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IMPACT OF LEADERSHIP PRACTICES ON THE PERFORMANCE OF PHARMACEUTICAL DISTRIBUTORS IN KENYA: A CROSS-SECTIONAL SURVEY

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ABSTRACT

Performance of a typical organization is dependent on a variety of factors, among them, leadership practices. Competition is an inevitable occurrence in any industry; therefore firms must conform to the dynamics in the business landscapes so as to remain competitive and relevant. This research, a cross-sectional survey, sought to establish the impact of leadership practices and service innovation on the performance of organizations. The target population for the study was pharmaceutical distributors in Kenya that are registered by the Pharmacy and Poisons Board (PPB), a government body that regulates the practice of pharmacy in Kenya. The sample size for the study was 190 pharmaceutical distributors. This research categorized the distributors according to the number of products they distribute as small (19 or less products), medium (between 20 and 49 products) and large (50 or more products). The respondents in the study were two strategic individuals that included, either a chief executive officer, a general manager, a managing director or head of department. The method of sampling was stratified random sampling. Data was collected using a closed-ended questionnaire. All COVID – 19 containment protocols as stipulated by the Ministry of Health (MOH) -Kenya and WHO (World Health Organization) were strictly observed during piloting and actual data collection. The data was analyzed using SPSS version 24 software and inferential statistics were computed. The outcomes of data analysis were presented in a manner that depicted the direction and magnitude of associations between variables in the study. The study established a positive and a significant relationship between leadership practices and performance of pharmaceutical distributors in Kenya. The recommendations from the research findings will be used to inform pharmacy distributorship management, policy in

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pharmaceutical distribution through the Ministry of Health- Kenya and lastly theory in research and knowledge building.

Key Words:

Leadership Practices, Performance, Pharmaceutical Distributors.

1.0 INTRODUCTION

A typical pharmaceutical industry according to Singh et al. (2016) can be explained as a combination of organizations, operations and processes involved in the design, development, and manufacture and use of essential pharmaceutical products. In the same perspective, Xie and Breen (2012) posited that a pharmaceutical supply chain is a health supply chain in which medicines are manufactured, transported, stored and used by patients. Therefore, a pharmaceutical supply chain is a complex chain because it involves the participation of multiple stakeholders that include pharmaceutical manufacturers, pharmaceutical wholesalers, pharmaceutical distributors, customers, information service providers and regulatory agencies. Because of these complexities, the pharmaceutical sector is not widely studied, especially in developing countries. Therefore, it is evident that because of lack of enough research, pharmaceutical industries, particularly in developing countries, are unable to offer significant contributions as far as global markets are concerned (Bhakoo & Chan, 2011).

Globally, pharmaceutical industry is growing exponentially in the areas of innovation, new products and technologies, production and client service in response to increasing patient needs. Settanni et al. (2017) opined that throughout the last ten years, measures at policy levels with the goal of reducing spending on healthcare at the global level have essentially targeted the pharmaceutical industry with a view to enhancing access to essential medicines, a key building block in universal healthcare systems. In the perspective of Tannoury and Attieh (2017), a modern pharmaceutical industry is one that is strategically involved in the processes of discovering and developing, manufacturing and distribution of medicines and other medical supplies by public and private firms. A typical pharmaceutical system or supply chain is characterized by the flow of health commodities from pharmaceutical manufacturers to pharmaceutical distributors, then to pharmaceutical retailers and finally to patients. According to Dabora et al. (2017), pharmaceutical distributors play an intermediary role in the supply chain between pharmaceutical manufacturers and pharmaceutical retailers.

Amayreh (2020) in his study on the role of strategic leadership in enhancing ethical practices in pharmaceutical firms, concluded that there exists a positive influence of strategic leadership practices on ethical behavior among individuals and employees in pharmaceutical companies

in Jordan. The study findings also showed that leadership performance guaranteed the strongest influence on ethical practices attributable to strategic leadership. When effectively practiced, strategic leadership is an influential factor in the application of ethical practices and decision making in pharmaceutical firms. Aydogdu and Asikgil (2011) in their study on the influence of transformational leadership behavior in the culture of pharmaceutical firms, intoned that transformational leadership practices have a positive and significant correlation between the ingredients of organizational culture and its performance in the marketplace.

