

ISSN e2311-7575

International Journal of  
**Management and  
Leadership Studies**  
**(IJMLS)**



---

Volume 3, Issue II, October, 2021

---



**INTERNATIONAL JOURNAL OF MANAGEMENT  
AND LEADERSHIP STUDIES**

# International Journal of Management and Leadership Studies (IJLMS)

## Editorial Board

1. Prof. Washington Okeyo – Chief Editor
2. Dr. John Cheluget – Corresponding Editor
3. Dr. Thomas Ngui – Director, Research Development & Innovation
4. Prof. Peter K’Obonyo – Member (School of Business, University of Nairobi, Kenya)
5. Prof. Richard Miller – Member (Osaka Jogakuin University, Japan)
6. Prof. Zane Ritchie – Member (Josai University, Japan)
7. Prof. Michael Parrish – Member (Kwansei Gakuin University - Japan)
8. Prof. Kalyan Sahoo – Member (Ghana)
9. Dr. Michael Greisamer – Member (Kobe City University of Foreign Studies, Japan)
10. Prof. Peter Paul Kithae – Member (Management University of Africa, Kenya)
11. Prof. Emmanuel Awuor – Member (Management University of Africa, Kenya)
12. Dr. Paul Machoka – Member (Management University of Africa, Kenya)
13. Prof. Padma C. Mishra – Member (Biju Patnaik University of Technology, India)
14. Prof. Subhankar Das – Member (Duy Tan University, Vietnam)
15. Mr. Francis Macharia – Member (Management University of Africa, Kenya)
16. Dr. Domeniter Naomi Kathula – Member (Management University of Africa, Kenya)

## Editorial Advisory Committee

1. Prof. Peter K’Obonyo – School of Business, University of Nairobi, Kenya)
2. Prof. Richard Miller – (Full professor - Osaka Jogakuin University, Japan)
3. Prof. Zane Ritchie – (Associate professor - Josai University, Japan)

## Corresponding Editor

Dr. John Cheluget

Email: [jcheluget@mua.ac.ke](mailto:jcheluget@mua.ac.ke)

## Publisher

The Management University of Africa

P. O. Box 29677 - 00100, Nairobi, Kenya.

Bellevue, Popo Road, off Mombasa Road, South C.

[Tel:+254 20 2361161](tel:+254202361161)

**Mobile:** +254 722 224193, +254 706 035299

Copyright © 2021 Management University of Africa  
All Rights Reserved

No part of this book may be reproduced, stored in a retrieval system or transmitted in any form or by any means, electronic, mechanical, photocopy or otherwise without prior permission from the authors except as provided by copyright law.

## STRATEGIC LEADERSHIP STYLE, STRATEGY IMPLEMENTATION AND ORGANIZATIONAL PERFORMANCE OF AGRICULTURAL, LIVESTOCK AND FISHERIES PARASTATALS IN KENYA

**Joseph Omondi Okech**  
Management University of Africa

**Prof. Washington Okeyo**  
Management University of Africa

**Prof. Timothy Kiruhi**  
International Leadership University

### ABSTRACT

*Whereas parastatals rely on government funding and donor support for sustainability, they often perform dismally. This study sought to establish the role of strategy implementation in the relationship between strategic leadership style and organizational performance of Agricultural, Livestock and Fisheries (ALF) parastatals in Kenya. Taking positivist approach, the study was anchored on Full Range Leadership Theory supported by Cultural Dimension, Open System Theory and Resource-Based View theory. Cross sectional survey design using a census was adopted with a target population consisting of 45 Chief executive officers and 135 senior managers from 45 ALF parastatals in Kenya. Primary data was collected using structured questionnaire and analysis done descriptively and inferentially using correlation, multiple regressions and bootstrapping. The results revealed: strong positive correlation ( $R=0.69$ ) between strategic leadership style and performance; strong positive and statistically significant correlation ( $R=0.77$ ) between strategic leadership style, strategy implementation and performance; and that 58.97% ( $R^2=0.5897$ ) of variation in performance is explained by the strategic leadership style and strategy implementation. Further, strategy implementation partially mediates the relationship between strategic leadership style and performance. Further, there is a significant strong positive correlation ( $R=0.773$ ) between strategic leadership style, strategy implementation, and performance and that 59.8% of variance in performance was explained by strategic leadership style, and strategy implementation. The study recommends re-evaluation of leadership and strategy implementation policies at the*

*inspectorate of state corporations in Kenya to enhance performance of the institutions and align them with stakeholder's demands and the global emerging trends in strategy implementation. The ALF leaders should allow departments to device viable ways of achieving strategic objectives and make sure that strategic plan is developed and implemented using a participatory approach.*

## **INTRODUCTION**

Implementation is the process of analyzing key success areas of organizational objectives and initiation of necessary framework, specific activities, strategies and approaches to achieve desired results (Markiewicz, 2011). Strategy implementation is defined by Slater, Oisen and Hult (2010) as the process of converting plans and strategies into action with the view of reaching a certain goal. Afonina (2015) defined strategy implementation as a basic element within the process of strategic management which is perceived as the process of turning a formulated strategy into string of actions, which in the end ensure that the organizational vision, mission, strategy and also strategic goals are effectively accomplished as per the plan. This study adopted the Afonina (2015) definition of strategy implementation since it gives a broader understanding of what strategy implementation entails, including the achievement of the desired results through considering all the necessary factors and using the available resources. Strategy implementation is operationalized through integrated and dynamic processes of institutionalization and operationalization (Kaplan & Norton, 2008). This is also supported by Njoroge (2015) in his study where he operationalized strategy implementation as a process of institutionalization and operationalization. Institutionalization entails creating necessary frameworks such as structures, skills, systems, culture, shared values and norms while operationalization is concerned with breaking down broad strategies into action plans. For strategy implementation to attain the desired objectives, the right institutional frameworks must be in place for nesting the strategic plan and breaking down the necessary actions in the plan to achieve specific objectives (Markiewicz, 2011).

The effectiveness and efficient translation of strategies to action once they are formulated is inevitable for any organization as it provides a clear road map to achieving key organizational objectives. This often occurs in phases from planning through execution as well as monitoring and evaluation of the outcomes. The planning phase cannot be complete without successful implementation of strategies (Speculand, 2014). Successful implementation is achieved through well-organized structure which gives guidance to employees by describing the

relationship giving direction to the workflow of an organization. Necessary skills are also required to see an organization's success through efficient and effective execution of the planned activities. Most organizations do not perform poorly for lack of good strategies but lack of relevant skills to implement planned work. Proper systems which clearly state the needed forms of communication is important during the implementation as it ensures there is no communication breakdown. Finally, a well-articulated policy and procedure outlining the objectives and goals of a given task is paramount as it ensures that the right course is undertaken with proper guidance, consequently impacting positively on the firm's performance (Mwangi, 2017). Strategy implementation is therefore important for organizations whose crucial objectives and goals have to be translated to desired results.

## **ORGANIZATIONAL PERFORMANCE**

Performance is fulfilling a chosen mission through sound management, strong governance and a persistent rededication to achieving results (Mahapatro, 2010). Performance continues to be a contentious subject among researchers, both in terms of the definition and measurements because of its multifaceted and multidimensional nature (Ongeti, 2014). Organizational performance also focuses on how resources within a firm can be put into effective and efficient use with the aim of achieving the objectives of the organization, depending on the arising present or future opportunities (Marn & Romuald, 2012; Yasser, Entebang & Mansor, 2015). Performance can also be viewed as the indicators which offer information on the degree of achievement of objectives and results for any given organization over a specified period of time (Kemei et al., 2018).

In this study, performance will, therefore, be defined as a focus on resources within an organization which are put into effective and efficient use with the aim of achieving the objectives of the organization, depending on the arising present or future opportunities. Munyoki and Kobonyo (2015) argues that performance of state corporations is measured in due consideration of three firm outputs' specific areas; (a) stewardship and financial performance that as measured in terms of cost reduction, development index, service delivery, utilization of allocated resources and appropriation in aid, (b) non-financial performance which is measured considering such indicators as compliance with disposal of idle assets, strategic plan, International Standards for Organization (ISO) certification, competency development, statutory obligations and (c) service delivery which is measured on the basis of compliance with statutory obligations, ISO 9001 certification, customer satisfaction and Information Technology. The study adopted all the three aspects of measuring organizational performance.

The importance of organizational performance is, thus, the ability to fulfil the firm's mission and key objectives which creates fulfillment to major stakeholders through maximization of wealth and the provision of quality products and services to the final consumers. Well-performing organizations that are considered to be in good financial standing and perceived to outperform their competition in the market often present good terms of employment with vast opportunities for employee development and above all creates an investment environment to the organization's operational niche. Organizations' performances can only be gauged if it can be measured by some specific, measurable, time-bound and realistic indicators. As Marn and Romuald (2012) observed, organizations that have well-defined and measurable performance indicators perform better than those without.

## **AGRICULTURAL, LIVESTOCK AND FISHERIES PARASTATALS IN KENYA**

Parastatals, also referred to as State Corporations (SCs) in Kenya, are enterprises formed to meet Socio-Political-Economic goals, to correct market failure through provision of goods and services where such services cannot profitably be provided by private investors and to meet regulatory objectives (GoK, 2016). After Kenya's independence in 1963, the establishment of the parastatals was driven by a national desire to: accelerate economic social development, redress regional economic imbalances, increase Kenyan Citizen's participation in the economy, promote indigenous entrepreneurship and promote foreign investments through joint ventures. A comprehensive review of the Public Enterprises Performance was carried out in 1979 (the Report on the Review of Statutory Boards) which pointed out the need to ensure that the Agricultural sector, as a whole, played its role in an efficient manner (Kobia & Mohammed, 2006).

According to Kobia and Mohammed (2006), Agriculture, Livestock and Fisheries parastatals were incorporated into one with the enactment of 33 laws in Kenya. Before present reforms, the sector had over 130 laws that had made the sector inefficient, uncompetitive, and too bureaucratic for a business environment which is conducive. The reforms would also ensure the sector became globally and regionally competitive through the general reduction in production cost and increased effectiveness in the delivery of service. The laws were the Crops Act, the Agriculture Fisheries and Food Authority Act 2013, as well as, the Kenya Agricultural and Livestock Research Act 2013. Additionally, the Act formulates provisions for the founding of the AFFA, which took over former institutions.

To ensure a smooth transition to the newly formed AFFA, some of the parent institutions were affected and an Interim Management Committee was formed. The main aim of the reforms was development and growth acceleration. The reforms coupled with each sub-sector's regulations currently provide a conducive regulatory and legal environment for investors, both foreign and local, to venture in processing, production, distribution, and marketing of produce in the nation and beyond. There are three state departments in the sector. The first is agriculture which is tasked with the promotion of various agricultural activities in the country. The activities include; use and distribution of products of pest control, manufacture, exportation and importation regulation, generation and dissemination of technology to guarantee food security by conserving the environment and improving productivity. The other department is livestock which handles veterinary and livestock policies and beekeeping as well. The fisheries department is the third and it is tasked with handling policies that lead to the enhancement of fisheries development (Government of Kenya, 2013).

