in Kenya.

The moderating model can be summarized as:

(iii)…Organisational Performance = 0.65 + 0.602(Integrative Leadership Style) + 0.198 (Government Regulation)

(iv)...Organisational Performance = 2.089 + 0.403 (Integrative Leadership Style) - 0.419 (Government Regulation) + 0.113 (Integrative Leadership Style and Government Regulation).

The researcher therefore, Rejects the null hypothesis three ($H0_3$) and consequently concludes that there is significant moderating effect of government regulations on the relationship between integrative leadership style and organisational performance of commercial state corporations in Kenya. This moderation implies that the strength of the positive relationship between Integrative Leadership Style and Organisational Performance is not constant but varies depending on the level of Government Regulations. Specifically, a higher level of perceived Government Regulations appears to strengthen the positive impact of Integrative Leadership Style on Organisational Performance. This suggests that in an environment with robust government regulations, integrative leadership style may become even more effective in driving organizational success.

4.8.4 The moderated mediation effect of government regulations and strategy implementation on Integrative leadership style and organisational performance

The fourth objective of the study was to determine the moderated mediation effect of government regulations and strategy implementation on the relationship between Integrative leadership style and performance of commercial state corporations in Kenya. This was done through testing the hypothesis *$H0_4$: There is no significant moderated mediation effect of government regulations and strategy implementation on the relationship between Integrative leadership style and performance of commercial state corporations in Kenya.*

The concept of moderated mediation, also known as a conditional indirect effect, emerges when an independent variable (X) influences a dependent variable (Y) not only directly but also indirectly via a mediating variable. In such complex models, both the direct and indirect pathways through which the independent variable affects the dependent variable are subject to influence by a third variable, termed the moderator. Hayes (2013) proposed a structured methodological framework to empirically assess and substantiate the existence of these conditional direct and indirect effects.

i. To establish the statistical significance of a moderated mediation effect using Hayes' PROCESS macro, one must evaluate the index of moderated mediation. Significance is determined when the lower and upper level confidence intervals (LLCI and ULCI) for this index do not encompass zero, thereby indicating that the effect is reliably different from zero.

ii. Furthermore, a critical step involves examining the direct effect of the independent variable (X) on the dependent variable (Y) within the moderated mediation model. For this direct influence to be considered significant, its corresponding confidence interval (LLCI and ULCI) must similarly exclude zero. Meeting this condition provides evidence for the presence of both significant direct and indirect effects within the model.

To empirically test this hypothesis, the researcher employed moderated mediation analyses, specifically focusing on conditional indirect effects. This was conducted using the bootstrapping technique within SPSS, facilitated by Andrew Hayes's (2013) PROCESS macros. This computational methodology is particularly well-suited for generating robust and formal estimates of conditional indirect relationships. It enables the comprehensive examination of mediation effects while simultaneously accounting for variations introduced by different levels of the moderating variable. A key advantage of the bootstrapping approach is its resilience, providing valid results irrespective of the statistical distribution of the variables or the sample size. Moreover, by constructing reliable confidence intervals, this method facilitates sound statistical inferences regarding these conditional indirect relationships.

Ultimately, the overall relationship between the independent and dependent variables is shaped by the intricate interplay of both mediating and moderating variables. As articulated by Hayes and Preacher (2013), conditional indirect effects specifically occur when the moderating variable influences the strength or nature of the indirect relationship between the independent and dependent variables via the mediator. In contrast, conditional direct effects refer to instances where the moderating variable directly impacts the link between the independent and dependent variables, bypassing the mediator. To ensure the reliability and validity of findings in such complex models, it is imperative to analyze these various effects concurrently (Hayes & Preacher, 2013a, 2013b).

The PROCESS macro developed by Andrew Hayes presents several advantages: (1) it addresses the shortcomings of traditional sequential methods that test mediation and moderation separately; (2) it yields more rigorous and precise outcomes through the application of the bootstrapping technique; (3) it is compatible with both standard multiple regression analyses and structural equation modelling (Hayes & Preacher, 2013); and (4) it has been designed to be user-friendly with ready-to-use macros. Given its sophistication and ease of use, coupled with its widespread adoption in high-impact research publications, the PROCESS macro is highly recommended for testing conditional indirect effects (Sylvie et al., 2015).The test results for the moderated mediation are presented in parts from tables 36, 37, 38 and 39 and explained after the tables.

Table 36: Direct effect of Integrative Leadership Style (X) on Organisational Performance (Y)

Effect	se	t	p	LLCI	ULCI
.4268	.0663	6.4371	.0000	.2962	.5575

The results in Table 36 indicate that the unstandardized regression coefficient (B) for the direct effect of Integrative Leadership Style on Organizational Performance is 0.4268. This implies that, holding Government Regulation and the mediator Strategy Implementation constant within the full mediation model, a one-unit increase in Integrative Leadership Style leads to a 0.4268-unit increase in Organizational Performance. The associated p-value of 0.0000 signifies that this direct effect is highly statistically significant ($p < 0.001$), this suggests that the probability of observing such a strong positive relationship purely by chance, in the absence of a true relationship within the population, is negligible. Consequently, the null hypothesis positing no direct effect between Integrative Leadership Style and Organizational Performance can be confidently rejected. Furthermore, the 95% Confidence Interval (CI) for the unstandardized coefficient ranges from 0.2962 (Lower Limit CI) to 0.5575 (Upper Limit CI), and notably, this interval does not include zero, which independently corroborates the statistical significance of the direct effect. The confidence interval also delineates a precise range within which the true population parameter for the direct effect of Integrative Leadership Style on Organizational Performance is estimated to reside with 95% certainty, with the entirely positive range affirming the direction of the relationship. In summary, these findings illustrate a robust and significant positive direct influence of Integrative Leadership Style on Organizational Performance, even when accounting for the potential impact of other study variables namely Strategy Implementation and Government Regulation.

Table 37: INDIRECT EFFECT- Integrative Leadership Style (X) on Organisational Performance (Y)

Integrative leadership -> Strategy Implementation -> organizational performance:				
Government Regulation	**Effect**	**BootSE**	**BootLLCI**	**BootULCI**
3.2655	.0674	.0142	.0395	.0950
3.9734	.1058	.0192	.0697	.1435
4.6813	.1443	.0268	.0940	.1988

The results in table 37 explored the conditional indirect effects of Integrative Leadership Style (X) on Organizational Performance (Y) through Strategy Implementation (M), a critical analysis for validating the moderated mediation hypothesis. This analysis directly investigates how the magnitude of the indirect pathway varies depending on different levels of the moderator, Government Regulations (W). The indirect effect at each specific level of the moderator is conceptualized as the product of the conditional effect of Integrative Leadership Style on Strategy Implementation (X → M, moderated by W) and the effect of Strategy Implementation on Organizational Performance (M → Y).

At Low Levels of Government Regulations (GovtReg = 3.2655), the conditional indirect effect of Integrative Leadership Style on Organisational Performance via Strategy Implementation is 0.0674. This effect is statistically significant, as evidenced by its 95% bias-corrected bootstrap confidence interval [BootLLCI = 0.0395, BootULCI = 0.0950], which does not contain zero. This indicates that even under relatively lower levels of government regulation, Integrative Leadership Style still positively impacts Organisational Performance through Strategy Implementation.

At Medium Levels of Government Regulations (GovtReg = 3.9734), the conditional indirect effect increases to 0.1058. This effect is also statistically significant, with a 95% bootstrap confidence interval [BootLLCI = 0.0697, BootULCI = 0.1435] that excludes zero. Notably, the magnitude of this indirect effect is larger than that observed at low levels of government regulation, suggesting an amplification of the mediation pathway as regulatory influence moves towards the mean.

At High Levels of Government Regulations (GovtReg = 4.6813), the conditional indirect effect further increases to 0.1443. This effect remains statistically significant, as its 95% bootstrap confidence interval [BootLLCI = 0.0940, BootULCI = 0.1988] does not contain zero. The escalating magnitude of the indirect effect at higher levels of government regulation unequivocally demonstrates that the mediating role of Strategy Implementation in the relationship between Integrative Leadership Style and Organisational Performance becomes progressively stronger as the perceived level of Government Regulations increases.

These findings robustly confirm that the indirect pathway through which Integrative Leadership Style influences Organisational Performance via Strategy Implementation is indeed conditionally dependent on the level of Government Regulations. The consistent increase in the strength of the indirect effect across ascending levels of government regulation provides compelling evidence for the moderated mediation hypothesis. This implies that Government Regulations act as an enhancer for the mediation mechanism, strengthening the chain of influence from Integrative Leadership Style to Organisational Performance through improved Strategy Implementation.

Table 38: Index of moderated mediation (Government Regulation)

Government Regulation	Index	BootSE	BootLLCI	BootULCI
	.0543	.0135	.0303	.0835

Table 38 shows the index of moderated mediation, which is statistical test for the presence of moderated mediation, was calculated to be 0.0543. This index measures the extent to which the indirect effect of Integrative Leadership Style on Organizational Performance, operating through Strategy Implementation, depends on the level of Government Regulations. To test its statistical significance, a 95% bias-corrected bootstrap confidence interval was computed, with a Lower Level Confidence Interval (LLCI) of 0.0303 and an Upper Level Confidence Interval (ULCI) of 0.0835. Since the interval does not include zero, there is clear statistical evidence that the moderated mediation effect is significant. This result confirms that Government Regulations significantly influence the mediating role of Strategy Implementation in the relationship between Integrative Leadership Style and Organizational Performance.

The study null hypothesis ($H0_4$) that states that there is no significant moderated mediation effect of government regulations and strategy implementation on the relationship between Integrative leadership style and performance of commercial state corporations in Kenya is here by rejected. The study accepts the alternate hypothesis that there is a significant moderated mediation effect of government regulations and strategy implementation on the relationship between Integrative leadership style and organisational performance of commercial state corporations in Kenya. This study suggests that while Integrative Leadership Style directly influences Organisational Performance, its ability to foster Strategy Implementation, and consequently its indirect positive impact on performance, is notably enhanced by a supportive and robust governmental regulatory environment. Commercial state corporations in Kenya might find that their efforts in leadership integration lead to more effective strategy implementation and better performance outcomes when operating under higher (or more effectively perceived) government regulations. This highlights a synergistic effect where external regulatory frameworks empower internal organizational processes (strategy implementation) driven by leadership, ultimately boosting overall performance.

4.9 Results Discussion

This section presents and discusses the empirical results from the current inquiry. It rigorously analysed the consistencies and discrepancies between these results and those documented in the relevant academic literature. The discussion will focus on a comprehensive examination of the correlations among the primary study variables: Integrative Leadership Style, Strategy Implementation, Government Regulation, and Organisational Performance of commercial state corporations in Kenya. This analysis will be systematically detailed and evaluated according to the precise insights produced to meet each of the study's key goals.

4.9.1 Integrative leadership Style and organisational performance

The descriptive statistics in Table 15 reveal a mostly favourable impression of integrative leadership style behaviours among respondents, with all mean scores notably above the neutral threshold of 3.0. The overall mean for Integrative Leadership Style was 3.979 (SD = 0.878), indicating that respondents generally agree on the efficacy and prevalence of these leadership strategies. The standard deviations, mostly under 1.0, indicate a reasonable consensus among respondents about the many facets of integrative leadership style. Identified key qualities include an emphasis on staff development and ethical conduct, with the highest-rated aspect being "Assist staff with their self-development" (mean = 4.22), indicating a strong conviction that leaders actively facilitate the professional advancement of their team members.

Furthermore, leaders were seen as self-assured and commanding, with average ratings of 4.15 for aspects pertaining to confidence in goal attainment and the exhibition of authority. Participants said that leaders include employees in decision-making and motivate them, with average scores of 4.08 and 4.07 for the corresponding questions. Recognition and autonomy were emphasised as critical components of the integrative leadership style, shown by elevated mean scores for acknowledging accomplishments and promoting information exchange. Nevertheless, many items garnered lower scores, such "Encourage staff to be innovative in their thinking," which had the lowest mean at 3.78, suggesting a possible area for improvement.

The present findings align with Khan's (2024) research, which examined the influence of leadership styles on high-performance work systems, notably revealing a substantial correlation between servant leadership and transformational leadership regarding organisational performance. This research emphasises the significance of leadership styles in cultivating conditions that enhance organisational performance. Servant leadership, which emphasises serving others and prioritising employee needs, and transformational leadership, which inspires and pushes followers to reach their greatest potential, both significantly contribute to improving organisational performance. The present research revealed that participants underscored the critical components of integrative leadership style, stressing the need for increased emphasis on staff development and ethical conduct. The most highly regarded characteristic indicates a firm conviction that leaders actively facilitate the professional development of their team members.

Moreover, integrative leaders are seen as self-assured in attaining objectives and exhibiting power, while simultaneously including staff in decision-making processes and motivating them. Recognition and autonomy surfaced as essential elements of the integrative leadership style, alongside the significance of recognising accomplishments and fostering information exchange among workers.

This study aimed to evaluate the correlation between integrative leadership style and the organisational performance of commercial state corporations in Kenya. The Pearson correlation coefficient between integrative leadership style and organisational performance was R = -0.730, with a significance level (p-value) of 0.000. This robust positive connection signifies that an increase in integrative leadership style is associated with a substantial improvement in organisational effectiveness. The R Square value was 0.533, indicating that about 53.3% of the variation in organisational performance is attributable to the integrative leadership style. This conclusion underscores the significance of a successful integrative leadership style in improving several facets of organisational performance, reinforcing the notion that leadership styles promoting cooperation and employee engagement provide superior results. The regression study indicated that each one-unit increase in integrative leadership style correlates with a 0.765-unit rise in organisational performance, demonstrating a quantifiable effect of leadership practices on performance. The significance level for this association is 0.000, therefore affirming its statistical importance. The standardised coefficient (Beta) for the integrative leadership style was 0.730, showing a robust positive correlation between integrative leadership style and organisational performance. Enhancing integrative leadership style may result in substantial improvements in organisational operations and goal attainment, underscoring the essential significance of good leadership in organisational performance.

The research findings align with the longitudinal case study conducted by Sobiecki (2018), which examined the correlation between integrated leadership and performance management. The research demonstrated a statistically significant correlation between integrated leadership and performance management. The research gathered yearly performance ratings using panel data from 2015 to 2016, enabling a thorough examination of the impact of integrated leadership strategies on performance outcomes over time. The present study's conclusions align with those of Botha and Aleme (2023), who examined the correlation between integrative leadership style conduct and student academic outcomes. The study used closed-ended questionnaires to collect data, facilitating quantitative analysis of the replies. The research results demonstrated a substantial association between integrative leadership style conduct and student academic performance.

The recent research shown that leadership styles fostering cooperation, communication, and employee involvement may enhance organisational results The integrated leadership style accounted for 53.3% of the variation in the organisational performance of commercial state corporations in Kenya. This considerable percentage indicates that the integrative leadership style is a crucial determinant of organisational performance in Kenya's commercial state corporations, underscoring its significance within their operational framework. The positive coefficient suggests that the enhancement of integrative leadership style styles, specifically Transformational, Transactional, and Laissez-faire, can result in substantial improvements in organisational operations and goal attainment, thereby underscoring the vital importance of effective leadership in the performance of commercial state corporations in Kenya.

4.9.2 Integrative leadership Style, Strategy Implementation and organisational performance

The descriptive data in Table 16 presents a favourable assessment of strategy implementation techniques among respondents, with an overall mean of 3.91 (SD = 0.867). This indicates that respondents generally agree that strategy implementation is efficiently handled inside their organisations. The standard deviations, mostly under 1.0, indicate a uniform degree of consensus among respondents about the majority of issues. Significant strengths recognised in strategy implementation are explicit communication and organisational concentration, with the top-rated element being "There is clear communication of the strategic goals and objectives throughout my organisation," which got a mean score of 4.03 This underscores the need of clarity in articulating strategic goals and a unified emphasis on implementing strategies. Furthermore, participants believe that resources are distributed effectively to attain strategic objectives. Items pertaining to the distribution of human and technology resources earned mean scores of 3.97 and 3.96, respectively, indicating that organisations often administer these assets well. Favourable attitudes were recorded about open communication and clarity of processes in strategy implementation, with mean values of 3.95 and 3.94 for the respective items. Although all mean scores above the neutral threshold, several categories exhibited diminished levels of consensus, notably for the deployment of financial resources to support strategic goals, which garnered the lowest mean score of 3.81. This indicates a possible need for enhanced financial alignment with strategic goals and increased communication of strategy implementation efforts to all pertinent stakeholders, as seen by a mean score of 3.85 for information distribution. The relationship between strategy implementation and organisational performance is robust, shown by a Pearson correlation value of 0.783 and a significance level of 0.000. This signifies a robust positive correlation, indicating that good strategy implementation is essential for attaining elevated organisational performance levels. The elevated correlation coefficient indicates that organisations that effectively execute their plans are prone to substantial enhancements in performance indicators. This discovery highlights the need of synchronising strategic efforts with operational execution to achieve organisational performance

The present study's findings align with those of Luhangala and Anyieni (2019), who investigated the determinants affecting the effective execution of strategic plans in public schools. Additionally, the study aimed to analyse the impact of leadership style, institutional structures, and resource distribution on the performance of public secondary schools in Nyamira County. The research indicated that organisational structure and senior leadership substantially affect strategy implementation in public secondary schools in Nyamira County. School leadership must establish an organisational framework that promotes effective strategy implementation, and the management's leadership style should emphasise collaboration and teamwork, essential for successful strategy implementation in public secondary schools. The research recommended that the government provide sufficient resources to assist public secondary schools in properly implementing plans. The findings of Luhangala and Anyieni (2019) align with the present study, wherein respondents emphasised that critical components of strategy implementation include resource allocation, organisational culture, leadership support, and communication processes, all of which are vital for effective management within their organisations. Key characteristics found in this approach include effective communication and a robust organisational emphasis, with the highest-rated aspect highlighting the need of clarity in articulating strategic goals and a unified dedication to implementing plans. Moreover, participants agreed on the need of effectively distributing human and technology resources to attain strategic objectives. They conveyed favourable views about the existence of open conversation and transparency in procedures associated with strategy implementation.