To achieve universal health coverage in African countries, Dong and Mirza (2015) opined that there is a need for efficacious, safe and affordable medical products and technologies, but there is an obvious drawback due to insufficient capabilities and capacities to locally manufacture essential products, a scenario that ensures that African countries largely rely on imported medicines. Additionally, it is estimated that approximately 80% of all medicines used in African countries are imports from India and China. Dong and Mirza (2015) further observed that the continent of Africa harbours approximately 70% of the of the people living with HIV and AIDS and approximately 90% of global deaths as a result of malaria, tuberculosis and non-communicable and chronic ailments such as high blood pressure, diabetes and cancer, among other diseases. In the perspective of Mujinja et al. (2014), in Kenya, as well as other countries in East African and the larger Sub-Sahara, there is a deliberate push by international and African policy players, donors, researchers, manufacturers and suppliers to improve local pharmaceutical manufacturing and distribution.

Leadership Practices

Through the lenses of Hao and Yazdanifard (2015), leadership is one of the principle factors in realizing changes to the operations of an organization. If there is no effective leadership in the organization then the firm will not be able to change in the desired direction and could experience negative change and performance instead. Ganta and Manukonda (2014) intoned that leadership is a form of power in which one individual possesses the ability to influence or change the beliefs, values, behavior, and attitudes of other persons in a social system. According to Madanchian et al. (2017), effective leadership is a key determinant of the failure or success of an organization and noted that other researchers have argued that leadership alone cannot be used as a determinant of success of failure of an organization. According to Kouzes and Posner (2007) there are five attributes of exemplary leadership that include enabling others to act, challenging the process, inspiring a shared vision, encouraging the heart, and modelling the way.

Yukl (2013) identified leadership as an influence exerted on followers as a way of guiding, restructuring and encouraging in a firm or particular group of persons. According to Latham (2014), the concept of leadership has remained a topic of focus for organizational leaders, professionals in a variety of fields, researchers in various sectors and consultants in many areas. However, there are a number of cases of leadership failures that vary from ethical malfunctions to employees that do not like their bosses as well as their jobs (Latham, 2014). In the perspective of Al Khajeh (2018), leadership is one of the critical determinants that defines the success and failure of any firm in business. Leadership practices are the manner in which individuals in an organization are motivated and directed by their leader to realize the goals and objectives of an organization. According to Xu and Wang (2008), the purpose of leadership in a firm is critical in terms of establishing a vision and mission, determination and establishment of objectives, as well as crafting strategies, policies, and modalities to realize the firm's objectives efficiently and effectively along with coordinating and directing the efforts and the activities of the firm.

Mitonga-Monga and Coetzee (2012) viewed leadership practices as a conglomeration of a variety of traits, characteristics and behaviors that are applied by leaders in their interaction with their followers. In the perspective of Baker (2014), "leadership is doing the right thing. While management is doing things right" (p. 356). It is important to realize that it is useful to consider four pertinent core components of the leadership and/or management continuum that include vision, strategic intent, key operations processes, and key strategic tactics, and that leaders must be skilled at the process of creating a common shared vision and to do so in such a way that other followers can visualize and adopt it. In summary, a vision is something that you can envision and see and is essentially futuristic. It is imperative to note that an effective leader impacts subordinates in desired ways to realize set individual and group goals. Different leadership styles impact firm's performance. Transformational leadership is a stronger predictor of both individual job satisfaction and overall group performance. In the research it was concluded that firm's performance is impacted by an innovative and competitive firm's industry and culture.

According to Batista-Teran et al. (2009), leadership is critical for effective functioning of any firm. The critical fundamental of leadership is its power to persuade on human capital, firm's source of competitive advantage in the industry and the envisaged results. In influencing subordinates and harnessing firm members to their goals, leaders must motivate followers for the organization to realize its collective goals. The expected critical tenets of leadership is its enabling power on human capital, firm's source of competitive advantage in its industry and

the envisaged results. In swaying subordinates and harnessing followers to their roles, leaders should enhance motivation of subordinates as having engaged them is critical for the firm to achieve its objectives. According to Carazo-Saul et al. (2015), in the many studies examining the correlation of employee engagement especially in the Western as well as some Asian contexts, the most discussed antecedents involved work and personal resources, other necessary perceived supports, learning firms and transformational leadership style. The personal level results identified were individual and group accomplishments, turnover intention, firm citizenship behavior, health, ingenuity, innovativeness and knowledge/skills creation behaviour. Despite the significant empirical researches on associates of work engagement, few studies have been found that explored the critical potential link between leadership practices and follower engagement in the wider literature of human capital.