However, the fluctuating trends in performance of Agricultural, Livestock and Fisheries Parastatals despite over-relying on Government's support for sustainability could partly be attributed to several factors, including governance and leadership challenges. As a result of these challenges, the government of Kenya has undergone a reform process which culminated in the implementation of public sector reform strategy to hasten the achievement of a sustained economic growth. Agricultural, Livestock and Fisheries parastatals are required to adhere to some form of strategic leadership styles specific to their operation, and to put in place mechanisms for implementing their strategies in a given external environment. This will lead to the achievement of desired performance. For this reason, the study was set to establish how strategic leadership style, strategy implementation and external environment can interact in an integrated model to enhance performance of Agricultural, Livestock and Fisheries parastatals in Kenya.

### **Statement of Research Problem**

The Agricultural sector in Kenya has for long been the mainstay of the economy considering its contribution to the growth and development of the country. It is for this reason that the government allocates vast resources to Agricultural, Livestock and Fisheries parastatals every financial year to drive service delivery and national development agenda. However, a number of these parastatals have folded (Kenya Institute for Public Policy Research and Analysis, 2018) despite the over reliance on government funding and the substantial financial outlays from exchequer. The performance of Agricultural, Livestock and Fisheries parastatals has

maintained a declining trajectory with a number of them closing down and others continuously making losses. In some cases, some of the Agricultural, livestock and fisheries parastatals have been merged, closed down or transformed into new outfits to perform specified roles in the economy. The figures of Agricultural, livestock and fisheries parastatals making losses stand at fifteen (15) as at the financial year 2016/2017, eleven (11) parastatals made losses during the years 2015/16, twelve (12) in 2014/15 and sixteen (16) in 2013/14 representing 30%, 21%, 23% and 31% respectively of all parastatals in Kenya. This worrying decline in performance and closure of parastatals in Kenya has been marred with ineffective leadership and integrity issues (Africa Center for Open Governance, 2015). Ozer and Tinaztepe (2014) study on strategic leadership styles and firm performance also attribute the decline in performance of the parastatals to poor leadership. However, other studies that examined the relationship between strategic leadership style and Organizational performance have registered unsettled findings. The inconclusive findings in the relationship between strategic leadership style and organization performance in the Agricultural, livestock and fisheries parastatals in Kenya allows for further inquiry as to whether other variables affect this relationship. This study also sought to address these gaps by introducing strategy implementation the intervening variable to examine whether the relationship between strategic leadership styles and organizational performance in the parastatals in the Kenyan context can be improved.

### **Research Objective**

- i. To determine the mediating effect of strategy implementation on the relationship between strategic leadership style and organizational performance of Agricultural, Livestock and Fisheries parastatals in Kenya.

### **Significance of the Study**

The study findings sought to contribute to the body of knowledge on strategic leadership style, strategy implementation and organizational performance. The study findings were also expected to aid the audit, review and strengthen the existing policies aimed at ensuring good leadership in public entities. This could enhance performance through leadership of the right mindset, implementation of strategies to meet set objectives and come up with policies that encourage organizational performance. Additionally, the study findings could guide institutional top leaders on the recommended modalities towards the effective adoption of strategic leadership style. Finally, Research in this area generates more knowledge on the relationship between strategic leadership style, strategy implementation, and organizational

performance. Knowledge gained will go further to draw some policy implications for more parastatals, firms and researchers. This study provides a basis for future researchers and academicians to identify gaps which have not been covered by the previous researchers.

### **Scope of the Study**

This study on strategic leadership style, strategy implementation, external environment, on the performance of ALF parastatals in Kenya was conducted between September 2019 to May, 2021 through cross sectional survey design. This study was conducted in the 45 Agricultural, Livestock and Fisheries parastatals located in several parts of the country and the main offices in Nairobi Kenya. The ALF parastatals are strategic and key drivers of Kenyan vision 2030.

## **LITERATURE REVIEW**

### **Theoretical Literature Review**

This study shows how Burn's (1978) Full Range Leadership Theory incorporates the transcendent quality of transformational leadership within the broad spectrum of diverse leadership styles in overcoming the shortcomings of transformational and transactional leadership qualities and behaviours. Moreover, the empirical literature review also covers Hofstede's (1984) Cultural Dimensions Theory which basically expresses the work-related cultural dimensions that may in effect inform or influence the organizational culture within an entity. In addition, the section and encompasses the review of Von Bertalanffy (1956) open system theory which defines organizations as open systems whose operations and success are contingent upon some external environmental influences which if unchecked over time may weaken the structures and relationships within a given system hence impacting on the organizational performance. In sum, each of these theories was reviewed in detail considering how they related to and informed the measurement of the specific objectives of this doctoral study.

### **Cultural Dimensions Theory**

Hofstede (1984) developed the Cultural Dimension Theory to propound the understanding of work-related cultural dimensions and to guide in analysis of organizational culture. Accordingly, Hofstede (1984) analyzed work-related cultural values along four work-related cultural dimensions which included power distance (showing power inequality between superiors and subordinates), uncertainty avoidance (which entailed people's tolerance of ambiguity), masculinity (evident in distribution of roles based on gender, and individualism).

Further to this development, Hofstede and Hofstede (2010) improved the theory by expounding organizational culture as the aggregate programming of the brain that recognizes the individuals from one gathering or classification of individuals from others.

The theory considers a model of culture that has eleven elements of measurement, including main and minor ones. The main measurements are low versus high power distance, individualism versus collectivism, masculinity versus femininity, long-term versus short-term orientation, uncertainty versus certainty avoidance. The other minor measurements are: means oriented vs. goal-oriented, employee-oriented vs. work-oriented, local vs. professional, open systems versus closed systems, easy going work discipline versus strict work discipline and pragmatic versus normative.

The theory is based on some assumptions: organizational members create and maintain a shared sense of organizational reality, resulting in a better understanding of the values of the organization; the use and interpretation of symbols are critical to an organization's culture; cultures vary across organizations, and the interpretation of actions within these cultures are diverse. The theory focuses on organizational culture because change and complexity are integral to any organization's life cycle. Such change can result in confusion, anxiety, frustration and excitement (Ostroff, Kinicki & Muhammad, 2012). According to organizational culture theory, the culture through its assumptions, values, norms and symbols, determines the way in which the members of an organization perceive and interpret the reality within and around their organization, as well as the way they behave in that reality (Janićijević, 2012). This leads to the presumption that organizational culture has an impact on the way in which an organization changes, and that matching of organizational culture and change strategy will improve the efficiency of the change process.

The cultural dimensions theory finds application in this study as it brings out the essence of harmonization of diverse cultural expectations, perceptions, norms, practices and strategic actions in pursuit of common organizational values and outcomes. This theory is inclined to strategy implementation in a diverse organizational environment. This theory is relevant to this study as it contends that strategy implementation involves harmonization of mixed cultures through good leadership and firm capacity as well as abilities to deploy resources, usually in combination using firm's processes, procedures and demand effect. This can take a transformation process where behavior is unlearned before new behavior can be learned in its place (Vliet, 2014) and an organization's structure and culture aligned with a proposed strategy and the new behaviors (Carlopio & Harvey, 2012) in an environment that permits free and effective communication amongst employees of all cadres (Ahmadi, Salamzadeh, Daraei, &

Akbari, 2012). Notably, this theory has strengths and weakness. In terms of utility, the theory applies to nearly every employee in an organization. Since it is based on real-world observation, the theory is useful and practical. In terms of logical consistency, the theory relies too heavily on shared meaning among organizational members. The theory does not provide prediction. In terms of scope, its expansive boundaries allow for vastness and potential vagueness.

### **Resource Based View**

Resource Based-View (RBV) theory was developed by Penrose (1959) who suggested that a company should be considered as a collection of physical and human resources bound together in an organizational structure. The theory suggests that strategic advantage of a firm revolves around the combination of distinct skills, assets and more so the organization's unique capabilities through utilization of the available resources and competences that are considered core (Barney, 1991). In its entirety, the RBV theory assumes that resources are more valuable when they are critical to serving customers, scarce or in short supply, contribute to profit and are durable. The theory is of the view that resources, especially the internal ones, are pivotal to predicting performance (Herbane, 2010).

This theory expounds the essence of accumulation and utilization of the appropriate set of resources in pursuit of an organization's goals and desired performance. Moreover, the theory also examines how organizations ought to utilize the available mix of resources innovatively to gain competitive edge over their competitors and realize better performance. It further demonstrates the need for all firms that desire to outperform others to create internal processes and assets. Firms, thus, seek to gain control of the micro and macro environment within which they operate in their concerted efforts that are geared towards reducing uncertainties so that they acquire important resources (Machuki & Aosa, 2011).

The critics of this theory argue that the theory assumes that resources are heterogeneously distributed across organizations and that this can be sustained over time. It presents different resource variables leaving out other factors, for example the notion of variables co-alignment, a capability that could boost performance (Kuo, 2011). In this study, the theory conceptualizes the argument that organizational performance is enhanced when organizations use unique resources that they own and configure the same to enable the firm to attain a competitive advantage position. This theory is relevant since it helps in determining the resources available within an organization and associates them to the organizational skills, competencies and capabilities. For a company to achieve sustained success in the marketplace and maintain a

competitive advantage over its rivals, it should accumulate and utilize appropriate set of superior resources and capabilities.

## **Empirical Review**

This section presents empirical literature how strategy implementation plays a mediating role in the relationship between strategic leadership style and organizational performance of the Agricultural, Livestock and Fisheries parastatals in Kenya.

## **Strategic Leadership Style, Strategy implementation and Organizational Performance**

The principal concern for every strategic leader is to realize exceptional organizational performance through proper planning, efficient implementation of strategies and carrying on with continuous improvements. However, organizations operate in a dynamic business environment and respond differently to changes in the environment. The advances, recent developments and macro-economic complexities in the contemporary marketplace necessitate the adoption of strategic approaches to keeping up with global competition. Strategic leadership style and diverse strategy implementation approaches have, thus, found application in various organizations as some of the critical and competitive capability correlates of improved organizational performance (Mubarak & Yusoff, 2019; Donna, 2018; Mailu, Ntale & Ngui, 2018). Various studies on strategic leadership, strategy implementation and organizational performance have been conducted but the findings are elusive (Mutunga and Wainaina, 2019; Mwanje, 2016; Law, Tavitiyaman & Zhang, 2015; Rajasekar, 2014; Musyoka, 2011).

Mwanje (2016) examined the Challenges of strategy implementation in selected state-owned sugar companies in Kenya. The study sought to determine four elements that affect strategy implementation namely; external environment, organizational structure, organizational culture and managerial skills by workforce development. The study used descriptive and correlational design with a sample of 122 senior managers. Three major sugar companies were selected through stratified random and simple sampling methods. Descriptive and inferential analyses were used to analyze the collected data. The study findings indicated a strong relationship between Strategy implementation and external environment leading to the conclusion that leadership was significant for their stability. Similarly, Musyoka (2011) in his study, examined the challenges faced by Jomo Kenyatta Foundation which is a state-owned corporation in strategy implementation identified two factors- internal sources and external sources - as the major challenges for strategy implementation. Internal changes emanate from within

organization which includes culture, skills, structure, power dynamics while external sources emanate from the forces outside the organization which includes political factors, government policies, legal framework and economic status. On the other hand, Chiuri (2015) in his study of the challenges in strategy implementation in Higher educational institutions in Kenya concluded that external environment and culture to be having the highest impact on strategy implementation. The studies gave varied results and only tested the direct relationship of strategy implementation and performance without considering if it can play a mediating role. The current study was carried to establish if Strategy implementations can play a mediating role between Strategic leadership style and Organizational performance of Agricultural, Livestock and fisheries parastatals in Kenya.