This study aimed to investigate the mediating role of strategy implementation in the link between integrative leadership style and organisational performance of commercial state corporations in Kenya. The model summary indicated a R value of 0.810, indicating a robust positive connection between the predictors (integrative leadership style and strategy implementation) and the dependent variable (organisational performance). This indicates that an enhancement in integrative leadership style and successful strategy implementation considerably improves the organisational performance of commercial state corporations in Kenya. The R Square value of 0.656 indicates that around 65.6% of the variation in organisational performance is attributable to the independent variables (integrative leadership style and strategy implementation). This is a considerable percentage, suggesting that integrative leadership style and strategy implementation elements significantly influence organisational effectiveness. The comprehensive analysis of the regression coefficients for integrative leadership style and strategy implementation as predictors of organisational performance in Kenyan commercial state corporations revealed that the coefficient for integrative leadership style on organisational performance, when controlling for the mediator strategy implementation, is ß = 0.483, with a significant p-value of 0.000, which is less than 0.001. The correlation between integrative leadership style and organisational performance remains strong after controlling for the mediator of strategy implementation. The research indicated that strategy implementation serves as a partial mediator in the correlation between integrative leadership style and organisational performance. This was shown by the coefficient of the integrative leadership style and organisational performance, which is ß = 0.765, with a significant p-value of 0.000, indicating $p < 0.05$. The coefficient value decreases to ß = 0.483 upon the introduction of a mediator strategy in the relationship between integrative leadership style and organisational performance, indicating that strategy implementation partially mediates this relationship within commercial state corporations in Kenya.

The present study's findings correspond with those of Bonnyventure, Cheluget, and Ngala (2022), who used a cross-sectional survey to investigate the link between integrative leadership style and performance, demonstrating a favourable correlation between the two variables. This study emphasised the significance of leadership styles in improving organisational performance, indicating that an integrative leadership style may successfully foster beneficial results in diverse circumstances. The research revealed that strategy implementation acted as a major partial mediator in the association between integrative leadership style and performance. The efficacy of the integrative leadership style in enhancing performance is somewhat contingent upon the efficient implementation of initiatives throughout the organisation. The findings highlight the essential function of strategic execution in converting leadership behaviours into measurable performance outcomes. Furthermore, the present study aligns with the research done by Agaba, Bosco, and David (2023), which demonstrated a substantial positive association between strategy implementation and organisational performance. The research examined Savings and Credit Co-operatives (SACCOs) in Uganda, offering significant insights into the unique dynamics of these financial entities. The results demonstrated that effective strategy implementation is essential for enhancing organisational performance, underscoring the need of connecting strategic efforts with operational execution.

The regression results from the present research demonstrate a significant positive correlation among integrative leadership style, strategy implementation, and organisational performance. The results underscore the essential significance of integrative leadership style and strategy implementation in enhancing organisational effectiveness. Commercial state corporations in Kenya must prioritise these areas to cultivate a culture of high performance and efficiently attain their strategic goals. The findings indicate that augmenting leadership techniques and strategy implementation may substantially enhance organisational performance, hence facilitating the development of commercial state corporations in Kenya.

4.9.3 Integrative leadership Style, Government Regulation and organisational performance

The descriptive statistics indicated a mostly favourable impression of government regulation, "with a mean score of 3.97 (SD = 0.873) for all questions. This suggests that respondents mostly agree that government regulations are explicit, effective, and efficiently administered inside their organisations. The standard deviations, mostly under 1.0, indicate a uniform impression among respondents about the efficacy of these restrictions. Identified key strengths encompass the clarity of the legal framework and its beneficial impact on organisational performance, with the highest-rated item being "The legal framework established by government regulations is clear and easy to understand for my organisation," which attained a mean score of 4.04. Participants also believe that governmental laws foster ethical compliance and elevated professional standards, with issues about ethical conduct attaining mean scores of 4.00. Moreover, the findings demonstrate that rules are consistently revised and efficiently disseminated inside organisations. Although all items earned favourable marks, the item "My organisation has clear guidelines on professional ethics that align with government regulations" had the lowest mean at 3.91. This indicates a little chance to enhance the alignment of internal ethical rules with external legislation, suggesting that while attitudes of government regulation are mostly positive, there is potential for greater clarity and coherence in ethical practices. The relationship between government regulation and organisational performance is positive, shown by a Pearson correlation value of 0.621 and a significance level of 0.000. The correlation of 0.621 indicates that organisations seeing government regulations as transparent and efficiently administered often exhibit superior performance. This discovery underscores the significance of regulatory frameworks in influencing organisational practices and results, indicating that adherence to rules may lead to improved performance.

The present study's findings align with those of Owenga, Mutinda, and Mapelu (2024), which demonstrated a strong impact of government policies and regulations on the link between diversification methods and organisational performance. The data for this study was gathered using a mix of interview guides and questionnaires, enabling a thorough examination of the participants' viewpoints. The results provide significant insights into the impact of government regulations on the efficacy of diversification initiatives. The present research revealed that participants highlighted critical elements of government regulation, notably the clarity of the legal framework and its beneficial effect on organisational performance. Participants acknowledged that governmental restrictions are essential in fostering ethical compliance and maintaining elevated professional standards, particularly regarding ethical conduct. Moreover, the results indicate that rules are consistently revised and efficiently disseminated inside organisations. Furthermore, respondents emphasised the need for commercial state corporations in Kenya to provide explicit rules on professional ethics that conform to governmental legislation. This insight indicates an opportunity to improve the congruence of internal ethical rules with external regulatory criteria.

This study examined the moderating effect of government regulations on the relationship between integrative leadership style and organizational performance in commercial state corporations in Kenya. The regression analysis produced an R value of 0.748, indicating a strong association between integrative leadership style, government regulations, and the dependent variable—organizational performance. An R Square score of 0.559 indicates that around 55.9% of the variation in organisational performance is attributable to government regulations and integrative leadership style. In the preliminary regression model (Model 1), both Integrative Leadership Style and Government Regulations emerged as statistically significant predictors of Organisational Performance. Integrative Leadership Style had a significant positive correlation, with a one-unit increase forecasting a 0.602-unit rise in Organisational Performance ($p<0.001$). Government regulations had a significant, albeit lesser, beneficial effect, reflecting a 0.198-unit enhancement in performance for each unit increase in regulations ($p<0.001$). The introduction of an interaction term in Model 2 to evaluate moderation yielded a statistically significant unstandardised coefficient of 0.113 ($p<0.001$). This affirms a strong moderating effect of Government Regulations on the connection between Integrative Leadership Style and Organisational Performance. The positive coefficient of the interaction term indicates that the beneficial impact of Integrative Leadership Style on Organisational Performance intensifies as Government Regulations escalate inside commercial state corporations in Kenya.

The present study's findings align with those of Wangui, Kahuthia, and Muhoho (2021), who investigated the impact of government regulation on the link between strategy implementation and County Government performance in Kenya, demonstrating a strong association. Employing an explanatory research methodology, the researchers gathered data via questionnaires, enabling them to examine the intricacies of how government rules influence the efficacy of strategy implementation. Their findings revealed a beneficial moderating influence of government regulation, indicating that regulatory frameworks may improve the correlation between strategic initiatives and performance results. Furthermore, the present study's findings align with the research performed by Nyakarimi, Kariuki, and Kariuki (2020), which emphasised the substantial moderating impact of government rules on internal control systems and their efficacy in fraud prevention. The researchers used a structural equation model (SEM) to analyse primary data obtained via surveys, offering a comprehensive framework for elucidating the dynamics inside the banking industry. Their results emphasised the essential importance of government rules in improving internal controls, therefore mitigating the danger of fraudulent actions. This moderation indicates that the intensity of the positive correlation between Integrative Leadership Style and Organisational Performance fluctuates according on the degree of Government Regulations. A heightened perception of Government Regulations seems to enhance the beneficial effect of Integrative Leadership Style on Organisational Performance. This indicates that in a setting with stringent government rules, an integrated leadership style may prove to be more successful in fostering organisational performance.

4.9.4 Integrative leadership, strategy implementation, government regulations and performance of commercial state corporations in Kenya

The purpose of this research was based on the hypothesised assertion that there is no substantial moderated-mediation impact of strategy implementation and government regulation on the link between integrative leadership style and organisational performance of commercial state corporations in Kenya. The research findings refuted the null hypothesis as the data indicated a substantial moderated mediation index.

The findings indicated that the unstandardised regression coefficient (B) for the direct effect of Integrative Leadership Style on Organisational Performance is 0.4268, signifying that for each one-unit increase in Integrative Leadership Style, Organisational Performance is anticipated to rise by 0.4268 units, while controlling for the Government Regulation variable in the model and incorporating the mediator Strategy Implementation within a full mediation framework. The p-value of 0.0000 indicates that this direct impact is highly statistically significant ($p < 0.001$), suggesting that the likelihood of seeing such a robust positive correlation solely by accident, without a genuine link in the population, is minimal. The 95% Confidence Interval (CI) for the unstandardised coefficient spans from 0.2962 (Lower Limit CI) to 0.5575 (Upper Limit CI), and importantly, this interval excludes zero, indicating a strong and significant positive direct effect of Integrative Leadership Style on Organisational Performance.

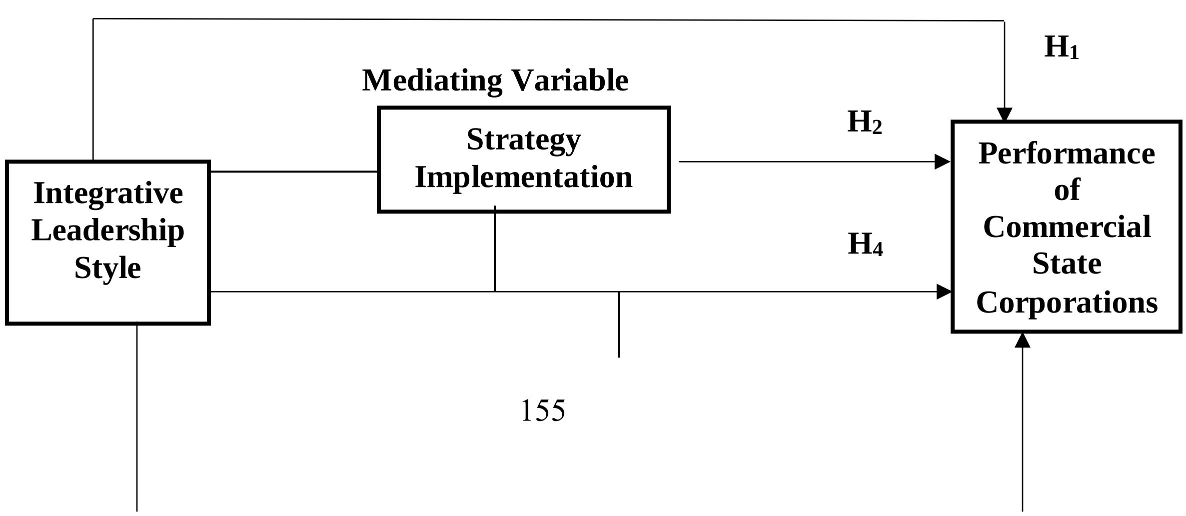
This research rigorously evaluated the conditional indirect impacts of Integrative Leadership Style (X) on Organisational Performance (Y) via Strategy Implementation (M), therefore substantiating the moderated mediation hypothesis. This study determined that the extent of the indirect route is dependent on different degrees of the moderator, Government Regulations (W), with the indirect impact at each level calculated as the product of the conditional X → M effect and the M → Y effect. The research findings indicated that the mediated relationship between Integrative Leadership Style and Organisational Performance via Strategy Implementation is largely dependent on the extent of Government Regulations At low levels (3.2655), the indirect effect was statistically significant (0.0674; 95% CI [0.0395, 0.0950]), demonstrating a favourable impact even under diminished regulatory circumstances. The impact significantly increased to 0.1058 (95% CI [0.0697, 0.1435]) at medium levels (3.9734) and further rose to 0.1443 (95% CI [0.0940, 0.1988]) at high levels (4.6813) of Government Regulations, with all effects retaining statistical significance. This clear evidence of an increasing magnitude of the indirect effect affirms that the mediating role of Strategy Implementation intensifies as the perceived level of Government Regulations rises, thereby offering substantial support for the moderated mediation hypothesis.

This research validated a moderated mediation effect, indicating that the indirect impact of Integrative Leadership Style on Organisational Performance via Strategy Implementation is highly dependent on Government Regulations. The indirect impact was statistically significant across all levels of government regulation, with its size increasing as regulatory levels rose. The indirect impact increased from 0.0674 under low restrictions to 0.1443 under high regulations, with all 95% confidence intervals excluding zero. The increasing impact clearly demonstrates that the mediating function of Strategy Implementation in connecting Integrative Leadership Style to Organisational Performance significantly intensifies in contexts with heightened perceived government regulations, thereby offering substantial evidence for the moderated mediation hypothesis

The current results align with the study by Kuncoro, Sudrajat, Saroso, Syahchari, and Moeke (2021), which employed a cross-sectional survey method to examine the substantial moderating effect of government regulation on the relationship between supply chain collaboration and the performance of dry port corporations in Indonesia. The research revealed that government rules significantly moderate the efficacy of supply chain cooperation, resulting in enhanced performance outcomes. The findings align with the research conducted by Oluoch, K'Aol, and Kosha (2021), which shown that the regulatory framework significantly moderates the link between strategic leadership and the financial sustainability of non-governmental organisations. This research indicates that Integrative Leadership Style directly affects Organisational Performance, and its capacity to facilitate Strategy Implementation, so indirectly benefiting performance, is significantly augmented by a strong and supportive governmental regulatory framework. This underscores a synergistic impact in which external regulatory frameworks enhance internal organisational processes (strategy implementation) led by leadership, hence improving total performance.

4.10 Optimization Empirical Model

A model optimisation was constructed based on the research results. The objective of model optimisation was to facilitate the generation of the final model, using just the important variables for the sake of objectivity. Results were obtained by doing several regressions. The outcomes of the novel conceptual framework are shown in Figure 6. Figure 6 illustrates that no variables were excluded, since all were deemed significant. The indicators constituting the variables were organised according to their influence on the dependent variable.



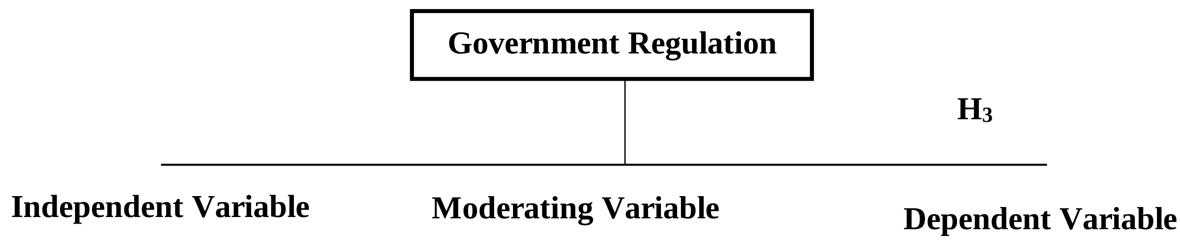


Figure 6: Empirical Model

The ideal model shown in Figure 6 demonstrates that no variables were excluded, since all null hypotheses were rejected and all alternative hypotheses were accepted. The ideal model shows a substantial correlation between integrative leadership style and the organisational performance of commercial state corporations in Kenya. Integrative Leadership Style (IV) directly impacts Organisational Performance (DV). It demonstrates a partial mediation influence of Strategy Implementation on the connection between Integrative Leadership Style and Organisational Performance of commercial state corporations in Kenya. Integrative Leadership Style (IV) indirectly affects Organisational Performance (DV) via Strategy Implementation (M). The model reveals a substantial moderating effect of Government Regulation on the relationship between Integrative Leadership Style and Organisational Performance of commercial state corporations in Kenya. Specifically, the arrow from Government Regulation (W) to the line connecting Integrative Leadership Style (IV) and Organisational Performance (DV) signifies the moderating effect. Ultimately, research validates a substantial moderated-mediation impact of Government Regulation and Strategy Implementation on the correlation between Integrative Leadership Style and Organisational Performance of commercial state corporations in Kenya. The strength of the indirect link from Strategy Implementation (M) to Organisational Performance (DV) is influenced by Government Regulation (W). Enhanced government regulation increases the beneficial influence of organisational performance of commercial state corporations in Kenya.