Performance

Organization performance is a significant indicator for firms in the attainment of their envisaged goals or objectives in both developed and developing economies in small, medium or large enterprises. In the perspective of Richard et al. (2009), firm performance is a factor that shows how well an organization achieves its set goals. Previous researchers paid minimal attention than what factors included in a firm's performance that measures overall organizational performance well, for example, financial or non-financial performance or both (Richards et al., 2009). According to Lusthaus and Adren (1998), firms' overall focus goes to enhance their performance by enhancing their profits or bottom lines. Dess and Robinson (1984) opined that in as much as performance of a firm is an important construct for most of the prior researches, it is unfortunate that this construct does not define properly the studies in which it the center of focus, reason being that some of the firms assesses this construct differently to realize their business objects. Richard et al. (2009) stressed that it is imperative to realize that organizational performance encompasses the critical areas such as financial performance, market performance, and stakeholder return. In the perspectives of Ataullah et al. (2014), Iqbal et al. (2010) and Shah et al. (2012), the textile industry in Pakistan faces both financial and non-financial performance issues. Hence it is imperative to focus on both financial performance and non-financial performance metrics of a typical organization.

According to Rehman et al. (2019), it is imperative to appreciate that organizations operate in competitive business environments, and if they want to sustain themselves in the current marketplaces, they need to successfully solve challenges that reduce their performance. As an example, firms grapple with challenges that include inadequate planning, issues to do the

culture, financial issues, compensation and rewards issues, issues to do with administration, strategic issues, uncertainty in the business environment, issues touching on effective leadership practices, issues related to firm capabilities, and issues regarding information technology and related controls. In the perspective of Cania (2014), organizational performance is a critical indicator of the firm's success or failure. For example, those firms that succeed in the market by registering high performance, have high chances of sustainability than those that fail. Zehir et al. (2016) intoned that organizational performance may be measured in terms of both quantitative as well as qualitative methods and that successful performance achieved by the efforts of individual employee as well as sections or departments. Abu-Jarad et al. (2010) posited that performance of a typical organization is determined by how well it achieves its set objectives. Positive performance assures sustainability of a firm, and this applies to both for-profit and not-for-profit firms. According to Turi et al. (2014) indicators of organizational performance can be grouped into a number of categories as quantitative indicators (can be presented as a number), qualitative indicators (cannot be presented as a number), input indicators (determine the amount of specific resources used in the process of generating specified and envisaged outcomes), and the process indicators (represent the efficiency or the productivity of a particular process) and lastly, financial indicators (of financial performance).

Statement of the Problem

This research is necessitated by presence of very limited study data on performance of pharmaceutical distributors in Kenya, especially researches focusing on the impact and relationships of leadership practices and performance of pharmaceutical distributors in Kenya. Few researches conducted in this area, for example by Kariuki et al. (2015), are more biased towards financial determinants of performance of organizations. In their study to establish challenges impacting local distributors of pharmaceutical products, they pinpointed factors that included inefficiencies in procurement, unaffordability of products, product stock-outs, poor management of inventory and lastly, insufficient resources. In order to further their study, enrich the body of knowledge and inform policies in the pharmaceutical industry both locally and globally, this study is set to demonstrate that other than financial determinants, non-financial indicators that make up leadership practice, have an influence on the performance of pharmaceutical distributors in Kenya. Several studies have been carried out to demonstrate the contribution of pharmaceutical distributors in the delivery of healthcare services, but these were realized in different social contexts such as Europe, America, and Asia. Examples of such studies are by Pisani and Lee (2016), Berk et al. (2013) and Fein (2017). Very few researches

have been carried in Africa, East Africa and Kenya that focus on the variables in this research on performance of pharmaceutical distributors. Additionally, related studies such as by Chinyamirindi and Chionesa (2018) and Koske et al. (2015) have paid more attention to other industries that are not related to the pharmaceutical industry.

Additionally, Jahela and Machuki (2018) opined that to date, very few studies have analysed the direct relationship between the variables in this research. In spite of the need to explicitly relate the role of leadership practices on organizational performance, to date as illustrated by some researchers such as Kariuki et al. (2015) and Fein (2017), there have been very few, if any, studies in Kenya focusing specifically on these variables. Failures and inefficiencies in the performance of pharmaceutical distributors will less likely be detected if researches investigating the correlation between the study variables in this context are very few or do not exist at all. Additionally, available studies such as by Simonetti et al. (2016) and Dong and Mirza (2015) have paid more attention to pharmaceutical manufacturing, thus leaving a gap regarding the topic of pharmaceutical distribution. Based on these findings therefore, this study sought to address the problem of the performance of pharmaceutical distributors from the concept of the variables in this study as observed by researchers (Koske et al., 2015; Jahela & Machuki, 2018; Maziti, et al., 2018;), though in different contexts. Based on the foregoing, this research sought to critically examine and establish whether leadership practices can be authoritatively applied in explaining performance of pharmaceutical distributors in Kenya.