According to Law, Tavitiyaman and Zhang (2015) in analyzing industry forces, strategy implementation and performance in state owned hotels in China in their study which relied on responses from 274 state-owned hotels which were obtained through stratified sampling with online administered questionnaire. The scholars found out that industry competitors, customers, and new entrants made a significant impact on performance as opposed to substitutes and suppliers. Law et al. (2015) concluded that the state-owned enterprises could achieve higher performances if leadership embraces differentiation. The study considered strategy as the mediating variable and concluded on the need for further study to find out if there are other constructs of strategy implementation that affect organizational performance of which this study addressed. Similarly, Issa and Ragui (2018) conducted a study on strategic leadership and implementation among parastatals in Kenya using the descriptive research design. The aim was to establish how strategic leadership influenced implementation that is key to performance of the parastatals. The study targeted 187 parastatals. Inferences drawn from the multiple linear regression analysis showed that the model was fairly good ( $R^2 = 0.641$ ) in predicting the interrelation between strategic leadership and implementation. This implied that 64.1% of changes in strategy implementation in Kenyan parastatals are explained by strategic communication, organizational culture and balance organizational control. This study took cognizance of the importance of strategy implementation by establishing its intervening role by advancing on additional constructs in the Kenyan context.

Rajasekar (2014) examined the factors affecting efficiency of strategy implementation in the service provision industry in state owned electricity distribution companies in the Sultanate of Oman using survey method to collect data. A total of 150 questionnaires were distributed to 5 companies within the Sultanate of Oman in a survey that obtained data which was analyzed descriptively. From the results of the analysis, it was found out that strategy implementation

depends on factors such as industry, country, organizational culture and environment. In terms of effectiveness and successful implementation of a strategy, the study revealed that leadership precedes organizational culture and structure as well as control and information systems. Similarly, Isaac, Masoud, Samad, and Abdalla (2016) in their study on the mediating effect of strategic implementation between strategy formulation and performance within government institutions in Yemen, Strategy implementation was conceptualized as: strategy, structure and human resources. Data obtained from structured questionnaire was analyzed using structural equation model and the results indicated that strategy implementation influenced the level of performance significantly. This study while observing the strategy implementation constructs purposed to establish whether the strategy implementation efforts could play an intervening role in the relationship between strategic leadership style and performance in the context of Agricultural, livestock and fisheries parastatals in Kenya.

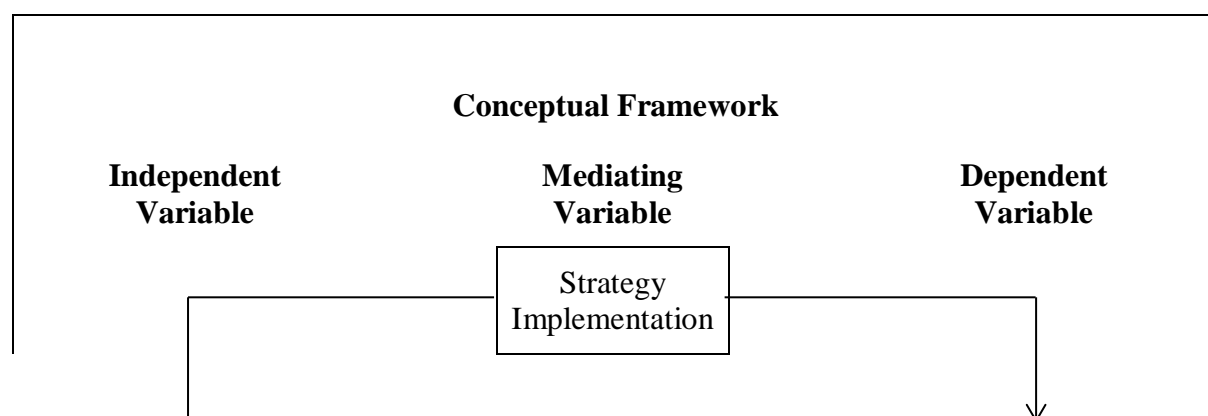
Andrews, Boyne, Jennifer and Walker (2011) also conducted a study to examine the relationship between strategy implementation and performance of public sectors in Welsh studying public service performance with respect to the implementation of strategy have demonstrated that only strategic orientation in the leadership can be of any significance to the performance. Andrews et al (2011) sampled data from the Welsh local authorities using electronic survey method popularly known as survey monkey. The online questionnaire was designed in a 7-point Likert-type scale targeting various management levels. A total of 893 respondents from 198 services in the local authorities were sampled over a period of 3 years between 2002 and 2004. Using factor analysis in obtaining findings, Andrews et al (2011) observed that there was a positive significance in applying incremental approach for implementation that would lead to significant performance. In particular, Andrews et al (2011) established that there was a strong link between strategic processes and strategic orientation in performance improvement for the local authorities in Welsh. The study was carried in a different context of different environment and study was a direct relationship between strategy implementation and performance. This study was carried in Kenya with the expectation to establish if strategy implementation can play intervening role between strategic leadership and Organizational performance of Agricultural, livestock and fisheries parastatals in Kenya. Similarly, Osman and Ragui (2017) examined the relationship between strategy implementation and organizational performance of Private security companies in Nairobi, Kenya. The study adopted descriptive survey with population consisting of all private security firms totaling to 216. Organizational structure was widely viewed as a construct of strategy implementation that affects performance and more so without resources no success can be.

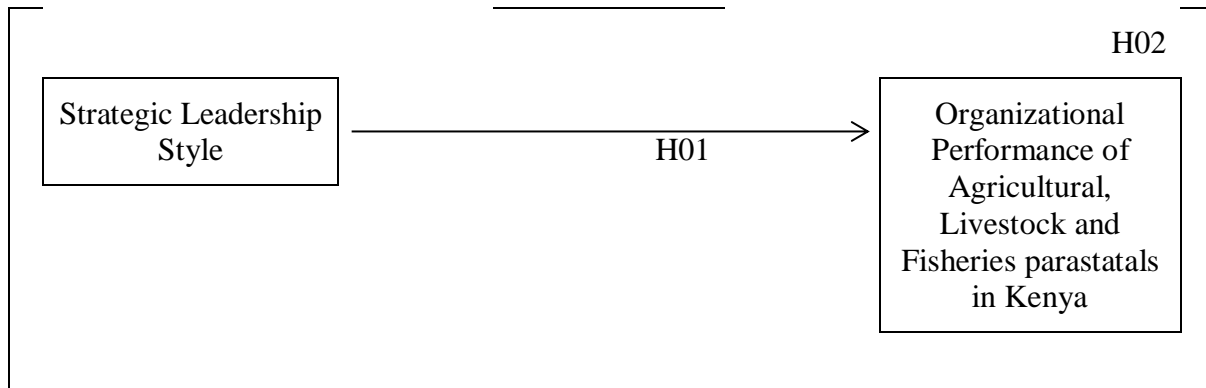
While the study explains the direct relationship of strategy implantation, the current study will be establishing if it can play a mediating role in the relationship between strategic leadership and organizational performance of Agricultural, Livestock and Fisheries parastatals in Kenya. In analyzing the relationship between strategy implementation and performance of Kenya wildlife services, a State corporation in Kenya, Mutunga and Wainaina (2019) considered various constructs for strategy implementation which included: strategic direction, structural adoption, human resources management and technological requirements. The study used a descriptive research design with a combination of both qualitative and quantitative methods. The study targeted all the 50-senior management as respondents in the organization. Data was collected through questionnaires were analyzed using descriptive and inferential statistics. Findings of study indicated that strategic direction has a strong positive influence on the performance of the organization, while human resource management had a negative influence. Performance was found to be reliant on both the external and internal customers with technological requirements playing a big role in moderating that relationship. Amin et al. (2014) in examining the role of strategy implementation on the performance of public universities in Malaysia concluded that human resources practices had significant relationship with performance of public universities. In both studies not all elements of strategy implementation were tested and those that were gave varied results while testing the direct relationship they have with performance, without considering whether they could play a mediating role.

### Research Null Hypothesis

**Ho<sub>2</sub>** There is no significant mediating effect of strategy implementation on the relationship between strategic leadership style and Organizational performance of Agricultural, Livestock and Fisheries parastatals in Kenya.

### Conceptual Framework





**Figure 1: Conceptual framework**

## RESEARCH METHODOLOGY

### Research Philosophy

This study adopted the positivism philosophy by testing hypotheses developed from within the designed conceptual framework to establish the relationships between strategic leadership style, strategy implementation, and organizational performance of ALF Parastatals in Kenya.

### Research Design

This study adopted a cross sectional survey design which was envisaged to offer the researcher an opportunity to collect data across different parastatals and empirically test the relationship of the constructs along its conceptualization.

### Population of the Study

The study population comprised the 45 Agricultural, Livestock and Fisheries parastatals in Kenya as at December 2019 which formed the unit of analysis and the unit of observation which represented the respondents of this study was 180 comprising of a total of 135 top managers (including the Head of Operations, Head of Finance and Head of Marketing sections) and the Chief Executive Officers (CEO) of each of the 45 Agricultural, Livestock and Fisheries parastatals in Kenya.

**Table 1: Distribution of target population**

Category	Number of Parastatals	Percent
Agriculture	34	76
Livestock	10	22

Fisheries	1	2
<b>Total</b>	<b>45</b>	<b>100</b>

---

**Source:** Inspectorate of State Corporations (2020) Sampling and sampling technique

---

This study adopted a census to meet its objectives by focusing on all the 45 parastatals under Agriculture, Livestock and Fisheries because the target population was too small to be sampled. Cooper and Schindler (2014) highlighted two conditions for a census study one of them being that it is feasible when the population is small and more so necessary when the elements are quite different from each other.

### **Data Collection and Instruments**

This study used primary data. Primary data was collected using structured questionnaire. This method was chosen because it allows efficient and effective method of collecting information within a short period of time.

### **Pilot Study**

Ravitch and Riggan (2012) posited that pilot testing builds on the questionnaire to limit problems in answering the questions by the respondents. For high precision and due to time, cost and practicality of the pilot study, 1% to 10% of the sample size can make a good pilot test size (Arain, Campbell, Cooper & Lancaster, 2010). It is on this basis that a pilot study was conducted using 6% of the sample size which is equivalent to 10 respondents.

### **Reliability Test**

The research questionnaire was tested on 10% of the sample population to determine its relevance and effectiveness. The reliability of the questionnaires was measured statistically using Cronbach's alpha with a reliability threshold ranging from 0.6-0.7 which is a commonly accepted rule of thumb that indicates acceptable reliability and 0.8 or higher indicated good reliability (Castillo, 2009).

### **Validity Test**

This study used both construct and content validity tests. Content validity was enhanced by administering the instrument to a selected focus group of experts in the field of strategic leadership styles, strategy implementation, external environment and any noted changes were considered to ensure clarity, comprehensiveness, relevance and requisite depth. Validity of the

questionnaire was tested at the first stages by seeking guidance by faculty and supervisors who reviewed.

### **Data Processing and Analysis**

In this study, all the questionnaires which were administered and returned were first checked for completeness whereupon all incomplete questionnaires were excluded from the analysis. The complete questionnaires were then assigned codes to facilitate uniformity and accuracy in making entries into the Statistical Package for Social Sciences (SPSS) Version 25. The study utilized quantitative data analysis techniques.