4.11 Chapter Summary

This chapter presents the results of the study, which investigated the influence of integrative leadership style, strategy implementation, and government regulation on the organizational performance of commercial state corporations in Kenya. It provides a comprehensive account of the findings, covering response rates, demographic characteristics, descriptive statistics, factor analysis, diagnostic tests, and inferential analyses. The data were carefully analyzed to draw conclusions aligned with the study's primary objectives. In addition, the chapter highlights the main results derived from hypothesis testing, accompanied by relevant interpretations. Overall, the study sought to determine how integrative leadership style, strategy execution, and government oversight shape the organizational performance of commercial state corporations in Kenya.

CHAPTER 5
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents an overview of the key findings and conclusions derived from the study. This study aimed to assess the impact of integrative leadership style, strategy implementation, government regulations, and organisational performance of commercial state corporations in Kenya. The outcomes of the descriptive and inferential statistical analyses were used to evaluate the study hypotheses. The results were used to compile a summary of the principal findings and conclusions, aligning with the study's objectives.

5.1 Summary of the Findings

The research sought to evaluate respondents' impressions of several variables concerning Integrative Leadership Style, Strategy Implementation, and Government Regulation within commercial state corporations in Kenya. The descriptive data revealed a mostly favourable impression of integrative leadership style practices among respondents, with all mean scores substantially above the neutral point of 3.0. The overall mean for Integrative Leadership Style was 3.979 (SD = 0.878), indicating that respondents mostly agree on the efficacy and existence of these leadership strategies. The standard deviations, mostly under 1.0, indicate a reasonable consensus among respondents about the many facets of integrative leadership style. The descriptive data indicated a mostly favourable assessment of strategy implementation techniques among respondents, with an overall mean of 3.91 (SD = 0.867). This indicates that respondents generally agree that strategy implementation is efficiently handled inside their organisations. The standard deviations, mostly below 1.0, indicate a uniform level of consensus among respondents about the majority of issues. The descriptive statistics indicated a mostly favourable impression of government regulation, with a mean score of 3.97 (SD = 0.873) for all questions. This suggests that respondents mostly agree that government regulations are explicit, effective, and efficiently administered inside their organisations. The standard deviations, mostly below 1.0, indicate a uniform impression among respondents about the efficacy of these restrictions.

The present research revealed that participants underscored the critical components of integrative leadership style, stressing the need for increased emphasis on staff development and ethical conduct. The most highly regarded component indicates a firm conviction that leaders actively promote the professional development of their team members. Moreover, integrative leaders are seen as self-assured in goal attainment and exhibiting authority, while simultaneously including staff in decision-making processes and motivating them. Recognition and autonomy developed as essential elements of the integrative leadership style, with the significance of recognising accomplishments and fostering information exchange among workers. The respondents emphasised that the critical components of strategy implementation include resource allocation, organisational culture, leadership support, and communication systems, all of which are vital for successful management within their organisations. The primary strengths found in this approach are effective communication and a robust organisational emphasis, with the top-rated aspect highlighting the need of clarity in articulating strategic goals and a unified dedication to implementing plans. Moreover, participants agreed on the need of effectively distributing human and technology resources to attain strategic objectives. They conveyed favourable views about the existence of open conversation and transparency in procedures associated with strategy implementation. The present research revealed that participants highlighted essential elements of government regulation, notably the clarity of the legal framework and its beneficial effect on organisational performance. Participants acknowledged that governmental restrictions are essential in fostering ethical compliance and maintaining elevated professional standards, particularly regarding ethical conduct. Moreover, the results indicate that rules are consistently revised and efficiently disseminated inside organisations. Moreover, respondents emphasised the need for commercial state corporations in Kenya to provide explicit rules on professional ethics that conform to governmental legislation. This discovery indicates a potential for improving the congruence of internal ethical rules with external regulatory criteria.

The primary purpose of the research was to evaluate the correlation between integrative leadership style and the organisational performance of commercial state corporations in Kenya. The Pearson correlation coefficient between integrative leadership style and organisational performance was $R = -0.730$, with a significance level (p-value) of 0.000. This robust positive connection signifies that an increase in integrative leadership style is associated with a substantial improvement in organisational effectiveness. The R Square value was 0.533, indicating that about 53.3% of the variation in organisational performance can be attributed to integrative leadership style. This discovery underscores the significance of a successful integrative leadership style in improving several facets of organisational performance, reinforcing the notion that leadership approaches promoting cooperation and employee engagement provide superior results. The regression study indicated that a one-unit rise in integrative leadership style correlates with a 0.765 unit increase in organisational performance, demonstrating a quantifiable effect of leadership practices on performance. The significance level for this association is 0.000, confirming its statistical importance. The standardised coefficient (Beta) for the integrative leadership style was 0.730, indicating a robust positive correlation between integrative leadership style and organisational performance. Enhancing integrative leadership style may significantly enhance organisational operations and goal attainment, underscoring the essential importance of effective leadership in organisational performance. This confirms a statistically significant positive effect, indicating that a unit change in integrative leadership style can elucidate variations in the organisational performance of commercial state corporations in Kenya, thereby providing grounds for the rejection of the null hypothesis (H01), which posits that no significant relationship exists between integrative leadership style and organisational performance in this context

The second purpose of the research was to investigate the mediating influence of strategy implementation on the connection between integrative leadership style and organisational performance of commercial state corporations in Kenya. The model summary indicated a R value of 0.810, indicating a robust positive connection between the predictors (integrative leadership style and strategy implementation) and the dependent variable (organisational performance). This indicates that an enhancement in integrative leadership style and successful strategy implementation considerably improves the organisational performance of commercial state corporations in Kenya. The R Square value of 0.656 indicates that around 65.6% of the variation in organisational performance is explained by the independent variables (integrative leadership style and strategy implementation). This is a considerable percentage, suggesting that integrative leadership style and strategy implementation elements significantly influence organisational effectiveness.

The comprehensive analysis of the regression coefficients for integrative leadership style and strategy implementation as predictors of organisational performance in Kenyan commercial state corporations revealed that the coefficient for integrative leadership style on organisational performance, when controlling for the mediator of strategy implementation, is ß = 0.483, with a significant p-value of 0.000, which is less than 0.001. The correlation between integrative leadership style and organisational performance remains strong after controlling for the mediator of strategy implementation. The research indicated that strategy implementation serves as a partial mediator in the correlation between integrative leadership style and organisational performance. This was shown by the coefficient of the integrative leadership style and organisational performance, which is ß = 0.765, with a significant p-value of 0.000, less than 0.05. The coefficient value decreases to ß = 0.483 upon the introduction of a mediator strategy in the relationship between integrative leadership style and organisational performance, indicating that strategy implementation partially mediates this relationship within commercial state corporations in Kenya. The research results refuted the null hypothesis (H02) and demonstrated that strategy implementation partly mediates the association between integrative leadership style and organisational performance of commercial state corporations in Kenya.

The third purpose of the study was to examine the moderating influence of government regulations on the link between integrative leadership style and organisational performance of commercial state corporations in Kenya. The final null hypothesis of the research posited that government restrictions do not have a statistically significant moderating influence on the link between integrative leadership style and organisational performance of commercial state corporations in Kenya. The regression analysis findings indicated a R value of 0.748, showing a strong association between the integrative leadership style, government regulations, and the dependent variable of organisational performance. The R Square score of 0.559 indicates that around 55.9% of the variation in organisational performance is attributable to government regulations and integrative leadership style. In the preliminary regression model (Model 1), both Integrative Leadership Style and Government Regulations emerged as statistically significant predictors of Organisational Performance. Integrative Leadership Style had a significant positive correlation, with a one-unit increase forecasting a 0.602-unit rise in Organisational Performance ($p<0.001$). Government Regulations had a significant, albeit lesser, beneficial effect, reflecting a

0.198-unit enhancement in performance for each unit increase in regulations ($p<0.001$). The introduction of an interaction term in Model 2 to evaluate moderation yielded a statistically significant unstandardised coefficient of 0.113 ($p<0.001$). This affirms a strong moderating effect of Government Regulations on the connection between Integrative Leadership Style and Organisational Performance. The affirmative coefficient of the interaction term indicates that the beneficial impact of Integrative Leadership Style on Organisational Performance intensifies as the degree of Government Regulations escalates within commercial state corporations in Kenya. The research results refuted the null hypothesis and demonstrated a strong moderating influence of government regulations on the connection between integrative leadership style and organisational performance of commercial state corporations in Kenya. This moderation indicates that the intensity of the positive correlation between Integrative Leadership Style and Organisational Performance is not fixed but fluctuates according on the degree of Government Regulations. A greater perception of Government Regulations seems to enhance the beneficial effect of Integrative Leadership Style on Organisational Performance.

The study's ultimate aim was to examine moderated mediation, or conditional indirect effect, wherein the independent variable (integrative leadership style) directly impacts the dependent variable (organisational performance) and indirectly influences it through the mediating variable (strategy implementation), with both effects being moderated by the variable (government regulation). The findings indicated that the unstandardised regression coefficient (B) for the direct effect of Integrative Leadership Style on Organisational Performance is 0.4268, signifying that for each one-unit increase in Integrative Leadership Style`, Organisational Performance is anticipated to rise by 0.4268 units, while controlling for the Government Regulation variable in the model and including the mediator Strategy Implementation in a full mediation framework. The p-value of 0.0000 indicates that this direct impact is highly statistically significant ($p < 0.001$), suggesting that the likelihood of encountering such a robust positive correlation by mere chance, in the absence of a genuine link within the population, is minimal. The 95% Confidence Interval (CI) for the unstandardised coefficient spans from 0.2962 (Lower Limit CI) to 0.5575 (Upper Limit CI), and importantly, this interval excludes zero, indicating a strong and significant positive direct effect of Integrative Leadership Style on Organisational Performance.

The examination of conditional indirect effects indicated that the mediated relationship from Integrative Leadership Style to Organisational Performance via Strategy Implementation is largely dependent on the degree of Government Regulations. Under minimal Government Regulations (3.2655), the indirect effect was statistically significant at 0.0674 (95% CI [0.0395, 0.0950]), demonstrating a favourable impact even in less regulated environments. As Government Regulations escalated to a moderate level (3.9734), the indirect impact significantly rose to 0.1058 (95% CI [0.0697, 0.1435]), maintaining statistical significance. The amplification intensified at high levels of Government Regulations (4.6813), with the indirect impact rising to 0.1443 (95% CI [0.0940, 0.1988]), while retaining statistical significance. The escalating degree indicates that the mediating function of Strategy Implementation in connecting Integrative Leadership Style to Organisational Performance intensifies as the perceived level of Government Regulations rises, hence corroborating the moderated mediation theory. This research indicates that Integrative Leadership Style directly affects Organisational Performance, and its capacity to facilitate Strategy Implementation, so indirectly enhancing performance, is significantly improved by a strong and supportive governmental regulation. This underscores a synergistic impact in which external regulatory frameworks enhance internal organisational processes (strategy implementation) led by leadership, eventually improving total performance. The research shows that a substantial moderated mediation effect exists between strategy implementation and government regulation in connection to the integrative leadership style and organisational performance of commercial state corporations in Kenya.

5.2 Study conclusions

The research evaluated participants' views on integrative leadership style, strategy implementation, and governmental regulation on performance of commercial state corporations in Kenya. The results indicated a mostly favourable impression of integrative leadership style behaviours, with participants concurring on the efficacy and prevalence of these activities. Correspondingly, opinions of strategy implementation were positive, suggesting that respondents consider it to be well administered inside their organisations. Furthermore, government regulations were seen well, as respondents recognised their clarity and influence on organisational performance. These conclusions provide a robust basis for leadership and regulatory strategies that may improve organisational performance in this situation. The research emphasised the significance of certain components of integrative leadership style, including staff development, ethical conduct, effective communication, and resource allocation in strategy implementation. Participants underscored the significance of governmental rules in fostering ethical adherence and upholding professional standards, while also recognising the need for explicit guidelines that harmonise internal ethical practices with external requirements. The results highlight the essential importance of strong leadership, strategy clarity, and regulatory frameworks in promoting organisational performance within commercial state corporations in Kenya, indicating areas for possible improvement and alignment in practice.

The primary aim of the research was to evaluate the correlation between integrative leadership style and organisational performance in commercial state corporations in Kenya. The results revealed a robust positive association, suggesting that enhancements in integrative leadership style markedly improve organisational performance. This link indicates that a successful integrative leadership style is essential for enhancing several facets of organisational performance, since it promotes cooperation and employee engagement. The regression study revealed that each unit increase in integrative leadership style correlates with a quantifiable improvement in organisational performance, highlighting the significant influence of leadership practices. The findings validated the statistical significance of this link, underscoring the critical importance of strong leadership in organisational performance. The research indicated that a significant amount of the diversity in organisational performance is attributable to integrative leadership style. This conclusion establishes a robust foundation for rejecting the null hypothesis, which asserted that no significant association exists between integrative leadership style and organisational performance in these businesses. The research emphasises the need of advancing integrative leadership style styles to get superior organisational results, indicating that organisations have to prioritise leadership development as a method for boosting performance. These findings enhance comprehension of the impact of leadership dynamics on organisational performance within commercial state corporations in Kenya.

The second goal of the research is to investigate the mediating role of strategy implementation in the link between integrative leadership style and organisational performance within commercial state corporations in Kenya. The results demonstrated a robust positive link between integrative leadership style, strategy implementation, and organisational performance, indicating that advancements in both integrative leadership style and successful strategy implementation substantially improve organisational results. A significant amount of the diversity in organisational performance may be ascribed to these independent factors, underscoring their essential significance. The study revealed that the integrative leadership style is a substantial predictor of organisational performance, even when accounting for strategy implementation. This suggests that strategy implementation acts as a partial mediator in this connection. The research validated that the correlation between integrative leadership style and organisational performance remains substantial when strategy implementation is considered as a mediator. Thus, the null hypothesis was rejected, confirming that strategy implementation partly mediates the association between integrative leadership style and organisational performance in these corporations. These results underscore the significance of integrative leadership style and successful strategy implementation in achieving organisational performance in Kenya's commercial state corporations.

The third purpose of the study was to investigate the moderating influence of government regulations on the connection between integrative leadership style and organisational performance in commercial state corporations in Kenya. The results demonstrated a strong association between integrative leadership style, government regulations, and organisational performance, demonstrating that both factors considerably enhance organisational outcomes. The investigation revealed that the integrated leadership style is a significant predictor of organisational performance, even when considering the impact of government regulations. The inclusion of an interaction term substantiated that government regulations significantly moderate this association. The beneficial effect of integrative leadership style on organisational performance intensifies with the rise of government regulations. This indicates that the efficacy of the integrative leadership style is dynamic and contingent upon the regulatory context. The research refuted the null hypothesis, demonstrating that government regulations strongly influence the link between integrative leadership style and organisational performance. These results underscore the need of addressing the regulatory backdrop when assessing the efficacy of leadership methods in improving organisational performance in commercial state corporations in

Kenya. This insight emphasises the need for leaders to modify their strategy in accordance with the regulatory environment to optimise organisational performance.

The primary aim of the research was to evaluate the moderated mediation effect, which investigates the impact of integrative leadership style on organisational performance, both directly and indirectly via strategy implementation, while accounting for the moderating effects of government regulations. The findings demonstrated a substantial direct impact of integrative leadership style on organisational performance, indicating that enhancements in leadership practices result in improved performance outcomes. The study indicated that the association between integrative leadership style and organisational performance is significantly strengthened by government regulations, exhibiting a strong moderating influence. As government restrictions intensify, the beneficial impact of integrative leadership style on organisational performance amplifies, underscoring the need of a conducive government regulation. The results validated that strategy implementation acts as a partial mediator in this connection, suggesting that effective leadership practices improve strategy implementation, hence enhancing performance. This research highlights the synergistic impact of leadership and regulatory frameworks, indicating that external rules enhance internal processes influenced by leadership. The research revealed that strategy implementation and government regulation significantly attenuate the mediation impact on the connection between integrative leadership style and organisational performance in commercial state corporations in Kenya. These findings underscore the need for organisations to foster robust leadership and promote favourable government regulations to enhance performance results. The results enhance comprehension of the interplay between leadership dynamics and regulatory environments in shaping organisational performance.

5.3. Study Recommendations

The research offered suggestions based on the findings obtained from its four goals. The primary objective of this study is to analyse the impact of integrative leadership style, strategy implementation, government regulations, and organisational performance of commercial state corporations in Kenya.

5.3.1 Integrative leadership Style and organisational performance of commercial state corporations in Kenya

It is advised that commercial state corporations in Kenya prioritise and invest in the development of integrative leadership style initiatives. Considering the favourable view and considerable influence of integrative leadership style on organisational performance, training programs should specifically emphasise the enhancement of leaders' skills in staff development, promoting ethical conduct, and instilling confidence in subordinates. Highlighting practices that promote open communication, employee involvement in decision-making, and sustained motivation will leverage existing strengths. Although views on strategy implementation and government regulation are predominantly favourable, explicitly incorporating these components into leadership training can equip leaders to proficiently manage both internal strategic execution and external regulatory environments, thus optimising organisational effectiveness.

Moreover, commercial state corporations must strategically coordinate their efforts to optimise strategy implementation and compliance with government rules as direct means of enhancing performance. Specifically, optimising resource allocation, articulating strategic objectives clearly, and cultivating an organisational culture that facilitates smooth execution are essential. Concerning governmental regulations, efforts must focus on establishing clearly defined internal ethical principles that are completely matched with regulatory requirements. Given the significant positive relationships and considerable diversity in organisational performance attributed to these characteristics, commercial state corporations in Kenya are urged to embrace a comprehensive approach, seeing leadership, strategy, and regulation as interrelated catalysts for success. Focussing on these areas will enhance individual performance measures and strengthen the organisational structure of Kenyan commercial state corporations.