Objective of the Study

To determine the relationship between leadership practices and performance of pharmaceutical distributors in Kenya.

2.0 LITERATURE REVIEW

This section deals with theoretical and empirical literature reviews underpinning this research.

Theoretical Literature Review

This section identifies theories underpinning this research.

Transformational Leadership Theory

Transformational leadership theory underpins leadership practices and as conceptualized by Bass (1985) it incorporates the critical dimensions of idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration. Idealised influence occurs when a leader exemplifies characteristics of a role model and articulates expectations

of high performance. Inspirational motivation is demonstrated when a leader communicates a clear vision of the future providing meaning to subordinates. Intellectual stimulation is exemplified when a leader motivates and challenges subordinates to think for themselves and to be innovative. Individualised consideration is transmitted when a leader pays close attention to subordinates' individual needs, strengths, and aspirations. Studies demonstrate a positive relationship of transformational leadership with individual and firm outcomes such follower satisfaction, commitment, motivation, effort and firm performance. In the perspective Lai et al. (2020), a transformational leader uses multiple behaviors to provoke subordinates' firm beneficial behaviors, such as, better role performance and helping behaviors, through ignition of subordinates' task engagement.

According to Yukl (2013), there are significant relations between leadership practices and organizational outcomes. Literature has shown that transformational leadership behaviors stimulate organizational commitment, performance and job satisfaction among followers. In this perspective therefore, leadership can be deemed to be a strong social influence process that involves determining the individual, group objectives, encouraging behavior in pursuit of these goals and impacting group maintenance and culture (Yukl, 2013). It is imperative to point out that leadership is a group phenomenon and that there are no leaders without followers, which then implies that leadership emerged from the advent of social life. Transformational leadership is achieved when a leader and subordinates motivate each other for greater achievement and by extent, morality. According to Northouse (2016), a transformational leader motivates followers to do more than what is recorded in their employment contracts and they focus on the followers' higher level of needs. Northouse (2016) further posited that a transformational leader acts as a mentor and advisor and pay attention to individual development, learning, and fulfilling the needs of subordinates.

Criticism of this theory is by Northouse (2016) who stated that it is undemocratic, elitist, and consequently challenged the measuring tool, referred to as the multifactor leadership questionnaire (MLQ). Avolio and Gardner (2005) also criticized this theory by observing that it does not explicitly address the place of a positive psychological resource and the relational transparency of a leader, and that additionally, most of its concepts overlap with the theory of authentic leadership. Additionally, Yukl (2013) emerged as a critique of the transformational leadership theory by pointing out that the cited means of the impact of a leaders at work as highlighted in the theory was not clear and that little empirical evidence existed examining the influence of transformational leadership on work of individuals, groups, teams or organizations. However, the transformational leadership theory is relevant and important to

this research because many studies have shown that transformational leadership practices refer to particular behaviours by leaders that affect overall organizational performance and other relevant and recognizable organizational performance outcomes.

Contingency Leadership Theories

These theories underpin the ability of leaders to continually establish the ability of the organization to identify the changes in the external environment of the organization and what needs to be accomplished to remain relevant and competitive in the industry and the marketplace. The theories are premised on the fact that the effectiveness of a leader is contingent upon the leadership style adopted by the leader and how it matches the situation. It is imperative for a leader to identify the leadership style and the situation that best suits the leader. Fiedler (1967) in the first comprehensive contingency model of leadership, opined that there does not exist the best leadership style and that a leader is effective when the style is congruent with the prevailing situation. One other very important contingency leadership theory is the situational leadership theory by Hersey and Blanchard (1988). Hersey and Blanchard's situational leadership theory presupposes that successful leadership is dependent on selecting the correct leadership style contingent on the readiness of the followers and their willingness to accomplish specific assigned tasks and responsibilities. The situational theory builds on the logic that the leader can build and motivate followers and employed leadership style is hinged on the maturity levels of followers.