Data collected for this study was coded and analyzed using the Statistical Package for Social Sciences (SPSS) software version 25 with the use of descriptive statistics and inferential statistics. Mugenda and Mugenda (2003) contend that descriptive statistics provide the basic features of the data collected. Descriptive statistics provided estimates of frequency distribution, mean scores, standard deviations and coefficient of variation while inferential statistics included correlation, cross tabulation, and regression analysis. Pearson's correlation coefficient ( $r$ ) was derived to show the direction and strength of relationship between variables. This correlation coefficient ranges between -1 and 1 and measures the degree of linearity between variables. The higher the magnitude of the correlation coefficient, the higher the level of association among variables.

Regression coefficients were subjected to diagnostic tests for multicollinearity, homoscedasticity and normality to ensure results are not biased. Results with minimum bias involves Multicollinearity and normality. This test checks to confirm if tolerance is less than 0.20 to indicate multicollinearity-requiring change of variable. Similarly, if VIF is 5 or 10 and above, it would also indicate multicollinearity problem requiring change of variable. When faced with multicollinearity, the concerned variables would be ignored, since the presence of multicollinearity would imply that there was redundancy in the other study variables.

Normality intends to collect data with a normal distribution and hence testing at 95 percent statistical tolerance interval for 99 percent of the total population of respondents sampled. In order to fully test for normality, this study applied Shapiro-Wilk test since the sample is less than 5000. This would enable a tolerance limit derived by computers to maintain the given level of confidence which is 99 percent of the population with 95 percent confidence. Using the Shapiro-Wilk test, the study determines a  $w$ -value of significance.

Homoscedasticity describes the situation in which all the error terms for independent variables is similar. A random pattern of points in the study results would indicate acceptance of the data

for full analysis while a constant term would make the data be rejected. The criteria for rejecting are if the p value for variance is less than 0.5 implying too much similarity. Otherwise, if the variances have no systematic patterns, then a hypothesis is accepted.

### Hypotheses Testing

An empirical model was employed to test the statistical significance of the relationship between strategic leadership style and organizational performance of Agricultural, Livestock and Fisheries Parastatals in Kenya. To facilitate the application of the regression model, weighted averages of the five constructs for the independent variable was computed using the following equation:

$$X_1 = \frac{\sum(W_1 + W_2 + W_3 + W_4 + W_5)}{5} \dots\dots\dots i$$

$$X_2 = \frac{\sum(W_6 + W_7)}{2} \dots\dots\dots ii$$

$$X_3 = \frac{\sum(W_8 + W_9)}{2} \dots\dots\dots iii$$

Where:

$X_1$  = Strategic Leadership Style variable (Composite index of Strategic direction, Human capital, social capital, Ethical practices and Core competencies)

$X_2$  = Strategic Implementation variable (Composite index of Institutionalization and Operationalization)

$W_{1..9}$  = The value of each individual item in the list of statement in the construct being averaged

The regression model for the study;

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon \dots\dots\dots (1)$$

Where:

$Y$  = Performance

$X_1$  = Strategic Leadership Style

$\beta_0$  = Constant

$\beta_1$  = Beta coefficients

$\varepsilon$  = Error term

### Mediation Model

The mediating effect was tested using a four-step approach as outlined by Andrew Hayes (2013) Perspective Where regression analysis is conducted, and the significance of coefficients is tested at each step.

Step 1: A Regression analysis with X predicting Y

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon \dots\dots\dots (2)$$

Step 2: A Regression analysis with SL predicting I

$$I = \beta_0 + \beta_1 X_1 + \varepsilon \dots\dots\dots (3)$$

Step 3: A Regression analysis with I Predicting Y

$$Y = \beta_0 + \beta_2 X_2 + \varepsilon \dots\dots\dots (4)$$

Step 4: A Regression analyses with SL and I Predicting Y

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon \dots\dots\dots (5)$$

Where

Y = Performance

X<sub>1</sub> = Composite of Strategic direction, Human capital, Social capital, Ethical practices and Core competencies

X<sub>2</sub> = Strategy implementation

β<sub>0</sub> = Constant

β<sub>1</sub>, β<sub>2</sub> = Beta coefficient

ε = Error term

Step 1, step 2 and step 3 were used to establish whether zero-order relationship existed among the variables. Accordingly, if one or more of these relationships are non-significant, the conclusion is that intervening is not possible (Andrew Hayes, 2013). If there are significant relationships from step 1 through 3, one proceeds to step 4 where intervening is supported if the effect of SL remains significant after controlling I. If I is not significant when SL is controlled, there is full intervention, and if both SL and I significantly predict Y, there is partial intervention.

## RESULTS AND DISCUSSION

### Response Rate

The number of questionnaires which were administered to all the respondents was 180. A total of 163 questionnaires were properly filled and returned by the respondents, this represents 90.5% response rate. The remaining 9.5% were unresponsive even after several follow-ups and reminders.

**Table 2: Response Rate**

Category	Administered Questionnaires	Questionnaires filled and Returned	Response Rate
----------	-----------------------------	------------------------------------	---------------

Respondents	180	163	90.5%
-------------	-----	-----	-------

This study response rate is considered very good for survey research by Babbie (2004) who proposes a response rate of 50% as acceptable to analyze and publish, 60% response rate as good and 70% and above response rate as very good.

### Correlation Analysis Results of the Study Variables

The study first determined the relationships among the study variables. The association between the independent variable and the performance of Agricultural, Livestock and Fisheries parastatals in Kenya, were determined through correlation coefficient. The relevant results are presented in Table 3.

**Table 3: Correlation of the Study Variables**

		Strategic Leadership Style	Strategy Implementation	Performance
Strategic Leadership Style	Pearson Correlation	1	.776**	.699**
	Sig. (2-tailed)		.000	.000
	N	163	163	163
Strategy Implementation	Pearson Correlation	.776**	1	.743**
	Sig. (2-tailed)	.000		.000
	N	163	163	163
Performance	Pearson Correlation	.699**	.743**	1
	Sig. (2-tailed)	.000	.000	
	N	163	163	163

The results shown in Table 3 show that the association between Strategic Leadership Style is highly correlated with performance ( $r = 0.699$  and  $P < 0.05$ ). This is a positive and strong correlation coefficient implying that there exists a strong relationship between Strategic Leadership Style and organizational performance that is statistically significant. This concurs with Ng'ang'a (2018) assessment of the perceived strategic leadership influence on the performance of tourism government agencies in Kenya which focused on strategy direction, organizational culture and organizational resource portfolio as the construct of strategic

leadership whereas performance was measured through percentage growth, employee turnover and client satisfaction. Specifically, the study targeted 6 tourism-related public organizations and a structured questionnaire which was developed using the 5-point Likert-type scale was administered to a sample consisting of 420 respondents. The results from the linear regression model indicated that senior managers agreed on the long term organizational strategies but not all of them had the power to implement, nor did they have the communication skills to fully inform the staff below them for implementation purposes.

In addition, the analysis of the relationship between Strategy Implementation and organizational performance revealed ( $r = 0.743$  and  $P < 0.05$ ), a high correlation value above 0.5 indicating that strategy implementation is positively correlated to the organizational performance and p-value of below 0.5 indicates that the relationship is statistically significant. These findings are in agreement with Andrews, Boyne, Jennifer and Walker (2011) study which examined the relationship between strategy implementation and performance of public sectors in Welsh and demonstrated that only strategic orientation in the leadership can be of any significance to the performance. In particular, the study by Andrews et al (2011) adopted an electronic survey method to administer online questionnaire which was designed in a 7-point Likert-type scale targeting a total of 893 management level respondents from 198 services in the local authorities. Accordingly, the study used factor analysis and the findings demonstrated that there was a positive significance in applying incremental approach for implementation that would lead to significant performance. This implied a strong link between strategic processes and strategic orientation in performance improvement for the local authorities in Welsh.

### **Regression Analysis and Test of Hypotheses**

Regression analysis (simple regression analysis, multiple regression analysis and stepwise regression analysis) and Pearson's product moment correlation analysis were used to establish the nature and magnitude of the relationships between the variables of the study and test the hypothesized relationships in order of the specific objectives of the study. In this regard, the study adopted Hayes (2013) process models which are recommended for testing the mediating, moderating and moderated mediation relationships among the study variables on the second, third and fourth hypotheses. Hypotheses were formed based on the research objectives.

The hypotheses were tested at 95 percent confidence level ( $\alpha = 0.05$ ), hence decision points to reject or the option to fail to reject a null hypothesis were based on the p-values, t-values and where zero (0) was observed to fall outside lower confidence interval (LLCI) and upper

confidence interval (ULCI). Where  $p \leq 0.05$ ,  $t \geq 1.96$  and/or where 0 is outside LLCI and ULCI, the study rejected the null hypothesis and where  $p > 0.05$ ,  $t < 1.96$  and/or 0 is within LLCI and ULCI the study accepted the null hypothesis. Interpretations of the results and subsequent discussions also considered correlation coefficients which were denoted by (R), coefficients of determinations ( $R^2$ ), F-statistic values (F) and beta values ( $\beta$ ). It is important to note that the decision criteria which was adopted was to the effect that higher F-statistic values were construed to mean more significance of the models. The negative or positive effect of the independent variable on the dependent (either negative or positive) in the regression models were explained by checking the beta ( $\beta$ ) sign. The R-value shows the strength of the relationship between the variables, t-value represents the significance of individual variables. The findings are presented along the study objectives and corresponding hypothesis.

### **Strategic Leadership Style, Strategy Implementation and Organizational Performance**

The second objective of the study was to investigate the mediating effect of strategy implementation on the relationship between Strategic Leadership Style and organization performance of Agricultural, Livestock and Fisheries parastatals in Kenya. This was tested through null hypothesis.  $H_{02}$ : There is no significant mediating effect of strategy implementation on the relationship between strategic leadership style and organizational performance of Agricultural, Livestock and Fisheries parastatals in Kenya. The study adopted Baron and Kenny (1986) four step approach regression analyses were conducted and significance of the coefficients examined at each step. These regression analyses mediation models were conducted using Andrew Hayes's (2013) PROCESS macro which is an all in one preprogrammed procedures or Macros in SPSS. The Andrew Hayes's (2013) PROCESS macro calculate the indirect effect coefficient (or coefficients), and then use a bootstrap method to test the indirect effect for significance.

**Step1:** Modelling of Organization Performance as predicted by Strategic Leadership Style. This is conducted to confirm the significance of the relationship between the initial Independent variable (strategic leadership style) and Dependent variable (performance) ( $X \rightarrow Y$ ).

#### **Table 4: Organization Performance as predicted by Strategic Leadership Style**

---

OUTCOME VARIABLE:

---

**Organization Performance**

---

**Model Summary**

---

<b>R</b>	<b>R-sq</b>	<b>MSE</b>	<b>F</b>	<b>df1</b>	<b>df2</b>	<b>p</b>
.6991	.4888	.2518	153.9307	1.0000	161.0000	.0000

**Model**

	<b>Coeff</b>	<b>se</b>	<b>T</b>	<b>P</b>	<b>LLCI</b>	<b>ULCI</b>
Constant	.7168	.2543	2.8182	0.0054	.2145	1.2190
Strategic Leadership Style	.7998	.0645	12.4069	0.0000	.6725	.9271

**Standardized coefficients**

Coeff

Strategic Leadership Style 0.6991

Results from Table 4 shows the path (direct effect) from Strategic Leadership Style to organizational performance was positive and statistically significant ( $\beta=0.7998$ , s.e.= 0.0645,  $p<0.001$ ).