5.3.2 Integrative leadership Style and strategy implementation on organisational performance of commercial state corporations in Kenya.

Practitioners findings indicate that practitioners in Kenyan commercial state corporations must prioritise both the development of integrative leadership style styles and the establishment of effective strategy implementation procedures to improve organisational performance. Given that strategy implementation partly mediates the connection, leaders must not only foster an integrative leadership style but also actively guarantee that their leadership initiatives are converted into tangible and successful strategic execution procedures. This entails prioritising transparent communication of strategic objectives, optimising resource distribution, and cultivating an organisational culture that enables staff to proficiently execute projects. The integrative leadership style significantly influences performance directly, even with mediation accounted for; hence, prioritising extensive leadership training that focusses on cooperation, ethical behaviour, and employee empowerment is essential. By enhancing the direct impact of leadership and the intermediary function of successful strategy implementation, commercial state corporations may get better organisational results.

These results recommend that policymakers managing commercial state corporations in Kenya adopt a strategic approach that promotes robust integrative leadership style frameworks while enforcing successful strategy implementation processes. Understanding that strategy implementation partly mediates the influence of leadership on performance, policymakers should formulate and enforce standards that promote the adoption of integrative leadership style styles inside these organisations. Furthermore, rules must guarantee that state companies have effective systems for converting strategic instructions into practical and quantifiable results. This entails cultivating conditions that promote cross-functional cooperation, transparent communication channels, and responsible resource allocation, all of which are essential for effective implementation. By integrating leadership excellence and stringent strategy implementation as fundamental principles of corporate governance, policymakers may markedly improve the overall performance and sustainability of Kenya's state-owned corporations.

5.3.3 Integrative leadership Style and government regulations on organisational performance of commercial state corporations in Kenya.

Policymakers in Kenya's commercial state companies are urged to formulate and enforce policies that not only support but also augment integrative leadership style styles to maximise organisational performance. The study's results highlight the essential function of government regulations as a moderating variable in the connection between integrative leadership style and organisational outcomes, suggesting that a strong regulatory framework might enhance the beneficial impacts of successful leadership. Consequently, it is essential for policymakers to provide transparent, supportive, and flexible regulatory frameworks that empower leaders to manage the intricacies of their contexts while fostering accountability and ethical conduct. Moreover, cultivating a transparent discourse between regulators and organisational executives may facilitate the alignment of legislation with corporate goals, so promoting strategic adaptability and innovation. By acknowledging the dynamic interaction between leadership and regulatory frameworks, policymakers may cultivate an environment that enables leaders to enhance performance and achieve sustained success within commercial state corporations in Kenya.

Professionals in commercial state corporations in Kenya are urged to acknowledge and use the substantial moderating influence of government regulations on the correlation between integrative leadership style and organisational performance. Based on the study's results, it is important for leaders to develop adaptive strategies that correspond with the regulatory environment, so guaranteeing that their leadership practices can successfully improve organisational outcomes. By cultivating a culture of compliance and ethical conduct aligned with legislative regulations, practitioners may enhance the beneficial effects of their leadership on performance. Moreover, proactive engagement with regulatory authorities enables practitioners to remain apprised of regulatory developments and use these insights into their leadership strategies. This responsiveness enhances organisational performance and bolsters the legitimacy and responsibility of commercial state corporations. By adjusting leadership methods to the government regulatory, practitioners may achieve sustained success and more effectively manage the intricacies of the operational environment.

5.3.4 Integrative leadership Style, strategy implementation and government regulations on organisational performance of commercial state corporations in Kenya.

The research findings considerably enhance theoretical knowledge of the intricate relationship between integrative leadership style, strategy implementation, and government regulations on organisational performance. The research demonstrates a substantial direct influence of integrative leadership style on performance results, hence reinforcing established leadership theories that support the significance of effective leadership practices for organisational performance. The recognition of government regulations as a moderating element introduces a new aspect to leadership theory, indicating that leadership effectiveness is impacted not just by internal organisational dynamics but also by external regulatory contexts. The affirmation that strategy implementation acts as a partial mediator underscores the significance of execution in leadership theories, indicating that leadership effectiveness is intricately linked to the successful implementation of strategies This research enhances theoretical frameworks by demonstrating the synergistic impact of leadership and regulatory environments, thereby offering a more refined comprehension of their interaction in promoting organisational performance. The results promote more theoretical investigation into the influence of external variables, such as government rules, on leadership practices and outcomes, hence facilitating future study in this domain.

Professionals in commercial state corporations in Kenya are urged to actively develop an integrative “leadership style that emphasises cooperation, transparency, and employee involvement to improve organisational performance. Considering the study's results that emphasise the substantial direct influence of integrative leadership style on performance outcomes, organisations need to engage in leadership development programs that provide leaders with the requisite abilities to adeptly navigate complicated regulatory contexts. Furthermore, practitioners must acknowledge the essential influence of government regulations as a moderating element and provide supportive regulatory frameworks that enable leaders and enhance effective strategy implementation. By cultivating a culture that harmonises leadership practices with regulatory standards, organisations may establish an atmosphere favourable to strategy implementation, hence enhancing performance outcomes. Moreover, ongoing communication with regulatory authorities helps guarantee that leadership efforts adapt to the changing regulatory environment, so enhancing organisational efficiency and sustainability. Adopting these guidelines would allow practitioners to use the synergistic connection between leadership and regulatory frameworks to get optimum results in their organisations.

5.3.5 Recommendations to practice

Commercial state corporations must prioritize integrative leadership development as a core strategic initiative. Leadership training should specifically target skills in staff mentorship, ethical stewardship, and confidence-building to enhance subordinates’ capabilities. By institutionalizing practices that promote transparent communication, participatory decision-making, and sustained employee motivation, corporations can harness existing organizational strengths while mitigating bureaucratic inertia. This approach is critical, as evidence demonstrates that integrative leadership has a direct, measurable impact on performance outcomes. Leaders should also receive specialized training in aligning strategy execution with regulatory frameworks to ensure both operational excellence and compliance.

Corporations must embed strategy implementation and regulatory compliance into their core operational fabric to optimize performance. This involves redistributing resources to critical strategic priorities, clarifying objective-setting processes to ensure organizational alignment, and fostering an execution-oriented culture that values accountability. Internally, ethical standards must be revised to explicitly mirror regulatory requirements—transforming compliance from a reactive function into a proactive value driver. Given the demonstrated link between governance effectiveness and performance variance, leadership teams should view strategy, regulation, and leadership not as isolated functions but as synergistic levers. By adopting this holistic approach, Kenyan state corporations can enhance individual performance metrics while strengthening their institutional resilience and long-term sustainability.

5.3.6 Recommendations to policy

Based on the practitioner findings, it is recommended that Kenyan policymakers institutionalize integrative leadership as a core governance requirement for commercial state corporations. This should involve developing and mandating leadership standards focused on collaboration, ethical conduct, and employee empowerment, supported by targeted training programs. Furthermore, policy should ensure that leadership development is systematically linked to strategic execution by establishing clear frameworks for communicating strategic objectives, optimizing resource allocation, and fostering organizational cultures that enable effective implementation.

To operationalize these findings, policymakers should enforce governance mechanisms that make strategy implementation a measurable accountability. This includes requiring state corporations to adopt standardized strategic planning templates, implement robust monitoring and evaluation systems for tracking implementation progress, and embed cross-functional collaboration protocols in their operational guidelines. By creating policy frameworks that simultaneously strengthen leadership capabilities and enforce implementation discipline, the government can systematically enhance the performance and sustainability of these vital public entities, ensuring they effectively contribute to national development goals.

5.3.7 Recommendations to theory

Based on these research findings, the academic community should move to formally integrate regulatory environments as a critical contextual variable within mainstream leadership and strategic management theories. This study demonstrates that the effectiveness of integrative leadership is dynamically contingent upon external government regulations, challenging purely internal-focused theoretical models. Future theoretical frameworks must, therefore, be developed to explicitly account for this moderation, treating the regulatory landscape not as a mere boundary condition but as an active component shaping leadership efficacy. Furthermore, the confirmed role of strategy implementation as a partial mediator necessitates a theoretical shift to better model the causal pathways through which leadership influences performance, encouraging research that disentangles direct leadership effects from their execution through strategy

To enrich the theoretical landscape, academia should pursue cross-cultural studies to test the generalizability of this integrative model in different regulatory contexts, such as other East African Community nations. There is also a compelling need for longitudinal research to explore how these relationships evolve over time, particularly in response to major policy shifts. These findings provide a robust empirical basis for updating leadership and strategic management curricula in business schools, ensuring they reflect the complex interplay between internal leadership practices, execution capabilities, and the external regulatory fabric. Such scholarly efforts will solidify the development of a more nuanced and contextually grounded theoretical understanding of organizational performance.

5.4 Suggestions for Future Research

Future research should investigate the long-term effects of integrative leadership on organizational performance within specific sub-sectors of Kenya's state corporations. A comparative analysis could be conducted across corporatized entities in key strategic areas such as energy and infrastructure, financial services, manufacturing and trade, and agriculture and logistics. This approach would determine how the efficacy of integrative leadership is shaped by distinct contextual factors inherent to each sub-sector, such as market competition intensity, regulatory scrutiny, and public service mandates. For instance, does integrative leadership yield different performance outcomes in a highly regulated monopoly like Kenya Power compared to a commercially competitive entity like the Kenya Pipeline Company?

Furthermore, longitudinal studies are recommended to track the performance of these corporations following deliberate leadership development interventions. This would provide critical insights into how leadership strategies must be adapted to navigate sector-specific challenges, such as the energy transition in the power sector or the digital disruption in the financial services sector. Such industry-specific research would move beyond generic leadership models to generate actionable frameworks for appointing and developing leaders capable of driving performance within the unique operational realities of each vital sub-sector of the Kenyan economy.

REFERENCES

Abang'a, A. O. G., Tauringana, V., Wang'ombe, D., & Achiro, L. O. (2022). Corporate governance and financial performance of state-owned enterprises in Kenya. Corporate Governance: *The International Journal of Business in Society,* 22(4), 798-820.

Ab Rahman, Z. N., Ismail, N., & Rajiani, I. (2018). Challenges for managing non-technological innovation: a case from Malaysian public sector. *Polish journal of management studies*, *17*(1), 7-16.

Abbott, K. W., & Snidal, D. (2021). The governance triangle: Regulatory standards institutions and the shadow of the state. In *The spectrum of international institutions* (pp. 52-91). Routledge.

Abu-Bader, S. H. (2021). *Using statistical methods in social science research: With a complete SPSS guide*. Oxford University Press, USA.

Abu-Bader, S., & Jones, T. V. (2021). Statistical mediation analysis using the Sobel test and hayes SPSS process macro. *International Journal of Quantitative and Qualitative Research Methods*.

Adesina, J. (2022). Balancing act: State-owned enterprises and their social responsibilities in Africa. African Journal of Economic Policy, 19(3), 215-230.

Adesugba, B. O. (2023). *Effect of Leadership Styles of Executive-Level Leaders on Employees' Safety Behaviors:* A Quantitative Correlation Study (Doctoral dissertation, University of Phoenix).

Afriyie, S., Du, J., & Ibn Musah, A. A. (2019). Innovation and marketing performance of SME in an emerging economy: the moderating effect of transformational leadership. *Journal of Global Entrepreneurship Research,* 9(1), 40..

Agaba, A. M., Bosco, T. J., & David, K. J. (2023). The Effect of Strategic Implementation on Organisational Performance of Saccos in Southwestern Uganda. *International Journal of Islamic Business and Management Review, 3*(2), 139-149.

Agyemang, J. K. (2023). *The moderating role of the audit committee on internal governance and financial sustainability in local government in Ghana* (Doctoral dissertation, University of South Africa (South Africa)).

Akpa, V. O., Asikhia, O. U., & Okusanya, A. O. (2021). Leadership styles and organisational performance of state institutions in nigeria: qualitative perspective. *International Journal of Engineering and Management Research (IJEMR)*, 11(1), 46-53.

Akpotor, J. (2018). An Integrated Leadership and Management Model for Effective Industrial-Organisation Performance: An Investigation of The Dynamic Managerial Leadership Model. *Research on Humanities and Social Sciences*, 8 (15), 60-71

Alblooshi, M., Shamsuzzaman, M., & Haridy, S. (2021). The relationship between leadership styles and organisational innovation: A systematic literature review and narrative synthesis. *European Journal of Innovation Management*, 24(2), 338-370

Alford, J., & Greve, C. (2017). Strategy in the Public and Private Sectors: Similarities, Differences and Changes. *Administrative Sciences* 7 (4), 35.

Ali, O., & Osmanaj, V. (2020). The role of government regulations in the adoption of cloud computing: A case study of local government. *Computer Law & Security Review*, *36*, 105396.

Almanasreh, E., Moles, R., & Chen, T. F. (2019). Evaluation of methods used for estimating content validity. *Research in social and administrative pharmacy*, *15*(2), 214-221.

Althubaiti, A. (2023). Sample size determination: A practical guide for health researchers. *Journal of General and Family Medicine*, *24*(2), 72-78.

Alrowwad, A. A., Abualoush, S. H., & Masa'deh, R. E. (2020). Innovation and intellectual capital as intermediary variables among transformational leadership, transactional leadership, and organizational performance. *Journal of Management Development*, 39(2), 196-222.

Anning-Dorson, T., Boateng, S.L., & Boateng, R. (Eds.). (2022). Delivering Distinctive Value in Emerging Economies: Efficient and Sustainably Responsible Perspectives from Management Researchers and Practitioners (1st ed.). *Productivity Press*. https://doi.org/10.4324/9781003152217

Anderson, R. (2021). The role of state-owned enterprises in modern economies. *Journal of Economic Perspectives*, 35(3), 45-67.

Arda, O. A., Bayraktar, E., & Tatoglu, E. (2019). How do integrated quality and environmental management practices affect firm performance? Mediating roles of quality performance and environmental proactivity. *Business strategy and the environment,* 28(1), 64-78.

Assaf, A. G., Tsionas, M., & Tasiopoulos, A. (2019). Diagnosing and correcting the effects of multicollinearity: Bayesian implications of ridge regression. *Tourism Management*, *71*, 1-8.

Asser, J. H. (2020). *Relationship Between Strategic Change Interventions and Performance of Commercial State Corporations in Kenya* (Doctoral dissertation, JKUAT-COHRED).

Avolio, B.J. and Bass, B.M. (1991) The Full Range Leadership Development Programs: Basic and Advanced Manuals. *Bass, Avolio Associates, New York.*

Awan, F. H., Dunnan, L., Jamil, K., & Gul, R. F. (2023). Stimulating environmental performance via green human resource management, green transformational leadership, and green innovation: a mediation-moderation model. *Environmental Science and Pollution Research*, 30(2), 2958-2976

Awwad, A., Anouze, A., & Cudney, E. (2025). *Navigating Crisis: A Resource-Based and Dynamic Capability Approach to Turnaround Strategies in the Pharmaceutical Sector*.

Backhaus, L., & Vogel, R. (2022). Leadership in the public sector: A meta-analysis of styles, outcomes, contexts, and methods. *Public Administration Review*, *82*(6), 986-1003.

Baharuddin, F. R., Amiruddin, A., & Idkhan, A. M. (2023). Integrated Leadership Effect on Teacher Satisfaction: Mediating Effects of Teacher Collaboration and Professional Development. *International Journal of Learning, Teaching and Educational Research*, *22*(11), 321-342.

Baini, R. G., & Mwasiaji, E. (2018). Strategy implementation practices and the performance of Higher Education Loans Board in Kenya. *International Academic Journal of Human Resource and Business Administration*, *3*(4), 332-352.

Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, *17*, 99–120.

Barsoum, G. (2018). Egypt’s many public administration transitions: reform vision and implementation challenges. *International Journal of Public Administration*, *41*(10), 772-780.

Bass, B. M. (1985). Leadership: Good, better, best. *Organisational dynamics*, *13*(3), 26-40.

Bass, B. M. (1996). *New paradigm of leadership: An inquiry into transformational leadership*. Alexandra, VA: US Army Research Institute for the Behavioral and Social Sciences.

Bass, B.M., & Avolio B. J. (1994). *Improving Organisational Effectiveness Through Transformational Leadership.* New York: Thousand Oaks SAGE Publication, Inc.

Bell, E., Bryman, A., & Harley, B. (2022). *Business research methods*. Oxford university press.

Bond, C., Lancaster, G. A., Campbell, M., Chan, C., Eddy, S., Hopewell, S., ... & Eldridge, S. (2023). Pilot and feasibility studies: extending the conceptual framework. *Pilot and feasibility studies*, *9*(1), 24.

Bonnyventure, S. N., Cheluget, J., & Ngala, M. (2022). The Mediating Role of Strategy Implementation on the Relationship Between Integrative Leadership Style and Performance of Airfields in Kenya (Doctoral dissertation, MUA University).

Botha, R. N., & Aleme, S. G. (2023). Integrative Principals' Leadership Behaviour Approach to Improve Student Academic Outcomes in Ethiopian Secondary Schools. *International Journal of Learning, Teaching and Educational Research*, *22*(1), 72-93.