House (1971) through path goal theory, advanced that leaders should provide followers with the support, information and any other relevant resource necessary to achieve their goals and that leaders should select specific behaviors that are best suited to the followers' needs and their working environment so that they are best guided through their respective paths and attain both individual and the group goals. Through directive, achievement-oriented, supportive and participative leadership styles, the role of a leader is to assist followers in achieving set goals and to provide the necessary direction and support needed to ensure that their individual goals compatible with the overall organizational goals. Graen and Uhl-Bien (1995) through the leader-member exchange (LMX) theory recognized that leaders maintained their position in the organization and that leadership consists of several two-way or dyadic relationships that connect the leader to the followers. With the two sides of employees consisting of the in-group and the out-group, the LMX theory presupposes that a leader should develop relationships with other members that can contribute to growth or curtail it. A Leader automatically develops a relationship with each of their followers, and that the quality of this relationship strongly

impacts the ability to make decisions, ability to take responsibility, access to relevant resources and performance of followers.

Goal Setting Theory

This theory underpins organizational performance. The theory emanated from the early works on level of aspiration conceptualized by Kurt Lewin and has subsequently been primarily enhanced by Latham and Locke (2007), the duo that started the goal setting studies that were very prominent in the 1960's. This theory puts into perspective an individual's performance by examining the goals that are set. In the perspective of van der Hoek, et al. (2018), goals can be defined as the object of an action. According to Asmus et al. (2015), even without financial incentives goal setting improves employee performance compared to the situation where no goals were set or defined. This holds true for individuals and groups who need to maximize either quantity or quality outputs, as well as for the groups that are obliged to be as efficient as possible in performing assigned duties and tasks in organizations. In the perspective of Latham and Locke (2007), findings of numerous studies infer that the process of setting well-defined goals strongly impacts human behavior as well as leading to changes in performance and this holds true for varying tasks, different individuals and groups.

According to van der Hoek et al. (2018), both the clarity of the goal and self-management positively impact the performance of a team and that focus on output, and consequently on goals, has become common in firms since the 1980's with the rise of performance management protocols. Rainey and Jung (2015) intoned that focusing on outcomes, rather than on inputs or processes, requires determining what good outputs are through setting clear goals. As espoused by van der Hoek et al (2018), goals specify the required performance that should be realized, whereas performance refers to what is actually realized. The theory is not only used at the individual level, but also at the group level. Locke and Latham (2013) emphasized that in goal setting theory, a follower performs better if the goal that guides work is clear, specific, and challenging rather than vague, ambiguous, and unchallenging. The theory proposes that a goal activates motivational mechanisms that stimulate desired performance. The four principle stimulating mechanisms identified by Locke and Latham (2013) include effort, direction, strategy and perseverance.

This theory has received several criticisms including that by Gergen and Vanourek (2009) that in a case where two separate and independent goals are set simultaneously, paying too much attention on one is likely to make it harder to realize the other. Another criticism to this theory is by Pennsylvania State University –World Campus (2015) and has to do with goals and risks,

whereby a possible critical limitation that can occur, referred to as tunnel vision, a scenario that applies when employees focus so intently on their own individual goals to the extent that they ignore other pertinent aspects of their jobs, those of groups as well as the organization. Additionally, in the perspective of PSU-WC (2015) another key limitation of the goal setting theory is that it does not take into account the actions towards realization of goals that originate from the subconscious because the focus of the theory is more on cognitive aspects of individuals. Another important criticism of this theory is that if the set goals are vague, improperly crafted or are too easy to achieve, then this forms a basis for employee demotivation. Additionally, if goal setting is not properly implemented, it may result in internal competition among employees that can make them lose focus on the bigger picture. It is imperative to note that in a scenarios of increased employee competition, the interest as well as the objectives of the organization are ignored as workers shift attention to individual goals. However, this theory is important in this research because organizational performance as highlighted above, depends on the congruence of individual and group goals.

Empirical Literature Review

This section espouses the relationship between leadership practices and performance.

Leadership Practices and Performance

Ibrahim and David (2019) in their study on impact of leadership practices on the performance of an organization, inferred that the leadership style adopted has a direct effect on the performance of employees and the organization in general and that since the style of leadership is one of the most critical determinants in the attainment of organizational goals, it is imperative for every organization to ensure that there is right leadership at the helm so as to realize set objectives. Ojokuku et al. (2012) in their study on the impact of leadership style on the performance of an organization, concluded that there was positive and negative correlation between the dimensions of leadership style or practice and the performance of an organization. The study also established that attributes of leadership style adopted jointly predicted organizational performance and this accounted for about 23% variance in performance. Their study therefore concluded that appropriate leadership practices should be adopted by organizations in management so as to survive in the competitive global business environment. In another research by Alhadid (2016) investigating the relationship between leadership practices and organizational performance, deduced that leadership practices adopted by an organization had a positive effect on its performance. A different perspective by Jing and Avery

(2016) while studying the missing links in understanding the leadership-performance relationship, opined that in spite of enhanced research into this relationship, glaring gaps still remain in the understanding of this relationship.