**Step2:** This test confirms the significance of the relationship between the initial independent variable (strategic leadership style) and the mediator (strategy implementation) ( $X \rightarrow M$ ). The model gives the results of Strategy implementation (Mediator) variable being predicted by Strategic Leadership Style (Independent variable).

**Table 5: Strategy implementation and Strategic Leadership Style.**

OUTCOME VARIABLE:							
Strategy implementation							
Model Summary							
R	R-sq	MSE	F	df1	df2	P	
.7757	.6017	.1733	243.2132	1.0000	161.0000	.0000	
Model							
		Coeff	Se	T	P	LLCI	ULCI
Constant		.6304	.2110	2.9877	.0033	.2137	1.0470
Strategic Leadership Style		.8340	.0535	15.5953	.0000	.7283	.9396
Standardized coefficients							
	Coeff						
Strategic Leadership Style	0.7757						

Results from the Table 5 shows the path (direct effect) from Strategic Leadership Style to Strategy implementation was positive and statistically significant ( $\beta=0.8340$ ,  $s.e.=0.0535$ ,  $p<0.001$ )

**Step3 and Step4:** Steps 3 and 4 involved the same regression model. Step 3: Confirms the significance of relationship between the mediator (Strategy implementation) and the dependent variable (performance) in the presence of the independent variable (Strategic Leadership Style) ( $M|X \rightarrow Y$ ). Step 4: Confirms the insignificance (or the meaningful reduction in effect) of the relationship between the initial independent variable (Strategic Leadership Style) and the dependent variable (performance) in the presence of the mediator (Strategy implementation) ( $X|M \rightarrow Y$ ). The results of step 3 and 4 are show in Table 6.

**Table 6: Organization performance predicted by Strategic Leadership Style and Strategy implementation**

OUTCOME VARIABLE:							
organization performance							
Model Summary							
R	R-sq	MSE	F	df1	df2	p	
.7679	.5897	.2033	114.9776	2.0000	160.0000	.0000	
Model							
	Coeff	Se	T	p	LLCI	ULCI	
Constant	.3791	.2348	1.6147	.1084	-.0846	.8429	
Strategic Leadership Style	.3531	.0918	3.8469	.0002	.1718	.5344	
Strategy implementation.	.5356	.0854	6.2733	.0000	.3670	.7042	
Standardized coefficients							
Coeff							
Strategic Leadership Style	0.3087						
Strategy implementation	0.5034						

The results from Table 6 shows that the path (direct effect) from Strategic Leadership Style to organization performance is positive and significant ( $\beta=.3531, s.e=.0918, p=0.0002$ ), indicating that an organization with high Strategic Leadership Style is more likely to have higher performance than those organizations scoring low on Strategic Leadership Style measure. The direct effect of Strategy implementation on performance is positive and significant ( $\beta = .5356, s.e=.0854, p=0.0000$ ), indicating organizations scoring higher on Strategy implementation is more likely to achieve higher performance than those scoring lower on strategy implementation measure.

**Step5:** Outcome: Actual Test of the indirect test. The indirect effect is tested using non-parametric bootstrapping. If the null of 0 falls between the lower and upper bound of the 95% confidence interval, then the inference is that the population indirect effect is 0. If 0 falls outside the confidence interval, then the indirect effect is inferred to be non-zero.

**Table 7: Actual Test Results of the indirect test**

<b>TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y</b>							
<b>Total effect of X on Y</b>							
Effect	se	t	T	LLCI	ULCI	c_ps	ccs
.7998	.0645	12.4069	.0000	.6725	.9271	1.1432	.6991
<b>Direct effect of X on Y</b>							
Effect	se	t	p	LLCI	ULCI	c'_ps	c'_cs
.3531	.0918	3.8469	.0002	.1718	.5344	.5047	.5047
<b>Indirect effect(s) of X on Y:</b>							
	Effect	BootSE	BootLLCI	BootULCI			
strategy implementation	.4467	.0724	.2983	.5907			

Table 7 shows that we have a positive (effect=0.4467) predictor relationship Strategic Leadership Style and performance as mediated through strategy implementation and it is statistically significant: 95%CI=(.2983, .5907). The study went further to test the model variance when the strategy implementation mediator is introduced in the relationship between strategic leadership style and performance vis-a-vis relationship between strategic leadership style and performance without the mediator. This was to show the significant impact of strategy implementation with addition of strategic leadership style on organization performance. The results of this test were presented in Table 8

**Table 8: Model Summary-R-squared for Mediator Variable**

<b>R-squared before Mediation</b>			<b>R-squared After Mediation</b>		
Variable	R	R-Square	Variable	R	R-Square
Performance	0.6991	0.4888	Performance	0.7679	0.5897

The regression analysis results in Table 8 revealed a relationship R=0.77 which showed a strong positive correlation and revealed that strategy implementation, strategic leadership style and organization performance are profoundly related. The  $R^2 = 0.5897$  which meant that

58.97% of variation in organization performance can be explained by a unit change in strategic leadership style and strategy implementation. The researcher further summarized the mediation steps for ease of understanding in Table 9, on the following page.

The mediation test results in Table 9 show that Indirect effect with beta coefficient of [0.446] and Total effect with beta coefficient of ( $\beta = 0.799$ ) this means that there is a partial intervening effect of strategy implementation in the relationship between strategic leadership style and organizational performance of Agricultural, Livestock and Fisheries parastatals in Kenya. Strategy implementation is a partial mediating variable because the total effect of the beta coefficient ( $\beta = 0.799$ ) in the relationship between strategic leadership style and organizational performance is higher than beta coefficient ( $\beta = 0.446$ ) of indirect effect when the mediating variable (strategy implementation) is introduced in the relationship between strategic leadership style and performance. The results further shows that all the model relationships paths are significant with p-value ( $p < 0.05$ ). This means that the null hypothesis which states that there is no intervening effect of strategy implementation on the relationship between strategic leadership style and performance of Agricultural, Livestock and Fisheries parastatals in Kenya is thus rejected. The model explaining the results enumerated in Table 30 is given by:

i. 
$$\text{Performance} = 0.717 + 0.8 (\text{Strategic Leadership Style}) + 0.45 (\text{Strategy Implementation})$$

The study findings are in agreement with those of Masoud, Samad, and Abdalla (2016) in their study on the mediating effect of strategic implementation between strategy formulation and performance within government institution in Yemen, where the results indicated that strategy implementation influenced the level of performance significantly. The study results also are in agreement with that of Law et al. (2015) which concluded that the state-owned enterprises could achieve higher performances if leadership embraces differentiation. The study results means that for Agricultural, Livestock and Fisheries parastatals in Kenya to achieve higher performance, the strategic leadership style adopted should be complemented with an appropriate strategy implementation approach which embraces and communicates effectively to every staff in the organization.

**Table 9: Summary of Mediation Testing**

Step	Path	Beta	t	p	LLCI	ULCI
Step1:Total effect(without mediator)	Strategic Leadership Style → Performance	0.7998	12.406	0.0000	0.6725	0.9271
Step2	Strategic Leadership Style →Strategy Implementation	0.834	15.595	0.0000	0.7283	0.9396
Step3	Strategy Implementation → Performance	0.5356	6.273	0.0000	0.367	0.7042
Step4:(with mediator variable)	Strategic Leadership Style → Performance	0.3521	3.846	0.0002	0.1718	0.5344
Step5-Indirect effect(Outcome)	Mediation effect = ((Strategic Leadership Style → Strategy Implementation) * (Strategy Implementation→ Performance)) =0.8340*0.5356	0.4467			0.2983	0.5907

## FINDINGS AND DISCUSSION

### ***Mediating effect of strategy implementation in the relationship between strategic leadership style and Organizational performance of Agricultural, Livestock and Fisheries parastatals in Kenya***

The second objective of the study was to determine the mediating (intervening) effect of strategy implementation on the relationship between strategic leadership style and organizational performance of Agricultural, Livestock and Fisheries parastatals in Kenya. The study findings revealed and established that the overall aggregate mean score for strategy implementation was 3.88 which implied that the responses tended towards the perspective that strategy implementation towards attainment of desired organizational performance in the Agricultural, Livestock and Fisheries Parastatals was above average considering that 69.1% of the respondents acknowledge that strategy implementation was relevant in performance of the Agricultural, Livestock and Fisheries parastatals in Kenya. Majority of the respondents contend that core indicators for strategy implementation were based on institutionalization and operationalization of the strategies. On operationalization, the respondents agreed that departments be allowed room to devise viable ways of achieving strategic objectives and that strategic plan is developed and implemented using a participatory approach. On institutionalization the respondents agreed that strategy implementation be cascaded at all levels of the organization and that the organization should have a program to frequently update employee's skills and capabilities to support implementation of new strategies. These study results are consistent with the findings of Issa and Ragui (2018) who conducted a study on strategic leadership and implementation among parastatals in Kenya. The study done by Issa and Ragui (2018) was purposed to establish how strategic leadership influenced implementation which is considered a key contributor to the performance of the parastatals. The study which targeted 187 parastatals drew inferences from the multiple linear regression analysis and demonstrated that the model was fairly good ( $R^2 = 0.641$ ) in predicting the interrelation between strategic leadership and implementation as it explained about 64.1% of changes in strategy implementation in Kenyan parastatals as being associated with strategic communication, organizational culture and balance organizational control. This study took cognizance of the importance of strategy implementation by establishing its intervening role by advancing additional constructs in the Kenyan context. The study concluded that changes in strategy implementation in Kenyan parastatals are explained by strategic communication, organizational culture and balanced organizational control.

Furthermore, the findings of this study also echo the results of a study by Musyoka (2011) which critically examined the challenges faced by Jomo Kenyatta Foundation in strategy implementation and identified internal factors and external factors as the major bottlenecks to strategy implementation in state owned enterprises. In particular, the study singled out on internal changes which emanate from within an organization which includes culture, skills, structure, power dynamics while external sources emanate from the forces outside the organization which includes political factors, government policies, legal framework and economic status. In a related study which was carried out by Rajasekar (2014) while examining the factors which affect the efficiency of strategy implementation in the service provision industry in state owned electricity distribution companies in the Sultanate of Oman using the survey method to collect data, a total of 150 questionnaires were distributed to 5 companies within the Sultanate of Oman. The survey obtained data which was analyzed descriptively and the results of the analysis found out that strategy implementation depends on a host of factors such as industry, country, organizational culture and environment which should never be overlooked. In terms of effectiveness and successful implementation of a strategy, the study revealed that leadership precedes organizational culture and structure as well as control and information systems. The studies gave varied results and only tested the direct relationship of strategy implementation and performance without considering if it can play a mediating role. However, Musyoka (2011) and Rajasekar (2014) concluded that in the process of strategy implementation, a number of internal changes emanate from within the organization which includes culture, skills, structure, power dynamics and also strategy implementation depends on factors such as industry, country, organizational culture and environment.