Bourne, M., Melnyk, S., & Bititci, U. S. (2018). Performance measurement and management: theory and practice. *International journal of operations & production management*, *38*(11), 2010-2021.

Bujang, M. A., Omar, E. D., & Baharum, N. A. (2018). A review on sample size determination for Cronbach's alpha test: a simple guide for researchers. *The Malaysian journal of medical sciences: MJMS*, *25*(6), 85.

Burns, J. M. (1978). Leadership. New York: Harper and Row.

Cakir, F. S., & Adiguzel, Z. (2020). Analysis of leader effectiveness in organization and knowledge sharing behavior on employees and organization. *Journal of Business Research*, 112, 123-134.

Cândido, C. J., & Santos, S. P. (2018). Implementation obstacles and strategy implementation failure. *Baltic Journal of Management*, *14*(1), 39-57.

Casteel, A., & Bridier, N. L. (2021). Describing Populations and Samples in Doctoral Student Research. *International Journal of Doctoral Studies*, *16*(1).

Chankseliani, M., Qoraboyev, I., & Gimranova, D. (2021). Higher education contributing to local, national, and global development: new empirical and conceptual insights. *Higher Education*, *81*(1), 109-127.

Chanda, T. C., & Ngulube, L. (2024). Women in leadership: Examining barriers to women's advancement in leadership positions. *Asian Journal of Advanced Research and Reports*, 18(6), 273–290.

Changalima, I. A. (2023). *Supplier Management Practices and Public Procurement Performance in Tanzania: The Moderating Effect of Contract Management Difficulty* (Doctoral dissertation, University of Dodoma (Tanzania)).

Chikoko, V. (2022). Restructuring state-owned enterprises for improved service delivery in Africa: Lessons learned. *African Journal of Public Administration, 11(1), 35-50.*

Clark, L. A., & Watson, D. (2019). Constructing validity: New developments in creating objective measuring instruments. *Psychological assessment*, *31*(12), 1412.

Coffie, R. B., Boateng, K. A., & Alhassan, A. U. (2023). Knowledge management practices for enhanced organisational performance: Can leadership style be a moderator*?. Electronic Journal of Knowledge Management*, 21(1), 13-28.

Cooper, D., & Schindler, P. (2014). *Business Research Methods. Social Research*, (12th Edition), 792

Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage publications.

Crosby, B. C., & Bryson, J. M. (2018). Why leadership of public leadership research matters: and what to do about it. *Public Management Review*, *20*(9), 1265-1286.

Dag, O., Dolgun, A., & Konar, N. M. (2018). *One way test: An Package for one-way testing in independent group designs. The R Journal 10 (1): 175-199. doi: 10.32614*. RJ-2018-022.

Dahir, M. A., Kathula, D. N., & Machoka, P. (2023). Relationship Between Integrative Leadership Style and Performance of Public Boarding Secondary Schools in Frontier Counties: The Mediating Effect of Employee Motivation. *Journal of Human Resource & Leadership*, *6*(4), 45-73.

Dastane, D. O. (2020). Impact of leadership styles on employee performance: A moderating role of gender. *Australian Journal of Business and Management Research*, 5(12), 27-52.

Davis, M. (2022). *Government Regulations*: Do They Help Businesses? Retrieved from https://www.investopedia.com/articles/economics/11/government-regulations.asp

Dawadi, S., Shrestha, S., & Giri, R. A. (2021). Mixed-methods research: A discussion on its types, challenges, and criticisms. *Journal of Practical Studies in Education*, *2*(2), 25-36.

Defalla, A., Mahmod, B., & Choong, Y. V. (2022). Impact Of Transformational Leadership Style, Organisational Innovation on Company Performance in Saudi Arabia. *Webology*, *19*(2).

Donkor, F., Dongmei, Z., & Sekyere, I. (2021). The mediating effects of organizational commitment on leadership styles and employee performance in SOEs in Ghana: A structural equation modeling analysis. *Sage Open*, 11(2)

Donnellan, J., & Rutledge, W. L. (2019). A case for resource-based view and competitive advantage in banking. *Managerial and Decision Economics*, *40*(6), 728-737.

DuBrin, A. J. (2022). *Tolerating ambiguity for leadership and professional effectiveness*. Page Publishing Inc.

Dźwigoł, H. (2020). Pilot study in the research procedure. *Organisacja i Zarządzanie: kwartalnik naukowy*.

Echessa, P. W. (2020). *Influence of strategy implementation on the performance of agribusiness corporations in Nyanza region, Kenya* (Doctoral dissertation, Strathmore University).

Faeq, D. K. (2025). How Ergonomics Influences Nurse Procrastination Through Job Satisfaction: *Analysis of Hospitals in Sulaimania.*

Ferlie, E., & Ongaro, E. (2022). *Strategic management in public services Organisations: Concepts, schools and contemporary issues*. Routledge.

Garikipati, S., & Kambhampati, U. (2021). Leading the fight against the pandemic: Does gender really matter?. *Feminist Economics*, *27*(1-2), 401-418.

Garcia, M. (2021). Autonomy and accountability in state-owned enterprises: Balancing efficiency and public service. *International Journal of Public Sector Management*, 34(2), 150-167.

Gemeda, H. K., & Lee, J. (2020). Leadership styles, work engagement and outcomes among information and communications technology professionals: A cross-national study. *Heliyon*, *6*(4).

González-Estrada, E., Villaseñor, J. A., & Acosta-Pech, R. (2022). Shapiro-Wilk test for multivariate skew-normality. *Computational Statistics*, *37*(4), 1985-2001.

Grandia, J., La Grouw, Y. M., & Kruyen, P. M. (2020). Motivating the unemployed: A full-range model of motivational strategies that caseworkers use to activate clients. *Social Policy & Administration*, 54(3), 375-389.

Guhr, N., Lebek, B., & Breitner, M. H. (2019). The impact of leadership on employees' intended information security behaviour: An examination of the full-range leadership theory. *Information Systems Journal*, 29(2), 340-362.

Habtoor, A. S., & Hassan, D. A. H. (2018). Proposal for Improving Measurement of Performance in Yemeni Higher Education Institutions: Issues and Challenges. cities, 10(24).

Hafinaz, , R., H., & Kumar, R.S. (Eds.). (2025). *Recent Research in Management, Accounting and Economics (RRMAE)* (1st ed.). Routledge. https://doi.org/10.4324/9781003606642

Hafinaz, , R., H., & Kumar, R.S. (Eds.). (2025). Recent Research in Management, Accounting and Economics (RRMAE) (1st ed.). *Routledge*. https://doi.org/10.4324/9781003606642

Hafinaz. (2025). Recent Research in Management, Accounting and Economics (RRMAE). Routledge

Hailu, R. B. (2025). The impact of leadership style on employee performance mediated by job satisfaction in the Amhara region public sector in Ethiopia. *International Journal of Public Leadership.*

Hair, J., Black, W., Babin, B., Anderson, R., & Tatham, R. (2016). Multivariate data analysis (6th ed.). Upper saddle River, N.J.: *Pearson Prentice Hall*.

Hariyati, Tjahjadi, B., & Soewarno, N. (2019). The mediating effect of intellectual capital, management accounting information systems, internal process performance, and customer performance. *International journal of productivity and performance management*, 68(7), 1250-1271.

Hatem, G., Zeidan, J., Goossens, M., & Moreira, C. (2022). Normality testing methods and the importance of skewness and kurtosis in statistical analysis. *BAU Journal-Science and Technology*, *3*(2), 7.

Higgins, J. M. (2005). The Eight 'S's of successful strategy implementation. *Journal of Change Management*, 5(1), 3–13.

Huang, P. H. (2021). Put more women in charge and other leadership lessons from COVID-19. *FIU L. Rev.*, *15*, 353.

Hoang, T. N., & Le, P. B. (2025). The influence of transformational leadership on knowledge sharing of teachers: the roles of knowledge-centered culture and perceived organizational support. *The Learning Organization*, 32(2), 328-349.

Igartua, J. J., & Hayes, A. F. (2021). Mediation, moderation, and conditional process analysis: Concepts, computations, and some common confusions. *The Spanish journal of psychology*, *24*, e49.

Ilyas, I. F., & Chu, X. (2019). *Data cleaning*. Morgan & Claypool.

Intereconomics. (2017). *Gender equality in decision-making positions: The efficiency gains*. Retrieved from https://www.intereconomics.eu/contents/year/ 2017/number/1/ article/ gender-equality-in-decision-making-positions-the-efficiency-gain

Ismail, N., Kinchin, G., & Edwards, J. A. (2018). Pilot study, Does it really matter? Learning lessons from conducting a pilot study for a qualitative PhD thesis. *International Journal of Social Science Research*, *6*(1), 1-17.

Itzkovich, Y., Heilbrunn, S., & Aleksic, A. (2020). Full range indeed? The forgotten dark side of leadership. *Journal of Management Development*, *39*(7/8), 851-868.

Jermsittiparsert, K. (2020). Leadership and industry 4.0 as a tool to enhance organization performance: Direct and indirect role of job satisfaction, competitive advantage and business sustainability. *In Agile Business Leadership Methods for Industry 4.0 (pp. 233-257). Emerald Publishing Limited*.

Johnston, J. (2017). The public interest: A new way of thinking for public relations? *Public Relations Inquiry*, *6*(1), 5-22.

Johnson, R., & Lee, T. (2023). The impact of laissez-faire leadership on team performance: Balancing autonomy and direction. Journal of Leadership Studies, 17(2), 45-58.

Jones, M., Makepeace, G., & Wass, V. (2018). The UK gender pay gap 1997–2015: What is the role of the public sector?. *Industrial Relations: A Journal of Economy and Society*, *57*(2), 296-319.

Joseph, D. O., Timothy, D. K., & Okeyo Washington, D. M. J. (2022). Moderated mediated effect of external environment and strategy implementation on relationship between strategic leadership and organisation performance. *International Journal of Research and Innovation in Social Science,* 6(02), 68-81.

Kaaria, A. G. (2022). *Human Resource Information Systems, Top Management Commitment and Organizational Performance of Commercial State Corporations in Kenya* (Doctoral dissertation, JKUAT-COHRED).

Kanat-Maymon, Y., Elimelech, M., & Roth, G. (2020). Work motivations as antecedents and outcomes of leadership: Integrating self-determination theory and the full range leadership theory. *European Management Journal*, *38*(4), 555-564.

Karanja, J. (2021). *An Assessment of Kenya's Regulatory Framework on Growth of Wholesale and Retail Firms*. Kenya Institute for Public Research and Analysis. Retrieved from https://www.researchgate.net/publication/365991538

Karanja, P. (2022). The effects of regulatory frameworks on state-owned enterprises in Kenya. East African Journal of Business and Management, 4(2), 121-13

Katsileros, A., Antonetsis, N., Mouzaidis, P., Tani, E., Bebeli, P. J., & Karagrigoriou, A. (2024). A comparison of tests for homoscedasticity using simulation and empirical data. *Communications for Statistical Applications and Methods, 31*(1), 1-35.

Kaunda, C. (2021). Corporate governance and performance of state-owned enterprises in a least developed economy. *South African Journal of Business Management, 52(1), 1-10.*

Kebe, I. A., Kahl, C., & Liu, Y. (2024). Charting Success: The Influence of Leadership Styles on Driving Sustainable Employee Performance in the Sierra Leonean Banking *Sector. Sustainability*, 16(21), 9600.

Khaled, W., Lin, J., Han, Z., Zhao, Y., & Hao, H. (2019). Test for heteroscedasticity in partially linear regression models. *Journal of Systems Science and Complexity*, *32*(4), 1194-1210.

Khaleji, J. (2019). *Effect of strategic leadership and strategy implementation on the growth of the real estate industry in Kisumu County* (Doctoral dissertation, Maseno University).

Khan, K., Khan, Q., Gul, H., & Khan, S. A. (2020). Ethical, visionary Leadership and Organisation Performance: Moderating Role of Emotional Intelligence. *Iqra Journal of Business and Management (IJBM) V*, *4*(2), 254-274.

Khan, M. (2024). Integrating Leadership Styles with High-Performance Work Systems: Pathways to Organizational Excellence. ORGANIZE: *Journal of Economics, Management and Finance*. 3. 31-44. 10.58355/organize.v3i1.77.

Khan, A., & Niazi, M. (2023). Management practices and performance in state-owned enterprises: A global perspective. *Journal of Business Research, 148*, 112-123.

Khan, S.A., Narula, S., Naim, A., & Srivastava, M. (Eds.). (2025). Handbook of Human Factors and Ergonomics in Contemporary Business*: Strategic Orientation, Corporate Success and Innovation (1st ed.). CRC Press*. https://doi.org/10.1201/9781003532293

Kimeo, J. M., & Achuora, J. (2021). Influence1of Contract Administration on Performance1of Parastatals1in Kenya. International Journal of Supply Chain and Logistics, 5(2), 70-91.

Kindarto, A., Zhu, Y. Q., & Gardner, D. G. (2020). Full range leadership styles and government IT team performance: The critical roles of follower and team competence. *Public Performance & Management Review*, *43*(4), 889-917.

King'oo, D. M., & Muli, S. (2019). Influence of procurement practices on Organisational performance in Kenyan Public Sector. A case of Ministry of Education. *The Strategic Journal of Business & Change Management*, *6*(2), 2400-2412.

Kitaka, J. M., Kiragu, D., & Marwa, S. M. (2019). Government Regulation and Sustainability of Kenya's Insurance Companies. *International Journal of Finance and Accounting*, *4*(1), 1-14.

Kiugu, J. N., & Shadrack, B. (2021). Leadership Styles on Strategy Implementation in Mhasibu SACCO Society Limited, Kenya. *The International Journal of Business & Management*, *9*(4).

Kirsten, M. (2019). *Constructing a psychological framework for enhancing relational attitudes and behaviour in the South African employment relations context.* University of South Africa (South Africa).

Kivindo, S. N., Muathe, S., & Muchemi, A. W. (2024). *Organizational Agility: Does it Play a Role in the Nexus Between Restructuring Strategies and Performance of Selected Public Universities in Kenya.*

Kivistö, J., Pekkola, E., Berg, L. N., Hansen, H. F., Geschwind, L., & Lyytinen, A. (2019). Performance in higher education institutions and its variations in Nordic policy. *Reforms, Organisational change and performance in higher education: A comparative account from the Nordic countries*, 37-67.

Koay, H. G., & Muthuveloo, R. (2021). The influence of disruptive innovation, organisational capabilities and people on organisational performance among manufacturing-based companies in Malaysia. *Journal of Entrepreneurship, Business and Economics*, *9*(1), 163-201.

Kobuthi, E., K'Obonyo, P., & Ogutu, M. (2018). Corporate governance and performance of corporations listed on the Nairobi Securities Exchange. *International journal of scientific research and management (IJSRM)*, *6*(01).

Kong, Y., Famba, T., Chituku-Dzimiro, G., Sun, H., & Kurauone, O. (2020). Corporate governance mechanisms, ownership and firm value: evidence from listed Chinese corporations. *International Journal of Financial Studies*, *8*(2), 20.

Köseoglu, M. A., Altin, M., Chan, E., & Aladag, O. F. (2020). What are the key success factors for strategy formulation and implementation? Perspectives of managers in the hotel industry. *International Journal of Hospitality Management*, *89*, 102574.

Köseoglu, M. A., Altin, M., Chan, E., & Aladag, O. F. (2020). What are the key success factors for strategy formulation and implementation? Perspectives of managers in the hotel industry. *International Journal of Hospitality Management*, *89*, 102574.

Kumar, S. (2019). The McKinsey 7S Model helps in Strategy implementation: A Theoretical Foundation. *Tecnia Journal of Management Studies*, *14*(1).

Kuncoro, E. A., Sudrajat, D., Saroso, H., Syahchari, D. H., & Moeke, D. (2021). Moderating Effect of Government Regulation on Supply Chain Collaboration and Firm Performance. In *Proceedings of the 11th Annual International Conference on Industrial Engineering and Operations Management Singapore, March 7* (Vol. 11, p. 2021).

Kwarteng, S., Frimpong, S. O., Asare, R., & Wiredu, T. J. N. (2024). Effect of employee recognition, employee engagement on their productivity: the role of transformational leadership style at Ghana health service. Current Psychology, 43(6), 5502-5513.

Lavery, M. R., Acharya, P., Sivo, S. A., & Xu, L. (2019). Number of predictors and multicollinearity: What are their effects on error and bias in regression?. *Communications in Statistics-Simulation and Computation*, *48*(1), 27-38.

Lea, J. W., O'Driscoll, J. M., Coleman, D. A., & Wiles, J. D. (2021). Validity and reliability of RPE as a measure of intensity during isometric wall squat exercise. *Journal of Clinical and Translational Research*, *7*(2), 248.

Lee, J. Y., & Welliver, M. C. (2018). The role of strategic leadership for learning on the relationship between training opportunities and salesperson job performance and commitment. *European Journal of Training and Development*, *42*(9), 558-576.

Lei, H., Gui, L., & Le, P. B. (2021). Linking transformational leadership and frugal innovation: the mediating role of tacit and explicit knowledge sharing. *Journal of Knowledge Management*, *25*(7), 1832-1852.