Al Khajeh (2018) in his study on impact of leadership styles on organizational performance inferred that charismatic, bureaucratic and transactional leadership styles and their dimensions had negative relationship with performance of organizations, while autocratic, transformational, and democratic leadership styles, on the other hand, had a positive impact on organizational performance. It has been recommended, according to Al Khajeh (2018), that firms use effective leadership practices and styles that enhance capabilities and abilities of individuals, groups, and the overall organization for sustainability. Sayyadi (2019) in a study on how effective leadership of knowledge management impacts organizational performance, concluded that effective leadership directly influences knowledge management, fosters effective strategy implementation and use of information technology that positively contribute to organizational performance. Another study by Yanney (2014) focusing on the impact business strategy and leadership style on performance organizations in the manufacturing sector of Ghana, inferred that leadership style and business strategy statistically and significantly influenced organizational performance but strategy had more influence and recommended that organizations should take advantage of transformational leadership style to enhance organizational performance, growth and sustainability.

Knies et al. (2016) in their study on impact of leadership practices and organizational performance, posited that leader effectiveness, leader job performance, and group or organizational performance are premised on effective leadership practices. Additionally, transformational and transactional (hinged on contingent reward) leadership produced a positive relationship with individual, group or organizational performance. A research study by Hurduzeu (2015) opined that there is a significant positive relationship between leadership practices and organizational performance, however the nature of the established relationship, however, the nature of this relationship has not been established yet as well as why leadership practices affect organizational performance. Asamoah (2017) in his study on the influence of effective leadership practices on organizational performance, growth, and sustainability of state-owned banks in Ghana, concluded that effective leadership practices had a significant positive impact on the performance of state-owned banks in Ghana.

Study Hypotheses and the Conceptual Framework

H₀₁: There is no significant effect of leadership practices on performance of pharmaceutical distributors in Kenya.

The conceptual model in **Figure 1** depicts the variables in this study with their respective indicators. The independent variable is leadership practices while organizational performance is the dependent variable.

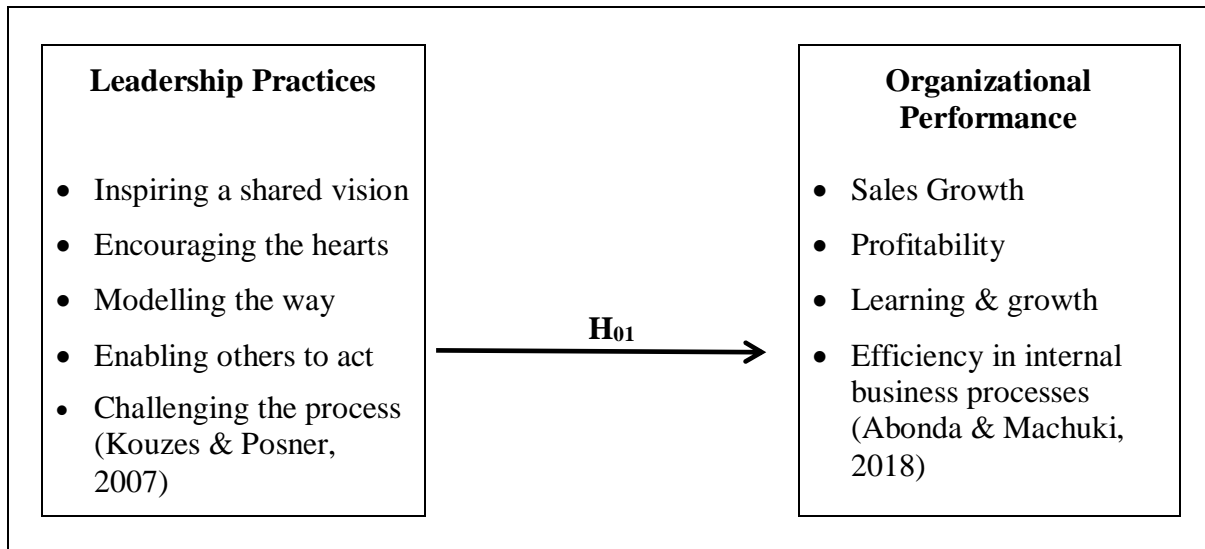


Figure 1: The Conceptual Model

3.0 METHODOLOGY

This section delves deeper into the research philosophy, research design, data collection instruments and the target population.