This study objective was pursued on the basis of the hypothesis that there is no intervening (mediating) effect of strategy implementation on the relationship between strategic leadership style and organizational performance of Agricultural, Livestock and Fisheries parastatals in Kenya.” The study findings rejected the null hypothesis and established that strategy implementation did partially mediate the relationship between strategic leadership style and organizational performance of the Agricultural, Livestock and Fisheries Parastatals in Kenya taking note of the total effect of the predicted beta coefficient [0.799] in the relationship between strategic leadership style and organizational performance is higher than beta coefficient [0.446] of indirect effect when the mediating(intervening) variable (strategy implementation) is introduced in the relationship between strategic leadership style and performance whereas all the relationship paths were found to be significant at  $p < 0.05$  and the indirect effect lower and upper confidence interval [LLCI:-0.2983, ULCI: 0.5907] where the

zero (0) is outside the confidence interval and thus partial mediation is significant. The study results revealed that there was strong positive correlation of  $R=0.7679$  between strategic leadership style, strategy implementation and organizational performance and that 58.97% ( $R^2 = 0.5897$ ) of variation in organization performance can be explained by a unit change in strategic leadership style and strategy implementation with  $p=0.000$ , which means an increase in mean index of strategy implementation will increase the relationship between strategic leadership style and Organizational performance by a positive unit mean index value of 44.7 percent. The study therefore established that strategy implementation positively impacts strategic leadership style on organizational performance of Agricultural, Livestock and Fisheries parastatals in Kenya. These findings concurred with Isaac *et. al*, (2016) study on the mediating effect of strategic implementation between strategy formulation and performance within government institutions in Yemen, which indicated that strategy implementation influenced the level of performance significantly.

### Summary of Findings

With regards to the first objective which purposed to establish the relationship between strategic leadership style and performance of Agricultural, Livestock and Fisheries parastatals in Kenya, the study hypothesized that there is no relationship between strategic leadership style and performance of Agricultural, Livestock and Fisheries parastatals in Kenya. In view of that, the analysis results revealed that strategic leadership style was relevant in the organizational performance of the Agricultural, Livestock and Fisheries parastatals in Kenya. In addition, the study found out a strong positive correlation of ( $r=0.699$ ) between strategic leadership style and organizational performance of the Agricultural, Livestock and Fisheries parastatals in Kenya with 48.8 of the variation in organizational performance being attributable to unit change in strategic leadership style. In this view, the study suggest that leaders should consider developing their human capital by understanding specific staff development needs to be undertaken, investing in staff personal development through coaching and conducting development needs assessment to determine its position in the competitive market.

Concerning the second specific objective which sought to determine the mediating effect of strategy implementation on the relationship between strategic leadership style and performance of Agricultural, Livestock and Fisheries parastatals in Kenya based on the hypothesis that there is no mediating effect of strategy implementation on the relationship between strategic leadership style and performance of Agricultural, Livestock and Fisheries parastatals in Kenya strategy implementation was impactful on the organizational performance of the parastatals.

The results invalidating the null hypothesis revealed strong positive correlation of  $R=0.7679$  between strategic leadership style, strategy implementation and performance whereby 58.97% of variation in organization performance was attributed to leadership style and strategy implementation

In relation to the third specific objective which investigated the moderating effect of external environment on the relationship between strategic leadership style and performance of Agricultural, Livestock and Fisheries parastatals in Kenya, the external environment within which the organizations operate was inevitable considering the framework of legal and policy issues which governs the core functions of these parastatals and the changes in legal framework from time to time. In tandem, there was strong positive correlation of  $R=0.713$  between external environment, strategy implementation and organizational performance of the Agricultural, Livestock and Fisheries parastatals as 50.86% of the variation in performance arose from the interaction of both strategic leadership style and external environment.

On the fourth objective which examine the moderating effect of external environment on the mediating role of strategy implementation in the effect of strategic leadership style on performance of Agricultural, Livestock and Fisheries parastatals in Kenya, a strong and statistically significant positive correlation of  $R = 0.7731$  between strategic leadership style, strategy implementation, external environment and organizational performance was noted. Furthermore, the analysis showed that 59.8% of variation in organizational performance was to factors related to strategic leadership style, strategy implementation and external environment. In addition, direct association between Strategic Leadership Style and Performance of Agricultural, Livestock and Fisheries parastatals in Kenya was significantly moderate attributable d by external environment. Also, both direct and indirect increase in external environment positively affected the organizational performance to a point where direct effect of external environment leads to higher strategic leadership style on performance than the indirect effect. The results further show that external environment has both direct and indirect effect on the relationship between strategic leadership style and performance of Agricultural Livestock and Fisheries parastatals in Kenya.

## **CONCLUSIONS & RECOMMENDATIONS**

### **Conclusions**

This study concluded that based on the findings in the current study, that strategy implementation was relevant in organizational performance of Agricultural, Livestock and

Fisheries parastatals in Kenya. According to the study strategy implementation partially mediates the relationship between strategic leadership style and organizational performance of Agricultural, Livestock and Fisheries parastatals in Kenya and that strategy implementation had a significant strong positive contribution to the relationship between strategic leadership style and organizational performance. The key aspects identified in strategy implementation that organization leaders should adopt are departments be allowed room to device viable ways of achieving strategic objectives and that strategic plan is developed and implemented using a participatory approach. The institutionalization of strategy implementation be cascaded at all levels of the organization and that the organization should have a program to frequently update employee's skills and capabilities to support implementation of new strategies. In this regard for Agricultural, Livestock and Fisheries parastatals in Kenya to achieve higher organizational performance, the strategic leadership style adopted should be complemented with strategy implementation approach which embraces and communicated effectively to every staff in the organization.

### **Recommendations**

The objective was to determine the mediating effect of strategy implementation on the relationship between strategic leadership style and organizational performance of Agricultural, Livestock and Fisheries parastatals in Kenya. The study findings revealed that strategy implementation was relevant in organizational performance of Agricultural, Livestock and Fisheries parastatals in Kenya towards attainment of desired organizational performance . The study recommended that organization leaders should allow room to device viable ways of achieving strategic objectives and that strategic plan should be developed and implemented using a participatory approach. The study further recommends that institutionalization of strategy implementation be cascaded at all levels of the organization and that the organization should have a program to frequently update employee's skills and capabilities to support implementation of new strategies. Therefore, for Agricultural, Livestock and Fisheries parastatals in Kenya to achieve higher organizational performance, the strategic leadership style adopted should be complemented with strategy implementation approach which embraces effective communication to every staff member in the organization.

## REFERENCES

- Ahmadi, S. A., Salamzadeh, Y., Daraei, M., & Akbari, J. (2012). Relationship between Organizational Culture and Strategy Implementation: Typologies and Dimensions. *Global Business and Management Research: An International Journal*, 4(3 & 4), 286-299.
- Andrews, R., Boyne, G. A., Law, J., & Walker, R. M. (2011). Strategy implementation and public service performance. *Administration & Society*, 43(6), 643-671.
- Andrew Hayes, (2013). Intergrating Mediation and Moderation Analysis: Fundamentals using PROCESS. statistical horizons
- Arain, M. Campbell, M. J., Cooper, C. L., & Lancaster, G. A. (2010). What is a Pilot or Feasibility Study? A Review of Current Practice and Editorial Policy. *BMC medical research methodology*, 10(1), 67.
- Azhar, A., Ikram, S., Rashid, S., & Saqib, S. (2013). The role of leadership in strategy formulation and implementation. *International Journal Of Management & Organizational Studies*, 1(2).
- Babbie, E. (1990). *Survey Research Methods* 2nd Ed. Belmont, CA: Wadsworth.
- Barney, J. B. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management*, Vol. 17, pp.99–120.
- Barney, S.A. (2012). *Success Factor Corporate Culture: Developing a Corporate Culture for High Performance and Long-term Competitiveness, Six Best Practices*. Kindle Edition.
- Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51, 1173–1182.
- Bass, B. M. (1985). *Leadership and Performance Beyond Expectation*. New York, NY: The Free Press.
- Bertalanffy, L. V. (1956). General System Theory. *General Systems*, 1: 1–10.
- Besley, D.A., Kuh, E. and Welsch, R.E. (1980) *Regression Diagnostics. Identifying influential Data and Sources of Collinearity*. Wiley Interscience, New York.  
<https://doi.org/10.1002/0471725153>

- Bihani, P., & Patil, S. T. (2014). A Comparative Study of Data Analysis Techniques. *International Journal of Emerging Trends and Technology in Computer Science (IJETTCS)*, 14(6): 95-105.
- Bose, E. N., & Ndegwa, P. (2019). Strategic Leadership and Organizational Performance of Directorate of Criminal Investigations in Nairobi County, Kenya. *International Journal of Current Aspects*, 3(V), 166-185.
- Bryman, A. (2016). *Social research methods*. Oxford university press.
- Burnes, B. (1996). No such thing as a one best way to manage organizational change. *Management Decisions*, 34 (10), 11-18.
- Carlopio, J., & Harvey, M. (2012). The Development of a Social Psychological Model of Strategy Implementation. *International Journal of Management*, 29(3), 75-85
- Carter, S. M., & Greer, C. R. (2013). Strategic leadership: Values, styles, and organizational performance. *Journal of Leadership & Organizational Studies*, 20(4), 375-393.
- Castillo, J. J. (2009). Population Sampling Techniques. Retrieved from *Experiment Resources*:<http://www.experiment-resources.com/population-amplng.html>, retrieved on 17<sup>th</sup> June 2015.
- Chakrabartty, S. N. (2013). Best split-half and maximum reliability. *IOSR Journal of Research & Method in Education*, 3(1), 1-8.
- Chiuri, B. W. (2015). *Challenges of Strategy Implementation in Higher Education Institutions in Kenya* (Doctoral dissertation, JKUAT).
- Consolata, N. W., Ogotu, M., Yabs, J., Njihia, J. M., & Kinoti, M. (2020). Competitive Strategies, Business Environment, Corporate Image and Performance of Large Manufacturing Firms in Kenya. *Unpublished Doctoral Thesis. University of Nairobi*, 1-171.
- Cooper, D. R. & Schindler, P. S. (2014). *Business research methods* (12th ed). New York, NY. McGraw-Hill/Irwin.
- Cohen, J., Cohen, P., West, S. G., & Aiken, L. S. (2003). *Applied multiple regression/correlation analysis for the behavioral sciences* (3rd ed.). Lawrence Erlbaum Associates Publishers.

- Covin, J. G., & Slevin, D. P. (2017). The entrepreneurial imperatives of strategic leadership. *Strategic entrepreneurship: Creating a new mindset*, 307-327.
- Crespo, G. M., Grimaldi, M., Maione, G., & Vesci, M. (2017). Inside Out: Organizations as service systems equipped with relational boundaries. *Systems*, 5(2), 36-48.
- Creswell, J. W. (2014). *A Concise Introduction to Mixed Methods Research*. UK; Sage Publication Ltd.
- Creswell, J. W., & Clark, V. L. P. (2017). *Designing and conducting mixed methods research*. New York: Sage publications.
- Cronbach, L.J. (1951). Coefficient Alpha and the Internal Structures of Tests. *Psychometrika*, 16: 297-334.
- Daft, R. L. (2014). *The leadership experience*. Cengage Learning.
- Darvishmotevali, M., Altinay, L., & Koseoglu, M. A. (2020). The Link between Environmental Uncertainty, Organizational Agility and Organizational Creativity in the Hotel Industry. *International Journal of Hospitality Management*, Volume 87. doi.org/10.1016/j.ijhm.2020.102499.
- Dim, E., & Nzube, C. A. (2020). The Effect of Leadership Styles on Organizational Performance of selected foam Manufacturing Firms in Anambra State, Nigeria. *International Journal of Management and Entrepreneurship*, Volume 2 Issue I.
- Du, J., Peng, S., Song, W., & Peng, J. (2020). Relationship between Enterprise Technological Diversification and Technology Innovation Performance: Moderating Role of Internal Resources and External Environment Dynamics. *Transformations in Business & Economics* , Vol. 19 Issue 2, pp. 52 - 73.
- Elliott, A. C., & Woodward, W. A. (2007). *Statistical analysis quick reference guidebook: With SPSS examples*. Sage.
- Field, A. (2000). *Discovering Statistics using SPSS for Windows*. London–Thousand Oaks – New Delhi: Sage publications.
- Frankfort-Nachmias, C., & Nachmias, D. (2007). *Study guide for research methods in the social sciences*. Macmillan.