Leigh, J., Lamont, M., & Cairncross, G. (2021). Event managers' leadership styles and attitudes towards resourcing volunteer training: exploring variation and practice implications. *Tour. Manag. Perspect.* 40:100887. doi: 10.1016/j.tmp.2021.100887

Lindrianasari, L., Mahatma, K., Yuztitya, A., & Agrianti, K. (2018). Social and Environmental Responsibility in Developing Countries: A Theoretical Approach to Regulation. *International Journal of GEOMATE*, *15*, 47-52.

Li, L., & Liu, Y. (2022). An integrated model of principal transformational leadership and teacher leadership that is related to teacher self-efficacy and student academic performance. *Asia Pacific Journal of Education*, 42(4), 661-678.

Lubis, N. W. (2022). Resource based view (RBV) in improving company strategic capacity. *Research Horizon*, *2*(6), 587-596.

Luhangala, H. M. & Anyieni, A. (2019). Strategy implementation on organisation performance: A case of public secondary schools Nyamira County, Kenya. *International Academic Journal of Human Resource and Business Administration*, 3(5), 394-410

Lupenza, E. J., Kilima, F. T., & Kumburu, N. P. (2025). Performance appraisal mechanism and employee productivity in public hospitals in Mbeya–Tanzania: the mediating roles of working environment and management style. *LBS Journal of Management & Research*, 23(1), 27-42.

Maksimovic, J., & Evtimov, J. (2023). Positivism and post-positivism as the basis of quantitative research in pedagogy. *Research in Pedagogy*, *13*(1), 208-218.

Martono, S., Khoiruddin, M., WIJAYANTO, A., RIDLOAH, S., WULANSARI, N. A., & Udin, U. D. I. N. (2020). Increasing teamwork, organizational commitment and effectiveness through the implementation of collaborative resolution. *The Journal of Asian Finance, Economics and Business*, 7(6), 427-437.

Malmqvist, J., Hellberg, K., Möllås, G., Rose, R., & Shevlin, M. (2019). Conducting the pilot study: A neglected part of the research process? Methodological findings supporting the importance of piloting in qualitative research studies. *International journal of qualitative methods*, *18*, 1609406919878341.

Mango, E. (2018). Rethinking leadership theories. *Open Journal of Leadership*, *7*(01)

Mansaray, H. E. (2019). The role of leadership style in organisational change management: a literature review. *Journal of Human Resource Management*, 7(1), 18-31.

Mair, R. A. (2024). Evaluating Full-Range Leadership Model (FRLM) *Leadership Behaviors and Nongovernmental (NGO) Workers' Benchmark Resilience in Jamaica* (Doctoral dissertation, Carolina University).

Martinez, A. (2022). The impact of corporatocracy on public policy: A critical analysis. *Journal of Political Economy, 130(4), 567-58957.*

Masfi, A., & Sukartini, T. (2022). Effectiveness of using the Mc Kinsey 7s framework model in assessing organisational performance: A systematics review. *Journal of Positive School Psychology*, *6*(8), 9136-9148.

Masilela, L. S. (2018). *A framework for enhancing Organisational Performance through linkages between Leadership style and Organisational Culture: the case of the South African Police Service (SAPS).* University of South Africa (South Africa).

Masya, M., Wamitu, S., & Weru, J. (2022). Resource allocation and strategy implementation in commercial banks branches in Machakos Sub County. *European Journal of Business and Strategic Management*, *7*(2), 72-85.

Mati, P. M., & Atikiya, R. (2022). Strategy Implementation Practices and Performance of Aviation Industry in Kenya. *International Journal of Social Sciences Management and Entrepreneurship (IJSSME)*, *6*(2).

Mazibuko, S. P. (2022). *The Role of Strategic Leadership in Guiding Performance of Public Vocational Colleges in Kwazulu-natal* (Doctoral dissertation, University of South Africa (South Africa)).

Mellor, S. (2022). A construct validity study for the union intolerance scale: Convergent-discriminant validity and concurrent criterion-related validity. *Merits*, *2*(3), 210-223.

Meme, S. M., Kawila, C., & Njoroge, K. (2025). The Influence of Health Financing on Management of Health Products and Technologies in Selected Counties, Kenya. *Journal of Medicine, Nursing and Public health*, 5(2), 19-39.

Memon, M. A., Cheah, J. H., Ramayah, T., Ting, H., Chuah, F., & Cham, T. H. (2019). Moderation analysis: issues and guidelines. *Journal of Applied Structural Equation Modeling*, *3*(1), 1-11.

Meirinhos, G., Cardoso, A., Neves, M., Silva, R., & Rêgo, R. (2023). Leadership styles, motivation, communication and reward systems in business performance. *Journal of Risk and Financial Management,* 16(2), 70.

Mesri, G., Sameri, M., & Keyhan, J. (2024). The relationship between active work behaviors, work values, transformational and interactive leadership style, and work engagement: the mediating role of innovation culture and autonomous motivation. *Current Psychology*, 43(28), 23916-23930.

Mills, J., & Smith, E. (2022). Challenges in state-owned enterprises: A comparative analysis of bureaucratic inefficiencies. *Public Administration Review*, 82(3), 300-315.

Miller, B. (2023). The age of experience: How older workers bring value to a changing labor market. *Workforce Insights.*

Minz, N. K., Prakash, A., Shrivastava, S., & Nangia, R. (2024). Leveraging Technology-Based Innovation for Business Model Innovation. *In Fostering Global Entrepreneurship Through Business Model Innovation* (pp. 115-133). IGI Global Scientific Publishing.

Mio, C., Costantini, A., & Panfilo, S. (2022). Performance measurement tools for sustainable business: A systematic literature review on the sustainability balanced scorecard use. *Corporate social responsibility and environmental management*, *29*(2), 367-384.

Mishra, P., Pandey, C. M., Singh, U., Gupta, A., Sahu, C., & Keshri, A. (2019). Descriptive statistics and normality tests for statistical data. *Annals of cardiac anaesthesia*, *22*(1), 67-72.

Mizutani, F., & Nakamura, E. (2019). Regulation, public interest, and private interest: an empirical investigation of corporations in Japan. *Empirical Economics*, *56*, 1433-1454.

Mofokeng, G. L. (2022). *Modelling Transformational and Transactional Leadership, Innovation and Performance in Selected South African Universities of Technology: A Balanced Scorecard Perspective* (Doctoral dissertation, Vaal University of Technology (South Africa)).

Monyai, D. P. (2024). *A Behavioural and Contextual Model for Organisational Change at a State-Owned Enterprise* (Doctoral dissertation, University of Johannesburg (South Africa)).

Morgan, J. (2020). *The future leader: 9 skills and mindsets to succeed in the next decade*. John Wiley & Sons.

Moyo, T., & Ndlovu, L. (2023). The impact of corporatocracy on state-owned enterprises in Africa: Challenges and implications. *Journal of Public Policy and Administration, 8(1), 45-58.*

Mokhawa, M. (2023). The impact of governance on state-owned enterprises in Africa: Challenges and opportunities. *International Journal of Public Sector Management, 36(3), 234-250.*

Morkel, A. (2018). *The influence of leadership styles (as per Lewin) on the strategy-formulation-implementation-performance gap: An exploratory case study of selected organisations in the South African wine industry.* University of South Africa (South Africa).

Mubarak, M. F., & Yusoff, W. F. N. (2019). Impact of strategic leadership on strategy implementation. *British Journal of Management and Marketing Studies*, *2*(1), 32-43.

Mudany, J. O., Letting, N. K., & Gituro, W. (2020). *Strategy Implementation. Capital Structure, Macro Environment and Performance of Energy Sector Institutions in Kenya* (Doctoral dissertation, MUA).

Munala, J. M., & Mwasiaji, E. (2023). Strategy implementation practices and organisational performance of Kenya Medical Training College. *International Academic Journal of Human Resource and Business Administration*, 4(2), 168-187.

Musangi, N. E., Ngui, T., & Senaji, T. A. (2023). Relationship Between Employee Motivation and Performance of Level Four Government Hospitals in Kenya: The Mediating Effect of Strategy Implementation. *African Journal of Emerging Issues,* 5(13), 76-104.

Mutasa, R. (2022). Corporate influence on public policy: The case of commercial state corporations in Africa. Journal of African Governance, 5(2), 100-115.

Muthuveloo, R., Keat, O. C., & Teoh, A. P. (2022). Organisational Performance from Happiness Perspectives: Futuristic Measurement. *Journal of Entrepreneurship, Business and Economics*, *10*(1), 265-276.

Mwasiaji, E. (2020). Sustainability reporting in the context of small and medium business enterprises in Kenya: A conceptual framework. *International Journal of Business Marketing and Management*, *5*(1), 13-22.

Mweshi, G. K., & Sakyi, K. (2020). Application of sampling methods for the research design. *Archives of Business Review–Vol*, *8*(11).

Nala, S. S. (2024*). The impact of transformational leadership dimensions on organisational performance in the South African mining sector* (Master's thesis, University of Pretoria (South Africa)).

Nanjundeswaraswamy, T. S. (2023). The mediating role of job satisfaction in the relationship between leadership styles and employee commitment. *Journal of Economic and Administrative Sciences*, 39(2), 286-304.

Ndegwa, R. K. (2022). *Influence of Strategy Implementation on Performance of Kenya Owned State Corporations* (Doctoral dissertation, University of Nairobi).

Ndlovu, L., & Moyo, T. (2021). The role of state-owned enterprises in infrastructure development: A ase study of Zimbabwe. *Journal of African Economies*, 30(5), 723-740.

Nelwamondo, M. B. (2024). *Ubuntu Leadership Style Influence on South African Mining Employees' Engagement* (Master's thesis, University of Pretoria (South Africa)).

Ngundi, V. I. (2022). Influence of a Lack of Clear Approach to Strategy Implementation on Organisational performance of commercial state corporations in Kenya. *Research Journal of Business and Finance*, 1(1), 1-15.

Nguyen, T., & Patel, R. (2023). Navigating public expectations: Performance pressures on state corporations. *International Journal of Public Sector Management, 36(2), 134-150.*

Nguyen, H. T., & Quang, N. V. (2022). Transformational, transactional, laissez-faire leadership styles and employee engagement: Evidence from Vietnam's public sector. *International Journal of Public Administration,* 45(3), 234-245.

Ntoiti, K. M., & Makau, S. M. (2022). Understanding Strategy Implementation: Progress along Performance of Meru County Government in Kenya. *ESI Preprints*, *9*, 589-589.

Nuwagaba, A., Angima, C., Namateefu, L. K., & Mugizi, T. (2023). The Impact of Strategy Implementation on the Performance of Ugandan State Agencies: A Quantitative Study. *Journal of Economics and Behavioral Studies*, *15*(4 (J)), 69-86.

Nuwagaba, A. (2023). Top Management *Team Characteristics and Performance of Ugandan State Agencies* (Doctoral dissertation, University of Nairobi).

Nwachukwu, C., Hieu, M. V., Chládková, H., & Fadeyi, O. (2019). Strategy implementation drivers in correlation with strategic performance. *Management and Marketing Journal*, *17*(1), 19-38.

Nyaberi, J. P. L. (2020). Leadership Style and Performance of State Corporations of Kenya. *The Strategic Journal of Business & Change Management*, *7*(4), 1515-1522.

Nyakarimi, S. N., Kariuki, S. N., & Kariuki, P. (2020). Moderating Effect of Government Regulations on Internal Control System and Fraud Prevention. A Case Banking Sector in Kenya. *The Journal of Social Sciences Research*, 5(12), 1900-1907.

Nyandika, D. O., Machoka, P., & Ngala, M. (2022). The Moderating Effect of External Regulation on the Relationship between Transformational Leadership and Enterprise Risk Management Adoption by Commercial State Corporations in Kenya. *African Journal of Emerging Issues*, *4*(1), 68 - 83.

Obiero, J. O., & Genga, P. (2018). Strategy implementation and performance of Kenya Revenue Authority. *International Academic Journal of Human Resource and Business Administration*, *3*(3), 15-30.

Odoi, B., Samita, S., Al-Hassan, S., & Twumasi-Ankrah, S. (2019). Efficiency of Bartlett and Levenes Tests for Testing Homogeneity of Variance Under Varying Number of Replicates and Groups in One–Way ANOVA. *International Journal of Innovative Technology and Exploring Engineering (IJITEE*, *8*(6), 1219-1223.

OECD. (2024). Promoting an age-inclusive workforce.

Okafor, C., & Afolabi, D. O. (2021). Leadership style, Organisational behaviour and employee productivity: A study of ECOWAS Commission, Abuja, Nigeria. *International Journal of Development and Management Review*, *16*(1), 114-130.

Oluoch, F. O., K'Aol, G., & Kosha, J. (2021). Moderating influence of regulatory framework on the relationship between strategic leadership and financial sustainability of NGOs in Kenya. *The University Journal*, *3*(2), 13-26.

Omkar Dastane, (2020), , Impact of Leadership Styles on Employee Performance: A Moderating Role of Gender (November 18, 2020). *Australian Journal of Business and Management Research*, Vol.05 No.12, 27-52,

Omran, M., Khallaf, A., Gleason, K., & Tahat, Y. (2021). Non-financial performance measures disclosure, quality strategy, and Organisational financial performance: a mediating model. *Total Quality Management & Business Excellence*, *32*(5-6), 652-675.

Onyegbula, E. F., Nwoye, M. I., & Daniel, C. O. (2023). Impact of strategy implementation on the performance of regulatory and supervisory agencies in financial services sector in Nigeria. *Journal of Human Resource and Sustainability Studies*, *11*(2), 298-315.

Osei, K. A., & Asiedu, E. (2023). Regulatory challenges and the performance of state-owned enterprises in Africa: A comparative analysis. International Journal of Public Management, 36(1), 15-30.

Oribhabor, C. B., & Anyanwu, C. A. (2019). Research sampling and sample size determination: a practical application. *Journal of Educational Research (Fudjer)*, *2*(1), 47-57.

Owenga, J., Mutinda, R., & Mapelu, I. (2024). Moderating Effect of Government Policies and Regulations on the Relationship between Diversification Strategies and Organisational Performance among Star Rated Hotels in the Kenyan Coast. *International Journal of Research and Innovation in Social Science*, *8*(1), 866-880.

Parastatals Report. (2013). Financial Statement and Budget Report, March 2013. London: HM Treasury.

Patel, N., & Desai, S. (2020). ABC of face validity for questionnaire. *Int J Pharm Sci Rev Res*, *65*(1), 164-168.

Patrick, H.A., & Krishnamoorthy, R. (Eds.). (2025). Applied Research for Growth, Innovation and Sustainable Impact (1st ed.). *Routledge*. https://doi.org/10.1201/9781003684657

Patrick, H. A., & Krishnamoorthy, R. (Eds.). (2025). Applied Research for Growth, Innovation and Sustainable *Impact. Taylor & Francis.*

Patten, M. L., & Newhart, M. (2018). Understanding research methods: An overview of the essentials. Abingdon: Taylor & Francis.

Penrose, E. T. (1959). *The theory of the growth of the firm*. New York, NY: Wiley.

Peters, T., & Waterman, R. (1982). In search of excellence. *New York: Harper & Row Publishers.*

Peters, B. G. (2022). Government intervention and public service delivery: A comparative analysis. *Public Administration Review,* 82(1), 112-124.

Pigou, A. C. (1938). The Economics of Welfare. London: *Macmillan and Co.*

Pillay, S. A., & Alers, C. (2024). Leadership Styles Within the South African Police Service: A Case of National Head Office Divisions and Components. *Administratio Publica,* 32(4), 133-155.

Prihandono, I., & Widiati, E. P. (2023). Regulatory capture in energy sector: evidence from Indonesia. *The Theory and Practice of Legislation*, *11*(3), 207-231.

Pujiono, B., Setiawan, M., Sumiati, & Wijayanti, R. (2020). The effect of transglobal leadership and organizational culture on job performance-Inter-employee trust as Moderating Variable. *International Journal of Public Leadership*, 16(3), 319-335.

Qiang, T. G. (2025). *Investigating the Effects of Transformational Leadership on Employee Performance Among Small and Medium Enterprises in Singapore* (Doctoral dissertation, Golden Gate University).

Radomska, J., & Kozyra, C. (2020). Awareness of strategy implementation barriers in decision-making process: moderated mediation analysis. *Decision*, 47(1), 61-78.

Rana, T., Rahman, M. J., & Öhman, P. (Eds.). (2025). Environmental, Social and Governance Accounting and Auditing: *Perspectives from China. Taylor & Francis.*

Randolph, K. (2021). Full Range Leadership Theory: Cultural and Racial Implications. *Journal of Business, Technology and Leadership*, *3*(1).

Rehman, U. U., & Iqbal, A. (2020). Nexus of knowledge-oriented leadership, knowledge management, innovation and organizational performance in higher education. *Business Process Management Journal*, 26(6), 1731-1758.

Revelle, W., & Condon, D. M. (2019). Reliability from α to ω: A tutorial. *Psychological assessment*, *31*(12), 1395.

Riffe, D., Lacy, S., Fico, F., & Watson, B. (2019). *Analyzing media messages: Using quantitative content analysis in research*. Routledge.

Ritter, T., & Lettl, C. (2018). The wider implications of business-model research. *Long range planning*, *51*(1), 1-8.

Ryan, G. (2018). Introduction to positivism, interpretivism and critical theory. *Nurse researcher*, *25*(4), 41-49.

Samimi, M., Cortes, A. F., Anderson, M. H., & Herrmann, P. (2022). What Is Strategic Leadership? Developing a Framework for Future Research. *The Leadership Quarterly*, 33, Article 101353.