Research Philosophy, Research Design and Target Population

The philosophy adopted in this research is positivism because the study has used specific theories in the process of developing hypotheses that were then tested and confirmed by the findings of the research. In addition, positivism was considered and adopted since the researcher was independent from the research elements, used quantitative data analysis methods and therefore, the intended findings of the study are generalizable to the larger population. In terms of the research design, this study adopted a cross-sectional survey since the design aided in describing the association of the variables of the research as well as facilitated collection of the study data from a large group of people in a relatively short period of time so as to facilitate the testing of research hypotheses, prediction of the findings of the study and the generalization of the findings across the general population. The target population is the 700 pharmaceutical distributors in Kenya that are registered with the Pharmacy and

Poisons Board (PPB), a body that regulates pharmacy practice in Kenya. The respondents in the research were two strategic persons that included chief executive officer, managing director, general manager or head of department

Sampling Method and Sample Size Determination

The study adopted stratified random sampling method where the sample frame was split into three distinct strata as small size distributors those with less or equal to 20 stock keeping units, medium size distributors those with between 21 and 50 stock keeping units and lastly, large size distributors those with greater than 50 stock keeping units. Random samples were then picked from each stratum to form the study sample. The sample size was determined using Yamane (1967) formula: -

$$no = \frac{N}{1+N(e^2)}$$
 Where; no is sample size, N is population size, e is the level of precision = 5%.

This gave a sample size of 255 registered pharmaceutical distributors. But in the perspective of Mugenda and Mugenda (2009), actual study sample size should be achieved using an adjustment formula for sample frames less than 10, 000 elements. Therefore, Cochran (1963) sample size adjustment formula shown below was used.

$$n = \frac{no}{1 + \frac{(no-1)}{N}}$$
 Where, no is Cochran's sample size recommendation, N is the population size, and

n is the new adjusted study sample size. Therefore, adjusted sample size was 190 registered pharmaceutical distributors.

Data Collection Instruments and Response rate

A closed-ended survey questionnaire was used to collect data. A pilot study was undertaken where the researcher adopted Mugenda and Mugenda's (2009) recommendation that 10% of the sample size to be used in pilot studies. Therefore, 38 questionnaires were sent to respondents. While undertaking the pilot study, all the COVID-19 prevention measures that included sanitizing, hand washing with soap and running water, wearing approved face masks in public places and social distancing, were adhered to. The data from the piloting exercise test was analyzed and the findings used to refine the content and structure of the data collection tool. Reliability and validity tests were carried out to validate the questionnaire. For the main research, 380 questionnaires were administered and out of this number, 341 were adequately filled, collected and used in the research, translating into 89.70% rate of response.

Data Analysis

The researcher used the Statistical Package for Social Sciences (SPSS), version 24, software to analyze the research data. Simple and multiple regression models were used to establish the effects on the dependent variable caused by the independent and mediating variables. For the mediating effect of service innovation, the researcher adopted Baron and Kenny (1986) model. The level of significance for the model was 95% confidence level. After ascertaining that the research data is normally distributed, the study hypotheses were tested using the analysis of variance (ANOVA). The following regression models were used in data analysis:

Relationship between Leadership Practices and Organizational Performance

Where:

P = dependent variable (Organizational performance)

L_s = independent variable (Leadership practices)

$\beta_1, \beta_2, \beta_3, \beta_4$ = coefficients of predictors

β_0 = constant

e = error term

$P = \beta_0 + \beta_1 L_s + e$

$L_s = X_1 M_w + X_2 S_v + X_3 C_p + X_4 E_h + X_5 E_a$;

$P = X_a S_g + X_b P_f + X_c L_g + X_d E_b$

This therefore implies that, $P = \beta_0 + X_1 M_w + X_2 S_v + X_3 C_p + X_4 E_h + X_5 E_a + e$

Where:

β_0 = constant, $X_{1,2,3,4,5,a,b,c,d}$ = coefficients of predictors

P = composite for performance, that is S_g = sales growth, P_f = profitability, L_g = learning and growth, E_b = efficiency of internal business processes.

L_s = composite for leadership practices, that is M_w = modelling the way, S_v = inspiring a shared vision, C_p = challenging the process, E_h = encouraging the heart, E_a = enabling others to act.

4.0 FINDINGS

The Relationship between Leadership Practices and Organizational Performance

The study tested the following hypothesis: - *H₀: There is no significant effect of leadership practices on performance of pharmaceutical distributors in Kenya.* The statistical significance of the hypothesis was established using simple and multiple linear regression

models which produced the relevant regression coefficients that included the coefficient of determination, that is R-square (R^2) and the Durbin Watson statistic that tests the presence of autocorrelation, analysis of variance (ANOVA) and model relevant coefficients. The test included goodness of fit overall significant, individual significance and diagnostic test. These findings are presented in Tables 1, 2 and 3.