- Ghasemi, A. & Zahediasl, S. (2012). 'Normality tests for statistical analysis: A guide for non-statisticians.' *International Journal of Endocrinology and Metabolism*, 10(2), pp. 486– 489.
- Hou, B., Hong, J., Zhu, K., & Zhou, Y. (2019). Paternalistic Leadership and Innovation: The moderating effect of Environmental Dynamism. *European Journal of Innovation Management*, Vol. 22, Issue 3, pp. 562-582.
- Peter, F. (2020). External Environmental Factors and Organizational Productivity in Selected Oil Service Firms in Port Harcourt. *International Journal of Management and Entrepreneurship*, 2(1), 115-126.
- Ghasemi, A., & Zahediasl, S. (2012). Normality tests for statistical analysis: a guide for non-statisticians. *International journal of endocrinology and metabolism*, 10(2), 486–489. <https://doi.org/10.5812/ijem.3505>
- Government of Kenya (2016). *Ministry of Agriculture Circular No.3/2009*. Government Press. Nairobi, Kenya
- Greer, C. R., Lusch, R. F., & Hitt, M. A. (2017). A service perspective for human capital resources: A critical base for strategy implementation. *Academy of Management Perspectives*, 31(2), 137-158.
- Hall, J., Johnson, S., Wysocki, A. and Kepner, K. (2007). Transformational leadership: The transformation of managers and associates. Retrieved May 11, 2009, from <http://edis.ifas.edu>.
- Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2006). *Multivariate data analysis* (Vol. 6). Upper Saddle River, NJ: Pearson Prentice Hall.
- Hair, J. F., Money, A. H., Samouel, P., & Page, M. (2010). *Research Methods for Business*. Chichester: John Wiley & Sons Ltd.
- Hayes, A. F. (2017). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach*. Guilford publications.
- Herbane, B. (2010). The evolution of business continuity management: A historical review of practices and drivers. *Business history*, 52(6), 978-1002.
- Hershberger, A. R. (2005). Predicting expectations about counseling: Psychological factors and gender implications. *Journal of Counseling & Development*, 83(4), 457–469. <https://doi.org/10.1002/j.1556-6678.2005.tb00367.x>

- Hitt, M. A., Ireland, R. D. & Hoskisson, R. E. (2013). *Strategic management: competitiveness and globalization*. Boulevard: South Western Cengage Learning.
- Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2011). *Strategic Management: Competitiveness & Globalisation* (11 ed.). Stamford: Cengage Learning.
- Hitt, M.A., Ireland, R. D. & Hoskisson, R.E. (2007). *Strategic management: competitiveness and globalization*, 7th edition. Ohio: Thomson/South Western.
- Hoepfl, M. C. (2015). Choosing Qualitative Research: A Primer for Technology Education Researchers. *Journal of Technology Education*, 22(5):112-117.
- Hofstede, G (1984). *Culture's Consequences: International Differences in Work-Related Values* (2nd ed.). Beverly Hills CA: SAGE Publications
- Hofstede, G., & Hofstede, G. J. (2010). *Cultures and Organisations*. (3<sup>rd</sup> ed). New York, NY: McGraw-Hill USA.
- Hoskisson, R. E., Hitt, M. A., Ireland, R. D., & Harrison, J. S. (2012). *Competing for advantage*. Cengage Learning.
- Hutzschenreuter, T., Kleindienst, I., & Greger, C. (2012). How new leaders affect strategic change following a succession event: A critical review of the literature. *The Leadership Quarterly*, 23(5), 729-755.
- International Finance Corporation. (2018, July). *State-Owned Enterprises*. Retrieved from International Finance Corporation:  
[https://www.ifc.org/wps/wcm/connect/topics\\_ext\\_content/ifc\\_external\\_corporate\\_site/ifc+cg/topics/state-owned+enterprises](https://www.ifc.org/wps/wcm/connect/topics_ext_content/ifc_external_corporate_site/ifc+cg/topics/state-owned+enterprises)
- International Finance Corporation. (2019). *Country Private Sector Diagnostic*. Retrieved from *Creating Markets in Kenya: Unleashing Private Sector Dynamism to Achieve Full Potential*: <https://www.ifc.org/wps/wcm/connect/9cdd17da-fccb-4ca8-a71c-ea631593463a/201907-CPSD-Kenya.pdf?MOD=AJPERES&CVID=mMGBDRv>
- Irtaimah, H. J. (2018). Impact of Strategic Leadership Competencies on Enhancing Core Competencies in Organizations: Applied Study on AlManaseer Group for Industrial & Trading. *Modern Applied Science*, 12(11), 169-180.
- Isaac, O., Masoud, Y., Samad, S., & Abdullah, Z. (2016). The mediating effect of strategic implementation between strategy formulation and organizational performance within

- government institutions in Yemen. *Research Journal of Applied Sciences*, 11(10), 1002-1013.
- Issa, A.K, & Ragui, M. (2018) Strategic Leadership Involvement and Strategy Implementation Among Parastatals in Kenya. *European Journal of Business and Strategic Management*, Vol.3, Issue 5, No.3, pp 39 – 62
- Jain, T., & Jamali, D. (2016). Looking inside the black box: The effect of corporate governance on corporate social responsibility. *Corporate Governance: An International Review*, 24(3), 253-273.
- Janićijević, N. (2012). The influence of organizational culture on organizational preferences towards the choice of organizational change strategy. *Economic annals*, 57(193), 25-51.
- Jimad, H., Maarif, M. S., Affandi, M. J., & Sukmawati, A. (2020). Leadership Strategy of State University Public Service Agency to Increasing Organizational Performance in Indonesia. *International Business and Accounting Research Journal*, 4(1), 23-36.
- Jooste, C., & Fourie, B. (2009). The role of strategic leadership in effective strategy implementation: Perceptions of South African strategic leaders. *Southern African Business Review*, 13(3).
- Judge, T. A., & Long, D. M. (2012). Individual differences in leadership. *The nature of leadership*, 2, 179-217.
- Kane, K. (2018, September 28). *Size and Sectoral Distribution of State Owned Enterprises: Main Findings of the Latest Review*. Retrieved from Organization for Economic Co-operation and Development: [https://www.oecd.org/industry/ind/Item\\_6\\_3\\_OECD\\_Korin\\_Kane.pdf](https://www.oecd.org/industry/ind/Item_6_3_OECD_Korin_Kane.pdf)
- Kaplan, R. S., & Norton, D. P. (2008). *The execution premium: Linking strategy to operations for competitive advantage*. Harvard Business Press.
- Kemei, D., Oboko, R., & Kidombo, H. (2018). Project manager leadership competences and ERP system implementation project: A case of energy sector state parastatals in Kenya. *Academic Research Insight Journal*, 1(1), 67-80.
- Kent State University Libraries (May, 2021). SPSS TUTORIALS: COMPUTING VARIABLES. <https://libguides.library.kent.edu/spss/computevariables>

Kenya's Auditor General Reports (2018) Period between 2013-2017

Keraro, V.N. (2014). Role of Governance in the Strategic Management of Counties in Kenya. Unpublished PhD Thesis, Juja: JKUAT.

Khourouh, U., Sudiro, A., Rahayu, M., & Indrawati, N. K. (2020). The Mediating Effect of Entrepreneurial Marketing in the Relationship between Environmental turbulence and dynamic capability with sustainable competitive advantage: An Empirical Study in Indonesian MSMEs. *Management Science Letters*, 10 (709-720).

Kising'u, T. M. (2017). Role of Strategic Leadership for Sustainable Competitive Advantage in Kenyan Public and Private Universities (Doctoral dissertation, JKUAT-COHRED).

Kobia, M., & Mohammed, N. (2006, December). The Kenyan experience with performance contracting. In *28th AAPAM Annual Round Table Conference*.

Kongiri, A. T. (2012). Effects of CAMEL Variables on Bank Efficiency: A Panel Analysis of Kenyan Commercial Banks. Unpublished MBA Project, University of Nairobi.

Kombate, B., & Emmanuel, M. (2021). The Implications of the Strategic Implementation Style and Middle Management Effort in Public Organization Strategic Management Implementation and its Organizational Performance. *Journal of Public Administration and Governance*, Volume 11 Issue I, pp. 1-25.

Kothari, C.R & Garg, G. (2014) *Research Methodology methods and techniques* (3rd ed.) .Pg.89. India: New Age International Limited

Kline, R. B. (2005). *Methodology in the social sciences. Principles and practice of structural equation modeling* (2nd ed.). Guilford Press.

Kreitner, R. (2007). *Fundamentals of organizational behaviour*. (1st ed.). New York: McGraw-Hill.

Lababidi, H. C., Lababidi R., Colak, M., & Dayan, M. (2020). Contingency Effects of Firm Structure and Environmental Uncertainty on Strategic Planning and Firm Performance: Evidence from UAE Enterprises. *Briefs in Entrepreneurial Finance*, Volume 29, Issue II, pp. 241-252.

Lavrakas, P. J. (2008). *Encyclopedia of Survey Research Methods*. Sage Publications.

- Law, V. T., Tavitiyaman, P., & Zhang, H. Q. (2015). An analysis of industry forces, strategic implementation, and performance: Evidence from state-owned hotels in China. *Journal of China Tourism Research*, 11(3), 315-336.
- Machuki, V. N. & Aosa, E. (2011). The Influence of external environment on the performance of publicly quoted companies in Kenya. *Business Administration and Management Journal*, 1 (7), 205-2018.
- Mahapatro, B. B. (2010). Human resource development. *Human resource management*, 272-298.
- Mahdi, O. R. & Almsafir, M. K. (2013). The Role of Strategic Leadership in Building Sustainable Competitive Advantage in The Academic Environment. *Procedia - Social and Behavioral Sciences* 129 289 – 296
- Mailu, R. N., Ntale, J. F., & Ngui, T. K. (2018). Strategy implementation and organizational performance in the pharmaceutical industry in Kenya. *International Academic Journal of Human Resource and Business Administration*, 3(2), 33-47.
- Mapetere, D., Mavhiki, S., Nyamwanza, T., Sikomwe, S., & Mhonde, C. (2012). Strategic role of leadership in strategy implementation in Zimbabwe's state-owned enterprises. *International Journal of Business and Social Science*, 3(16).
- Markiewicz, P. (2011). Change management in the strategy implementation process. *Intellectual Economics*, Vol. 5, No. 2(10), 257–267.
- Marn, J. T. K., & Romuald, D. F. (2012). The impact of corporate governance mechanism and corporate performance: A study of listed companies in Malaysia. *Journal for the advancement of science & arts*, 3(1), 31-45.
- Marshall, C., & Rossman, G. B. (2014). *Designing qualitative research*. Sage publications.
- Mayende, W. S., & Joseph, O. O. (2020). Top Management Team Characteristics, Competitive Environment and Strategy Implementation. *International Journal of Business and Management*, 15(7).
- Mubarak, M. F., Yusoff, W. F. W., Mubarik, M., Tiwari, S., & Kaya, K. A. (2019). Nurturing Entrepreneurship Ecosystem in a Developing Economy: Myths and Realities. *Journal of Technology Management and Business*, 6(1).