Sandoval, M. A. (2024). *Leadership: A Quantitative Study: Exploring the Multi-Dimensions of the Most Popular Styles* (Doctoral dissertation, California Southern University).

Scott, D. (2021). Contemporary leadership in sport Organisations. Human Kinetics.

Seijas-Macias, A., Oliveira, A., & Oliveira, T. A. (2023). The skewness and kurtosis of the product of two normally distributed random variables. *Communications in Statistics-Theory and Methods*, *52*(1), 80-93.

Senaviratna, N. A. M. R., & A Cooray, T. M. J. (2019). Diagnosing multicollinearity of logistic regression model. *Asian Journal of Probability and Statistics*, *5*(2), 1-9.

Sethibe, T. G. (2016*). A model of the relationship between leadership styles, organisational climate, innovation and performance*. University of South Africa (South Africa).

Shaikh, S. S. (2018). Integrative Leadership Style Measure: Construct Development and Content Validity. *International Business Research*, *11*(9), 51-65.

Shahzad, M. A., Iqbal, T., Jan, N., & Zahid, M. (2022). The role of transformational leadership on firm performance: Mediating effect of corporate sustainability and moderating effect of knowledge-sharing. *Frontiers in Psychology*, 13, 883224

Shan, S., Luo, Y., Zhou, Y., & Wei, Y. (2019). Big data analysis adaptation and enterprises' competitive advantages: The perspective of dynamic capability and resource-based theories. *Technology Analysis and Strategic Management*, 31(4), 406–420.

Shanmugam, R. (2020). Understanding research methods: an overview of the essentials: by Mildred L. Patten and Michelle Newhart, New York, NY, Routledge Press, 2018, 338+ xiv pp., $17.99 (paperback), ISBN: 978-0-41579052-9.

Shivji, I. G. (2018). Whose Law rules under the Rule of Law and who are the Governors of Good Governance?. *The Tasks of a Journalist Intellectual*.

Shrestha, N. (2020). Detecting multicollinearity in regression analysis. *American Journal of Applied Mathematics and Statistics*, *8*(2), 39-42.

Sibiya, V. I. (2023). *Integrative leadership approaches and their influence on employee engagement: a case for uMkhanyakude District Municipality* (Doctoral dissertation).

Sivarat, N., Thamma, P., & Kenaphoom, S. (2021). Full Range Leadership Concepts. *Ilkogretim Online*, *20*(3).

Smith, A., & Johnson, L. (2023). Nationalization and public services: A historical perspective on railroads in North America. *American Journal of Sociology*, 129(4), 892-917.

Sobiecki, G. (2018). Integrated Leadership and Management for Performance Increase. *Unpublished doctoral dissertation]. SBS Swiss Business School, Zurich, Switzerland*.

Sode, O. O., & Mustapha, O. J.(2024*) integrative leadership dynamics: fusing adaptive strategies with ursiform resilience in organisational decision-making.*

Soomro, R. B., Memon, S. G., & Soomro, M. (2025). Impact of entrepreneurial knowledge, skills, and competencies on MSME performance: an evidence from a developing country. *Asia Pacific Journal of Innovation and Entrepreneurship*, 19(1), 42-72.

Sumiyana, Wivaqussaniyyah, Darwin, M., & Hadna, A. H. (2022). Partnership building between NGOs and Indonesian local governments: a case study of integrative leadership style immersing itself in innovativeness. *International Journal of Social Economics*, 49(7), 1029-1048.

Sunarsi, D., Rohaeni, N., Wulansari, R., Andriani, J., Muslimat, A., Rialmi, Z., ... & Fahlevi, M. (2020). Effect of e-leadership style, organizational commitment and service quality towards indonesian school performance. *Syst. Rev. Pharm*, 11(10), 472-481.

Suprapti, S., Asbari, M., Cahyono, Y., Mufid, A., & Khasanah, N. E. (2020). Leadership style, organizational culture and innovative behavior on public health center performance during Pandemic Covid-19. *Journal of Industrial Engineering & Management Research*, 1(2), 76-88.

Sürücü, L., & Maslakçi, A. (2020). Validity and reliability in quantitative research. *Business & Management Studies: An International Journal*, *8*(3), 2694-2726.

Taber, K. S. (2018). The use of Cronbach's alpha when developing and reporting research instruments in science education. *Research in science education*, *48*, 1273-1296.

Tabachnick, B. G., & Fidell, L. S. (2013). *Using Multivariate Statistics* (6th ed.). Boston, MA: Pearson

Tabassum, N., & Nayak, B. S. (2021). Gender stereotypes and their impact on women's career progressions from a managerial perspective. *International Journal of Management Studies, 8*(2), 1-12.

Tajeddini, K., & Trueman, M. (2016). Environment-Strategy and Alignment in a Restricted, Transitional Economy: Empirical Research on Its Application to Iranian State- Owned Enterprises. *Long Range Planning*, 49, 570-583.

Taouab, O., & Issor, Z. (2019). Firm performance: Definition and measurement models. *European Scientific Journal*, *15*(1), 93-106.

Tawse, A., Patrick, V. M., & Vera, D. (2019). Crossing the Chasm: Leadership Nudges to Help Transition from Strategy Formulation to Strategy Implementation. *Business Horizons*, 62, 249-257.

Thompson, J. (2021). State corporations and the public good: Balancing efficiency and accountability. *Journal of Economic Policy, 38(3), 215-230.*

Thomas, F. B. (2022). The role of purposive sampling technique as a tool for informal choices in a social Sciences in research methods. *Just Agriculture*, *2*(5), 1-8.

Trivedi, S., Balusamy, B., Gernal, L.M., & Al-Khasawneh, M.A. (Eds.). (2025). Green Engineering for Optimizing Firm Performance: AI and Automation for Sustainable Technologies (1st ed.). *Chapman and Hall/CRC*. https://doi.org/10.1201/9781003626527

Tungol, J. F. (2024). *Strategic Leadership: Effective Utilization of Artificial Intelligence Technologies in Small Business Management* (Doctoral dissertation, Concordia University Chicago).

Varadarajan, R. (2023). Resource advantage theory, resource based theory, and theory of multimarket competition: Does multimarket rivalry restrain corporations from leveraging resource Advantages?. *Journal of Business Research*, 160, 113713.

Wakhisi, W. (2021). Effect of Strategic Leadership on Organisation Performance of State-Owned Sugar Manufacturing Firms in Western Kenya. *International Journal for Innovation Education and Research*, *9*(9), 1-55.

Walter, J. O., & Vincent, N. M. (2018). Organisational resources and performance of Kenyan State Corporations. *European Scientific Journal*, *ESJ*, *14*, 34-91.

Wang, X., & Cheng, Z. (2020). Cross-sectional studies: strengths, weaknesses, and recommendations. *Chest*, *158*(1), S65-S71.

Wangui, C., Kahuthia, J., & Muhoho, J. (2021). Effect of government regulation on the relationship between strategy implementation imperatives and County Government performance in the central region. *IOSR Journal of Business and Management (IOSR-JBM)*, 23(10),11-17

Webber, T. A., Critchfield, E. A., & Soble, J. R. (2020). Convergent, discriminant, and concurrent validity of nonmemory-based performance validity tests. *Assessment*, *27*(7), 1399-1415.

Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic Management Journal,* 5(2), 171–180.

Williams, J., & Anderson, H. (2023). Examining the effectiveness of transactional leadership in achieving organisational goals. Leadership & Organisation Development Journal, 44(1), 22-35.

Wilson, D. E. (2020). Moving toward democratic-transformational leadership in academic libraries. *Library Management*, *41*(8/9), 731-744.

Winter, D.G. (1979). *Navy Leadership and Management Competencies: Convergence among Tests, Interviews and Performance Ratings*. Boston, MA: McBer.

Yewei, Y. A. N., & Pereira, P. R. (2022). *Sources of Sustained Competitive Advantage from the Perspective of Strategic Entrepreneurship-An Empirical Study on Manufacturing Enterprises in China*. (Doctoral dissertation, University of Electronic Science and Technology of China)

Yukl, G. (1971). *Leadership in Organisations*. Englewood Cliffs, NJ: Prentice Hall.

Zahari, N. B. (2023). *Transformational leadership style and talent management practices in improving employee engagement in the Malaysian public sector: the mediating role of public service motivation.* University of Nottingham (United Kingdom).

Zhang, D., Sun, X., Liu, Y., Zhou, S., & Zhang, H. (2018). The effects of integrative leadership style on the enterprise synergy innovation performance in a supply chain cooperative network. *Sustainability*, *10*(7), 2342.

Zhang D, Sun X, Tian F, Zhou S (2021), "The impact of integrative leadership on employees' innovation performance in the context of internet-based transition: evidence from China". *Chinese Management Studies,* Vol. 15 No. 5 pp. 985–1008, doi: https://doi.org/10.1108/CMS-05-2020-0214

Zhu, J., Song, L. J., Zhu, L., & Johnson, R. E. (2019). Visualizing the landscape and evolution of leadership research. *The Leadership Quarterly*, *30*(2), 215-232.

APPENDICES

Appendix I: Letter of Introduction

Dear Sir/Madam,

I am currently enrolled as a postgraduate student at the Management University of Africa, where I am pursuing a Doctor of Philosophy degree in Management and Leadership. My current study focuses on the topic: **Integrative Leadership style, Strategy Implementation, Government Regulations, and Organisational performance of commercial state corporations in Kenya**.

Please complete the linked questionnaires using the information provided above. Kindly also provide any relevant information on integrative leadership style and organisational performance of commercial state corporations in Kenya. The information gathered will help me fulfill the study's goals.

The data collected from this survey will be treated with confidentiality and will solely be utilised for the specific objectives of this research. I appreciate your forthcoming response and cooperation.

Yours Faithfully,

MUNGATANA DANSON BUYA
DML/9/00087/1/18

Appendix II: Research Questionnaire

This study questionnaire aims to support the researcher in evaluating and investigating the connection between integrative leadership style, strategy implementation, government regulations and Organisational performance of commercial state corporations in Kenya. The information sought for herein will contribute to the current understanding on the organisational performance of commercial state corporations in Kenya.

Instructions

- **DO NOT write your names on any page of this questionnaire.**
- **Fill only one set of the questionnaire**

SECTION A: DEMOGRAPHIC INFORMATION

Mark (√) the relevant choice where choices are given.

1. What is your gender?

Male □ Female □ Prefer not to say □

2. Kindly indicate your age bracket.

18 and 30 years old □

31 to 54 years old □

More than 55 years old □

3. Please indicate your highest level of education.

College Diploma □

Bachelor's Degree □

Master's Degree □

Doctorate or PhD □

Any other □

4. Length of time worked in this organisation?

Below 10 years □

11-20 years □

21-40 years □

Above 40 years □

PART B: INTEGRATIVE LEADERSHIP STYLE

5. Please indicate by marking (√) your level of agreement with the following statements on integrative leadership style in your company

Use a scale of 1=Strongly Disagree, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5)

	Aspects of Integrative Leadership Style	**1**	**2**	**3**	**4**	**5**
	Transactional					
1	Motivates the staff by giving them a sense of purpose					
2	Emphasize the importance of meeting the deadline					
3	Encourage staff to be keen while discharging their duties					
4	Reward staff for achievements made					
5	Encourages knowledge sharing among employees					
6	Display authority when dealing with staff					
7	Give a sense of purpose by encouraging staff to take more risks.					
	Transformational					
1	Exude confidence among subordinates that goals will be achieved					
2	Encourages staff to have the highest morals and integrity					
3	Help staff with their self-development					
4	Involved in the implementation of the organisational structure					
5	Motivate staff to perform their tasks					
6	Inspire staff to support the existing processes					
7	Encourage staff to be innovative in their thinking					
	Laissez-faire					
1	Takes too long to answer pressing inquiries.					
2	Draws attention to anomalies, errors, exceptions, and departures from the norm.					
3	Attempts to involve one or more workers in deciding what has to be done and how.					

4	Stays out of the way when significant problems come up.					
5	Give staff freedom to make their own decision when executing tasks					
6	Does not care about the decisions made by other subordinates					
7	Does not take sides when disputes arise					

PART C: STRATEGY IMPLEMENTATION

5. Please indicate by marking (√) your level of strategy implementation in your company

Use a scale of 1=Strongly Disagree, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5)

	Aspects of Strategy Implementation	**1**	**2**	**3**	**4**	**5**
	Leadership support					
1.	My leader ensures that workers have the necessary abilities to do their jobs.					
2.	My leader is guided by organisational strategies					
3.	Employees' inputs are incorporated during strategy implementation					
4.	The employees' work performance is rewarded when they achieve set tasks.					
5.	To achieve our set strategy objectives, our organisation's leadership demonstrates a commitment to strategy implementation					
	Resource Allocation					
1.	The allocation of resources in my organisation is aligned with our strategic priorities.					
2.	My organisation effectively allocates financial resources to support strategic initiatives.					
3.	Human resources are allocated efficiently to achieve the objectives of our strategic plan.					
4.	There is a clear process for resource allocation that supports effective strategy implementation in my organisation.					
5.	The allocation of technological resources in my organisation enhances the execution of our strategic initiatives.					
	Communication Processes					
1.	There is clear communication of the strategic goals and objectives throughout my organisation.					
2.	My organisation encourages open dialogue regarding strategy implementation among all levels of staff.					
3.	Feedback mechanisms are in place to assess the effectiveness of communication regarding strategic initiatives.					

	Aspects of Strategy Implementation	1	2	3	4	5
4.	Information about strategy implementation is effectively disseminated to all relevant stakeholders in my organisation					
5.	The communication processes within my organisation facilitate a better understanding of the strategy among employees.					
	Organizational Culture					
1.	To accomplish organisational goals, everyone is focused on implementing plans smoothly.					
2.	The strategic objectives are directed by precise rules, procedures and methods					
3.	Set targets are reviewed against the company's progress regularly					
4.	Employee collaboration is encouraged in my organisation.					
5.	Issues influencing the execution of strategies are openly discussed and resolved					

SECTION D: GOVERNMENT REGULATIONS

6. Please indicate by marking (√) to what extent do you agree with the various components of government regulations in your organisation using a scale of 1-5 where; **1=Strongly Disagree, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5**

No	Aspects of Government Regulations	1	2	3	4	5
	Law					
1	The legal framework established by government regulations is clear and easy to understand for my organisation.					
2	Government regulations positively influence the operational performance of my organisation.					
3	My organisation actively complies with all relevant government regulations and legal requirements.					
4	The government regulations affecting my organisation are regularly updated to reflect current industry practices.					
5	The legal responsibilities imposed by government regulations are effectively communicated to all employees in my organisation.					
	Professional Ethics					
1	Government regulations promote ethical behavior and integrity within					

No	Aspects of Government Regulations	1	2	3	4	5
	my organisation.					
2	My organisation has clear guidelines on professional ethics that align with government regulations.					
3	Employees in my organisation are regularly trained on ethical practices as mandated by government regulations.					
4	Compliance with government regulations regarding professional ethics enhances the overall performance of my organisation.					
5	The enforcement of professional ethics regulations by the government is effective in my industry.					
	Professional Standards					
1	Government regulations effectively establish professional standards that my organisation is required to follow.					
2	The professional standards set by government regulations positively impact the quality of services provided by my organisation.					
3	My organisation actively monitors compliance with professional standards as outlined by government regulations.					
4	The professional standards required by government regulations are regularly updated to reflect best practices in my industry.					
5	Adherence to professional standards mandated by government regulations enhances the reputation of my organisation.					

SECTION E: PERFORMANCE

7. To what extent do you agree with the various elements of performance in your organisation using a scale of 1-5 where**; 1=Strongly Disagree, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5**,

	Aspects of Performance	1	2	3	4	5

	Aspects of Performance	1	2	3	4	5
	Profitability					
1.	My organisation has consistently achieved its profitability targets over the past year.					
2.	The strategies implemented by my organisation have effectively contributed to an increase in profitability.					
3.	The commercial state corporation has consistently achieved its profit targets.					
4.	The commercial state corporation maintains a strong and sustainable financial position with high profitability.					
5.	The commercial state corporation effectively utilizes its resources to generate high levels of profitability.					
6.	The commercial state corporation has a strong track record of profitability and financial success.					
7.	The commercial state corporation has experienced significant growth in its profits in the past year.					
	Efficiency					
1.	The corporation effectively utilizes its resources to achieve its objectives.					
2.	The corporation minimizes waste and inefficiency in its operations.					
3.	The corporation has streamlined its processes to enhance operational efficiency.					
4.	The corporation achieves high levels of productivity with minimal resource utilisation.					
5.	The corporation effectively manages its time and resources to achieve its goals in a timely and cost-effective manner.					
	Customer Satisfaction					
1.	Customers are highly satisfied with the quality of products/services offered by the commercial state corporation.					
2.	Customers believe that the commercial state corporation consistently meets their needs and expectations.					
3.	Customers are loyal to the commercial state corporation and frequently choose its products/services over competitors.					
4.	Customers are willing to recommend the products/services of the commercial state corporation to others.					
5.	The corporation effectively manages customer relationships and fosters customer loyalty.					
	Learning And Growth					

	Aspects of Performance	1	2	3	4	5
1.	The corporation fosters a culture of continuous learning and development among its employees.					
2.	The corporation invests in employee training and development programs to enhance their skills and knowledge.					
3.	Employees in the corporation are encouraged to share their knowledge and expertise with others.					
4.	The corporation effectively utilizes feedback mechanisms to identify and address areas for improvement.					
5.	The corporation effectively adapts to changes in the external environment through continuous learning and innovation.					
6.	The corporation has a clear vision for the future and actively pursues opportunities for growth and development.					