Table 1: R-Square (R^2) on the Relationship between Leadership Practices and Performance of the Organization.

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
.880a	0.774	0.773	0.429	1.751

a. Predictors: (Constant), Leadership Practices
b. Dependent Variable: Organizational Performance

As depicted in Table 1, the model accurately predicted the impact of independent variable (leadership practices) on performance of pharmaceutical distributors in Kenya, where $R^2 = 0.774$. This infers that leadership practices accounted for 77.4% of the variations in performance of pharmaceutical distributors in Kenya. It also shows that 22.6% of the variations in the performance of pharmaceutical distributors in Kenya are as a result of other factors not contained in this model.

Table 2: The Analysis of Variance (ANOVA) of the Relationship between Leadership Practices and Organizational Performance

	Sum of Squares	df	Mean Square	F	Sig.
Regression	212.600	1	212.600	1155.52	.000a
Residual	62.187	338	0.184		
Total	274.788	339			

a. Predictors: (Constant), Leadership Practices
b. Dependent Variable: Organizational Performance

To establish the statistical performance of the overall regression model for the research, the ANOVA test was carried out as shown in Table 2. The ANOVA results ($F = 1155.52$, $p\text{-value} = 0.000$) inferred that the regression model was significant and therefore adequately in

predicted the relationships between leadership practices and performance of pharmaceutical distributors in Kenya.

Table 3: Model Coefficients of the Relationship between Leadership Practices and Organizational Performance

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.174	0.102		1.703	0.09
Leadership Practices	0.944	0.028	0.88	33.993	0.000

a. Dependent Variable: Organizational Performance

The impact of leadership practices was significant as depicted by $\beta = 0.994$, $t = 33.993$, $p\text{-value} = 0.000 < 0.05$. This means that for every one unit increase in leadership practices, performance of pharmaceutical distributors in Kenya increases by 0.994 units while holding all other factors constant as expressed in the following equation, $Y = 0.174 + 0.944X$ (the relationship is positive). To summarize, the research results infer that leadership practices influence performance of pharmaceutical distributors in Kenya, therefore, the null hypothesis that, *there is no significant effect of leadership practices on performance of pharmaceutical distributors in Kenya* was rejected and the study concluded that, *there is significant effect of leadership practices on performance of pharmaceutical distributors in Kenya*.

Summary of Findings

The research Findings showed that $R^2 = 0.774$, which means that 77.4 percent of the variation in performance of pharmaceutical distributors in Kenya was attributable to leadership practices leaving 22.6 percent unexplained, also referred to as error term. The model for ANOVA was concluded as significant, where $F = 1155.52$, $p\text{-value} = 0.000 < 0.05$. The impact of leadership practices on performance of pharmaceutical distributors in Kenya was also concluded as significant, where $\beta = 0.994$, $t = 33.993$, $p\text{-value} = 0.000 < 0.05$.

5.0 CONCLUSION

The main objective for this study was to establish the relationship between leadership practices and performance of pharmaceutical distributors in Kenya. Inferential statistics were computed thus producing the correlation coefficient, coefficient of determination, ANOVA and the regression coefficient. Test for autocorrelation was also undertaken. For the research to arrive at a conclusion, each factor in leadership practices was critically assessed. From the findings, the null hypothesis (H₀) was rejected and therefore concluded that there exists a significant and positive relationship between leadership practices and the performance of pharmaceutical distributors in Kenya.

Suggestions for Further Studies

Based on research findings, several suggestions for further studies in terms of context, concepts, and methodology are outlined. First, a study on the effect of leadership practices on organizational performance should be carried out on firms in other sectors beside the pharmaceutical industry. This will form a basis for comparative studies within the areas of interest for researchers. Additionally, the conceptual framework of this research can be extended by paying more attention to the constructs of leadership practices since the current study limited itself to only a minimal number that could be exemplified by many others in that context. For example, future studies could consider more independent variables such as organizational culture, organizational structure, and organizational resource portfolio to establish their effects on organizational performance. It is further suggested that further studies be carried out using different concepts and methodologies in order to establish and confirm the relationships between variables of this research. Finally, another important suggestion is a study targeting the effects of leadership practices on the accessibility of essential medicines in the universal healthcare sector and other relevant sectors.

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