- Mudany, John Odhiambo, Nicholas Letting, and Wainaina Gituro. "Moderating Effects of Macro Environment on Strategy Implementation and Performance in Energy Sector Institutions in Kenya." *Journal of Human Resource & Leadership* 4, no. 5 (2020): 35-59.
- Mudany, J. O., Ngala, M., & Gituro, W. (2021). Moderating Effect of Macro Environment on the Intervening Effect of Capital Structure on the Relationship between Strategy Implementation and Performance of Energy Sector institutions in Kenya. *African Journal of Emerging Issues*, Volume 3, Issue 1. pp. 67-95.
- Mugenda, O. M., & Mugenda, A. J. (2019). *Research Methods: Quantitative, Qualitative and Mixed Methods Approaches*. Nairobi: Center for Innovative Leadership and Governance.
- Munyoki, C., & K'Obonyo, P. O. (2015). The Role of Competitive Strategies on Performance of Kenya State Corporations. *International Journal for Innovation Education and Research*, 3(12).
- Murgor, P. K. (2014). External environment, firm capabilities, strategic responses and performance of large-scale manufacturing firms in Kenya. *University of Nairobi, PhD Thesis (Unpublished)*.
- Musyoka, L. W. (2011). Challenges of strategy implementation in Jomo Kenyatta foundation. *International Journal of Current Research*, 3(11), 301-308.
- Muthoni, G. (2018). *Influence of Leadership Styles, Resource Allocation and Employee Attitude on Implementation of Strategic Plan by Kenya Tea Development Limited* (Doctoral dissertation, University of Nairobi).
- Mutia, P. M. (2016). *Strategic leadership and its influence on church growth in Kenya* (Doctoral dissertation, United States International University-Africa).
- Mutunga, J., & Wainaina, L. (2019). Relationship between Strategy Implementation and Performance of Kenya Wildlife Service. *International Journal of Current Aspects*, 3(IV), 32-51
- Mwangi, S. (2017). *The Influence of Training and Development on Employee Performance: A Case of Somalia Non-Governmental Organization Consortium in Nairobi* (Doctoral dissertation, United States International University-Africa).

- Mwanje, M. O. (2016) Challenges of Strategy Implementation in Selected Sugar Companies in Kenya. *Unpublished doctoral thesis*, Jomo Kenyatta University of Agricultural Technology, JKUAT, Kenya
- Mwithi, J. M. (2016). *Effect of Leadership Competencies on Performance of State Corporations in Kenya* (Doctoral dissertation, COHRED, JKUAT).
- Namada, J. M. (2020). The Role of Strategy Implementation in the Relationship between Strategic Planning systems and Performance. *International Journal of Business Strategy and Automation*, Volume 1 Issue 1, pp. 1-23.
- Ng'ang'a, L. W. (2018) The Perceived Influence of Strategic Leadership on Organizational Performance of Tourism Government Agencies in Kenya. *Unpublished doctoral thesis*, Jomo Kenyatta University of Agricultural Technology, JKUAT, Kenya
- Njoroge, J. K. (2015). *Strategy implementation, performance contracting, external environment and performance of Kenyan state corporations* (Doctoral dissertation, University of Nairobi).
- Njoroge, J. K., Ongeti, W. J., Kinuu, D., & Kasomi, F. M. (2016). Does external environment influence organizational performance? The case of Kenyan State Corporations. *Management and Organizational Studies*, 3(3), 41-51.
- Nyamwega, H.N. (2018). Evaluation of The Strategic Leadership Development Training Programme In Public Service Commission of Kenya For Effective Service Delivery. *Unpublished doctoral thesis*, The Catholic University of East Africa, Nairobi, Kenya
- Pallant, J., (2010). *SPSS survival manual: A step by step guide to data analysis using the SPSS program*. 4th Edition, McGraw Hill, New York.
- Peat J, & Barton B. *Medical Statistics*(2005).A guide to data analysis and critical appraisal. Blackwell Publishing.
- Odundo, E. (2012). Environmental context, implementation of strategic plans and performance of State Corporations in Kenya. *Unpublished PhD thesis*, University of Nairobi, Kenya.
- Ogollah, K. O. (2012). Organizational configuration, stage of development and performance of commercial banks in Kenya. (*Unpublished PhD Thesis*) Nairobi: University of Nairobi.

- Olaka, M. H., Lewa, P., & Kiriri, P. (2017). Strategic Leadership and Implementation of Strategy in Commercial Banks in Kenya: A Case Study of Strategic Direction. *American Journal of Leadership and Governance*, 1(1), 82-95.
- Ombaka, B. E. (2014). Resources, external environment, innovation and performance of insurance companies in Kenya. (Unpublished PhD Thesis) Nairobi: University of Nairobi.
- Ongeti, W. J. (2014). Organizational Resources. Corporate Governance and Performance of Kenyan State Corporations. Unpublished PhD thesis. Nairobi: University of Nairobi.
- Organisation for Economic Cooperation and Development [OECD]. (2013). *Trade effects and policy implications*.
- Osman, A., & Ragui, M. (2017). Strategy Implementation and Organizational Performance of Private Security Companies in Nairobi, Kenya.
- Ostroff, C., Kinicki, A. J., & Muhammad, R. S. (2012). Organizational culture and climate. *Handbook of Psychology, Second Edition*, 12.
- Oyugi, W. O. (2006). Public Service Reform in Kenya: Lessons and Experiences. *Public Sector Reform in Eastern and Southern Africa: Issues and Challenges*, 35-65.
- Ozer, F., & Tinaztepe, C. (2014). Effect of strategic leadership styles on firm performance: A study in a Turkish SME. *Procedia-Social and Behavioral Sciences*, 150, 778-784.
- Pearce, J. A., Robinson, R. B. & Mital, A. (2012). *Strategic management: Formulation, implementation and control* 12th ed. New Delhi: Tata McGraw Hill Education Private Ltd.
- Pearce, J.A., & Robinson, R.B. (2011). *Strategic Management: Formulation, Implementation, and Control* (12th Edition). New York: McGraw Hill.
- Peat, J., & Barton, B. (2005). Continuous data analyses: correlation and regression. *Medical statistics: a guide to data analysis and critical appraisal*, 156-201.
- Penrose, E. (1959). The theory of the growth of the firm. *John Wiley & Sons, New York*.
- Peter, F. (2020). external environmental factors and organizational productivity in selected oil service firms in port harcourt. *International Journal Of Management And Entrepreneurship*, 2(1), 115-126.

- Polit, D. F., & Beck, C. T. (2006). The content validity index: are you sure you know what's being reported? Critique and recommendations. *Research In Nursing & Health*, 29(5), 489-497.
- Rahman, N., Othman, M., Yajid, M., Rahman, S., Yaakob, A., Masri, R., ... & Ibrahim, Z. (2018). Impact of strategic leadership on organizational performance, strategic orientation and operational strategy. *Management Science Letters*, 8(12), 1387-1398.
- Rajasekar, J. (2014). Factors affecting effective strategy implementation in a service industry: A study of electricity distribution companies in the Sultanate of Oman. *International Journal of Business and Social Science*, 5(9).
- Ravitch, S. M., & Riggan, M. (2012). *Reason and rigor. How conceptual frameworks*. Routledge, New Jersey
- Republic of Kenya, Executive Order No. 2/2013
- Ryan, B., Scapens, R. and Theobald, M. (2002). *Research method and methodology in finance and accounting*. 2nd ed. Thomson
- Sarver, M., & Miller, H. (2014). Police chief leadership: Styles and effectiveness. *An International Journal of Police Strategies & Management*, 37(1), 126-143.  
doi:10.1108/pijpsm-03-2013-0028
- Sarwono, R., & Bernarto, I. (2020). Leading millennials to 4.0 organization. *Management Science Letters*, 10(4), 733-740.
- Saunders, M. N., Lewis, P., Thornhill, A., & Bristow, A. (2015). Understanding research philosophy and approaches to theory development.
- Saunders, M. N. K., Lewis, P. & Thornhill, K. (2016). *Understanding Research Philosophies and Approaches*. Pearson Education.
- Sawaeen, F. A. A., & Ali, K. A. M. (2020). The Mediating Effect of TQM practices on the relationship between entrepreneurial leadership and organizational performance of SMEs in Kuwait. *Management Science Letters*, Volume 10 Issue 4, pp. 789-800.
- Sekaran, U., & Bougie, R. (2009). *Research Methods for Business*. London, UK: John Wiley and Sons Ltd.
- Slater, S. F., Olsen, E. M., & Hult, G. T. (2010). Worried about Strategy Implementation? Don't Overlook Marketing Role. *Business Horizons*, 53, 469-479.

- Speculand, R. (2014). Bridging the strategy implementation skills gap. *Strategic direction*, 30(1), 29-30.
- Steinskog DJ. A cautionary note on the use of the Kolmogorov-Smirnov test for normality. *American Meteor Soc.* 2007;135:1151–7.
- Surty, S., & Scheepers, C. B. (2019). Moderating Effect of Environmental Dynamism on Leadership Practices and Employee's responses to change in South Africa. *Management Research Review*, Vol. 43, Issue 7, pp. 787-810. DOI10.1108/MRR-03-2019-0094.
- Suutari, V. (2002). Global leader development: An emerging research agenda. *Career Development International*.
- Swid, A. (2014). Police member's perception of their leaders' leadership style and its implications. *Journal of Police Strategies and Management*, 37(3), 579–595. doi:10.1108/pijpsm-082013-0085
- 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(5), 570-583.
- Thode H., (2002). Testing for normality. New York: Marcel Dekker.
- Thompson, A. A., & Strickland, A. J. Gamble (2010). Crafting and executing strategy: The quest for competitive advantage, 17.
- Uno, S. S., Supratikno, H., Ugut, G. S., Bernarto, I., Antonio, F., & Hasbullah, Y. (2021). The Effect of Entrepreneurial Values and Entrepreneurial Orientation, With Environmental Dynamism and Resource Availability as Moderating Variables on the Financial Performance and Its Impacts on Firm's Future Intentions: Empirical
- Van Vliet, V. (2014). Organizational culture model by Edgar Schein. Retrieved from: <http://www.toolshero.com/organization/organizational-culture-modelschein/>
- Wambui, Wangombe and Muthura (2013) Managing Workplace Diversity: A Kenyan Perspective. *International Journal of Business and Social Science*, 4(16): 199-218.
- Whisman, M. A. and McClelland, G. H. (2005). Designing, Testing, and Interpreting Interactions and Moderator Effects in Family Research. *Journal of Family Psychology*, 19(1), 111–120

- World Bank (2018). *Cooperate Governance of State-Owned Enterprises – A Toolkit*. Retrieved from [www.worldbank.org/documents/curated-en](http://www.worldbank.org/documents/curated-en) on 17th September, 2019
- World Bank Group. (2018). *Approach Paper: World Bank Group Support for the Reform of State-Owned Enterprises 2007-2018: An IEC Evaluation*. World Bank Group.
- Yanney, J. P. (2014). Business strategy and leadership style: Impact on organizational performance in the manufacturing sector of Ghana. *American Journal of Industrial and Business Management*, 4(12), 767.
- Yasser, Q., Entebang, H., & Mansor, S. (2015). Corporate governance and firm performance in Pakistan: The case of Karachi Stock Exchange (KSE)-30.
- Yin, R. K. (2014). *Case study research: Design and methods* (5th ed.). Thousand Oaks, CA: Sage.