THANK YOU

Appendix III: Commercial State Corporations of Kenya

No.	State Corporation	Sector
Purely Commercial State Corporations		
1.	Agro-Chemical and Food Company	Agriculture, Livestock, Fisheries& Cooperatives
2.	Kenya Meat Commission	Agriculture, Livestock, Fisheries& Cooperatives Agriculture, Livestock & Fisheries
3.	Muhoroni Sugar Company Ltd	Agriculture, Livestock, Fisheries& Cooperatives
4.	Nyayo Tea Zones Development Corporation	Agriculture, Livestock, Fisheries& Cooperatives
5.	South Nyanza Sugar Company Limited	Agriculture, Livestock, Fisheries& Cooperatives
6.	Chemelil Sugar Company Ltd.	Agriculture, Livestock, Fisheries& Cooperatives
7.	Nzoia Sugar Company Ltd.	Agriculture, Livestock, Fisheries& Cooperatives
8.	Simlaw Seeds Kenya	Agriculture, Livestock, Fisheries& Cooperatives
9.	Kenya National Trading Corporation (KNTC)	East Africa Affairs, Commerce & Tourism
10	Kenya Safari Lodges and Hotel Ltd. (Mombasa Beach Hotel, Ngulia Lodge, Voi Lodge)	East Africa Affairs, Commerce & Tourism
11.	Golf Hotel Kakamega	East Africa Affairs, Commerce & Tourism
12.	Kabarnet Hotel Limited	East Africa Affairs, Commerce & Tourism
13.	Mt. Elgon Lodge	East Africa Affairs, Commerce & Tourism
14.	Sunset Hotel Kisumu	East Africa Affairs, Commerce & Tourism
15.	Jomo Kenyatta Foundation	Education, Science & Technology
16.	Jomo Kenyatta University Enterprise Ltd.	Education, Science & Technology
17.	Kenya Literature Bureau (KLB)	Education, Science & Technology
18.	Rivatex (East Africa) Ltd.	Education, Science & Technology
19.	School Equipment Production Unit	Education, Science & Technology
20.	University of Nairobi Enterprise Ltd.	Education, Science & Technology
21.	University of Nairobi Press (UONP)	Education, Science & Technology
22	Development Bank of Kenya Ltd.	Industrialization, Trade & Enterprise Development
23.	Kenya Wine Agencies Ltd. (KWAL)	Industrialization, Trade & Enterprise Development
24.	KWA Holdings	Industrialization & Enterprise Development
25.	New Kenya Co-operative Creameries	Industrialization, Trade & Enterprise Development
26.	Yatta Vineyards Ltd	Industrialization, Trade & Enterprise Development
27.	National Housing Corporation	Transport, Infrastructure, Housing, Urban Development and Public Works

No.	State Corporation	Sector
28.	Research Development Unit Company Ltd.	Transport, Infrastructure, Housing, Urban Development and Public Works
29.	Consolidated Bank of Kenya	National Treasury
30.	Kenya National Assurance Co. (2001) Ltd.	National Treasury
31.	Kenya Reinsurance Corporation Ltd.	National Treasury
32.	Kenya National Shipping Line	Transport & Infrastructure
Commercial State Corporations (Strategic Functions)		
33.	Kenya Animal Genetics Resources Centre	Agriculture, Livestock, Fisheries& Cooperatives
34.	Kenya Seed Company (KSC)	Agriculture, Livestock, Fisheries& Cooperatives
35.	Kenya Veterinary Vaccine Production Institute	Agriculture, Livestock, Fisheries& Cooperatives
36	National Cereals & Produce Board (NCPB)	Agriculture, Livestock, Fisheries& Cooperatives
37.	Kenyatta International Convention Centre	East African Affairs, Commerce & Tourism
38.	Geothermal Development Company (GDC)	Energy
39.	Kenya Electricity Generating Company (KENGEN)	Energy
40.	Kenya Electricity Transmission Company (KETRACO)	Energy
41.	Kenya Pipeline Company	Petroleum& Mining
42.	Kenya Power and Lighting Company (KPLC)	Energy
43.	National Oil Corporation of Kenya	Energy
44.	National Water Conservation and Pipeline Corporation	Environment, Water & Natural Resources
45.	Numerical Machining Complex	Industrialization, Trade & Enterprise Development
46.	Kenya Broadcasting Corporation	Information, Communication & Technology
47.	Postal Corporation of Kenya	Information, Communication & Technology
49.	Kenya Post Office Savings Bank	National Treasury
50.	Kenya Airports Authority (KAA)	Transport, Infrastructure, Housing, Urban Development and Public Works
51.	Kenya Ports Authority (KPA)	Transport, Infrastructure, Housing, Urban Development and Public Works
52.	Kenya Railways Corporation (KRC)	Transport, Infrastructure, Housing, Urban Development and Public Works

Source: State Corporations Advisory Committee (SCAC) (2021)

Appendix IV: Factor loadings

Integrative Leadership Style	
Statement	**Component**
ILS_TRANS1Motivates the staff by giving them a sense of purpose	0.797
ILS_TRANS2Emphasize the importance of meeting the deadline	0.76
ILS_TRANS3Encourage staff to be keen while discharging their duties	0.76
ILS_TRANS4Reward staff for achievements made	0.793
ILS_TRANS5Encourages knowledge sharing among employees	0.753
ILS_TRANS6Display authority when dealing with staff	0.779
ILS_TRANS7Give a sense of purpose by encouraging staff to take more risks.	0.797
ILS_TRANSF1Exude confidence among subordinates that goals will be achieved	0.751
ILS_TRANSF2Encourages staff to have the highest morals and integrity	0.708
ILS_TRANSF3Help staff with their self-development	0.799
ILS_TRANSF4Involved in the implementation of the organisational structure	0.746
ILS_TRANSF5Motivate staff to perform their tasks	0.717
ILS_TRANSF6Inspire staff to support the existing processes	0.791
ILS_TRANSF7Encourage staff to be innovative in their thinking	0.733
ILS_LF1Takes too long to answer pressing inquiries.	0.716
ILS_LF2Draws attention to anomalies, errors, exceptions, and departures from the norm.	0.711
ILS_LF3Attempts to involve one or more workers in deciding what has to be done and how	0.72
ILS_LF4Stays out of the way when significant problems come up.	0.728
ILS_LF5Give staff freedom to make their own decision when executing tasks	0.731
ILS_LF6Does not care about the decisions made by other subordinates	0.782
Strategy Implementation	**Component**
STI_LS1My leader ensures that workers have the necessary abilities to do their jobs.	.835
STI_LS2My leader is guided by organisational strategies	.839

STI_LS3Employees' inputs are incorporated during strategy implementation	.844
STI_LS4The employees' work performance is rewarded when they achieve set tasks.	.844
STI_LS5To achieve our set strategy objectives, our organisation's leadership demonstrates a commitment to strategy implementation	.854
STI_RA1The allocation of resources in my organisation is aligned with our strategic priorities.	.849
STI_RA2My organisation effectively allocates financial resources to support strategic initiatives.	.811
STI_RA3Human resources are allocated efficiently to achieve the objectives of our strategic plan.	.798
STI_RA4There is a clear process for resource allocation that supports effective strategy implementation in my organisation.	.819
STI_RA5The allocation of technological resources in my organisation enhances the execution of our strategic initiatives.	.809
STI_CP1There is clear communication of the strategic goals and objectives throughout my organisation.	.837
STI_CP2My organisation encourages open dialogue regarding strategy implementation among all levels of staff	.797
STI_CP3Feedback mechanisms are in place to assess the effectiveness of communication regarding strategic initiatives.	.821
STI_CP4Information about strategy implementation is effectively disseminated to all relevant stakeholders in my organisation	.826
STI_CP5The communication processes within my organisation facilitate a better understanding of the strategy among employees.	.853
STI_OC1To accomplish organisational goals, everyone is focused on implementing plans smoothly.	.820
Government Regulation	**Component**
GR_L1The legal framework established by government regulations is clear and easy to understand for my organisation.	.818

GR_L2Government regulations positively influence the operational performance of my organisation.	.813
GR_L3My organisation actively complies with all relevant government regulations and legal requirements.	.844
GR_L4The government regulations affecting my organisation are regularly updated to reflect current industry practices.	.853
GR_L5The legal responsibilities imposed by government regulations are effectively communicated to all employees in my organisation.	.849
GR_PE1Government regulations promote ethical behavior and integrity within my organisation.	.825
GR_PE2My organisation has clear guidelines on professional ethics that align with government regulations.	.784
GR_PE3Employees in my organisation are regularly trained on ethical practices as mandated by government regulations.	.765
GR_PE4Compliance with government regulations regarding professional ethics enhances the overall performance of my organisation.	.775
GR_PE5The enforcement of professional ethics regulations by the government is effective in my industry.	.799
GR_PS1Government regulations effectively establish professional standards that my organisation is required to follow.	.785
GR_PS2The professional standards set by government regulations positively impact the quality of services provided by my organisation.	.799
Component Matrix[a]	
Organisational Performance	**Component**
PER_PR1My organisation has consistently achieved its profitability targets over the past year.	.728
PER_PR2The strategies implemented by my organisation have effectively contributed to an increase in profitability.	.744
PER_PR3The commercial state corporation has consistently achieved its profit targets.	.752
PER_PR4The commercial state corporation maintains a strong and sustainable financial	.789

position with high profitability	
PER_PR5The commercial state corporation effectively utilizes its resources to generate high levels of profitability.	.732
PER_PR6The commercial state corporation has a strong track record of profitability and financial success.	.733
PER_PR7The commercial state corporation has experienced significant growth in its profits in the past year.	.778
PER_EF1The corporation effectively utilizes its resources to achieve its objectives.	.737
PER_EF2The corporation minimizes waste and inefficiency in its operations.	.765
PER_EF3The corporation has streamlined its processes to enhance operational efficiency.	.763
PER_EF4The corporation achieves high levels of productivity with minimal resource utilisation.	.804
PER_EF5The corporation effectively manages its time and resources to achieve its goals in a timely and cost-effective manner.	.754
PER_CS1Customers are highly satisfied with the quality of products/services offered by the commercial state corporation.	.796
PER_CS2Customers believe that the commercial state corporation consistently meets their needs and expectations.	.714
PER_CS3Customers are loyal to the commercial state corporation and frequently choose its products/services over competitors.	.708
PER_CS4Customers are willing to recommend the products/services of the commercial state corporation to others.	.780
PER_CS5The corporation effectively manages customer relationships and fosters customer loyalty.	.778
PER_LG2The corporation invests in employee training and development programs to enhance their skills and knowledge.	.774
PER_LG3Employees in the corporation are encouraged to share their knowledge and expertise with others.	.730
PER_LG4The corporation effectively utilizes feedback mechanisms to identify and	.789

address areas for improvement.	
PER_LG5The corporation effectively adapts to changes in the external environment through continuous learning and innovation.	.796
PER_LG6The corporation has a clear vision for the future and actively pursues opportunities for growth and development.	.761
Extraction Method: Principal Component Analysis.	

Appendix V: Moderated mediation Analysis Output

Run MATRIX procedure:

*************** PROCESS Procedure for SPSS Version 3.3 ******************

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2018). www.guilford.com/p/hayes3

****
Model : 7
Y : OrgPerf
X : IntLdshp
M : StrgyImpl
W : GovtReg

Sample
Size: 232

****
OUTCOME VARIABLE:
StrgyImpl

Model Summary

R	R-sq	MSE	F	df1	df2	p
.9545	.9111	2.1450	779.1795	3.0000	228.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.8331	2.7157	.3068	.7593	-4.5180	6.1841
IntLdshp	-2.0229	.7704	-2.6259	.0092	-3.5408	-.5050
GovtReg	1.7767	.7375	2.4091	.0168	.3235	3.2298
Int_1	.9991	.1947	5.1322	.0000	.6155	1.3827

Product terms key:
Int_1 : IntLdshp x GovtReg

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.0103	26.3393	1.0000	228.0000	.0000

Focal predict: IntLdshp (X)
Mod var: GovtReg (W)

Conditional effects of the focal predictor at values of the moderator(s):

GovtReg	Effect	se	t	p	LLCI	ULCI
3.2655	1.2396	.2456	5.0478	.0000	.7557	1.7235
3.9734	1.9469	.2266	8.5932	.0000	1.5005	2.3933
4.6813	2.6542	.2834	9.3643	.0000	2.0957	3.2127

Data for visualizing the conditional effect of the focal predictor:
Paste text below into a SPSS syntax window and execute to produce plot.

```
DATA LIST FREE/
  IntLdshp     GovtReg   StrgyImpl   .
BEGIN DATA.
     3.3839     3.2655    10.8295
     3.9784     3.2655    11.5665
     4.5730     3.2655    12.3036
     3.3839     3.9734    14.4805
     3.9784     3.9734    15.6381
     4.5730     3.9734    16.7958
     3.3839     4.6813    18.1316
     3.9784     4.6813    19.7098
     4.5730     4.6813    21.2879
END DATA.
GRAPH/SCATTERPLOT=
 IntLdshp   WITH     StrgyImpl BY      GovtReg .
```

****
OUTCOME VARIABLE:
OrgPerf

Model Summary

R	R-sq	MSE	F	df1	df2	p
.7809	.6099	.1528	178.9836	2.0000	229.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	1.2706	.1880	6.7567	.0000	.9000	1.6411
IntLdshp	.4268	.0663	6.4371	.0000	.2962	.5575
StrgyImpl	.0544	.0081	6.7299	.0000	.0384	.0703

****************** DIRECT AND INDIRECT EFFECTS OF X ON Y *****************

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.4268	.0663	6.4371	.0000	.2962	.5575

Conditional indirect effects of X on Y:

INDIRECT EFFECT:
IntLdshp -> StrgyImpl -> OrgPerf

GovtReg	Effect	BootSE	BootLLCI	BootULCI
3.2655	.0674	.0142	.0395	.0950
3.9734	.1058	.0192	.0697	.1435
4.6813	.1443	.0268	.0940	.1988

Index of moderated mediation:

	Index	BootSE	BootLLCI	BootULCI
GovtReg	.0543	.0135	.0303	.0835

Pairwise contrasts between conditional indirect effects (Effect1 minus Effect2)

Effect1	Effect2	Contrast	BootSE	BootLLCI	BootULCI
.1058	.0674	.0384	.0095	.0215	.0591
.1443	.0674	.0769	.0191	.0429	.1182
.1443	.1058	.0384	.0095	.0215	.0591

********************** ANALYSIS NOTES AND ERRORS ************************

Level of confidence for all confidence intervals in output:
95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
5000

W values in conditional tables are the mean and +/- SD from the mean.

NOTE: Variables names longer than eight characters can produce incorrect output.
Shorter variable names are recommended.

------ END MATRIX -----

Appendix VI: NACOSTI License

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 483155

Date of Issue: 29/January/2025

RESEARCH LICENSE

This is to Certify that Mr.. DANSON BUYA MUNGATANA of The Management University of Africa, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: INTEGRATIVE LEADERSHIP STYLE, STRATEGY IMPLEMENTATION, GOVERNMENT REGULATIONS AND ORGANISATIONAL PERFORMANCE OF COMMERCIAL STATE CORPORATIONS IN KENYA for the period ending : 29/January/2026.

License No: NACOSTI/P/25/415667

483155

Applicant Identification Number

Director General

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions

Appendix VII: University Letter

The Management University of Africa

MUA

Sponsored by The Kenya Institute of Management

Date: 27th January 2025

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

REF: MUNGATANA DANSON BUYA– PHD CANDIDATE

This is to confirm that **MUNGATANA DANSON BUYA** – admission number: **DML/9/000087/3/18** is a student of the Management University of Africa (MUA) currently pursuing a Doctor of Philosophy (PhD) degree in Management and Leadership. As part of the requirement for the degree programme, the candidate is expected to carry out a study and write a thesis on a topic of choice. The topic is **"INTEGRATIVE LEADERSHIP STYLE, STRATEGY IMPLEMENTATION, GOVERNMENT REGULATIONS AND ORGANISATIONAL PERFORMANCE OF COMMERCIAL STATE CORPORATIONS IN KENYA."** on which he has developed and successfully defended a proposal which has been approved by the University. He is now expected to collect data before finally writing his thesis.

The University wishes to request for assistance and cooperation from all the concerned parties the student will be engaging with in the course of his study.

Yours faithfully,
Management University of Africa

MANAGEMENT UNIVERSITY OF AFRICA
27 JAN 2025
P.O. Box 29677-00100, NAIROBI

Dr. John Cheluget, PhD
Deputy Vice-Chancellor

Disclaimer: *Data collection and thesis writing is the sole responsibility of the student and MUA takes no responsibility on the student's activities and shall not be held liable for his/her actions*

The Management University of Africa | Popo Road, Off Mombasa Road, Bellevue, South C. | P.O. Box 29677-00100, Nairobi, Kenya | Tel: (020) 2361160, 2361161, 3569117 | Cell: 0722224193, 0706035244, 0706035299 | Email: vc@mua.ac.ke | www.mua.ac.ke