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### **Strategic Leadership, Organization Culture and Strategy Implementation in Healthcare Sector in Kenya: A Case Study of Narok County Referral Hospital**

**Anastacia Egelan**

*The Management University of Africa, Kenya*

&

**Dr. Thomas Ngui**

*The Management University of Africa, Kenya*

#### **ABSTRACT**

*The paper's aim was to assess the influence of strategic leadership and organization culture on strategy implementation in healthcare sector at Narok county referral hospital in Narok County. Its specific objective was to examine the influence of strategic leadership on strategy implementation; and to establish the influence of organization culture on strategy implementation at Narok county referral hospital in Narok County. The researcher adopted a descriptive design and the target population comprised of a total of 249 staff of Narok County Referral Hospital in Narok County. A total of 76 staff to be included in the sample were selected through stratified random sampling and research instruments were distributed to the respondents to provide primary data. Finally, raw data was analyzed to derive both inferential statistics and descriptive statistics needed to make generalization. The study established that strategic leadership possessed a positive and insignificant association with strategy implementation as shown by  $\beta = 0.015$ , and  $p = 0.859$ , and that organizational culture also depicted positive but insignificant association with strategy implementation denoted by  $\beta = 0.054$  and  $p = 0.407$ . The study concludes that strategic leader promote enabling culture drivers. Finally, the study recommends that organizations should encourage strong strategic leadership because it influences strategy implementation and consequently organization goals and that organizations should enhance their resources mobilization capabilities and strategies through various units since organizational resource is a critical determinant in ensuring successful strategy implementation.*

**Key words:** *strategic leadership, organization culture, strategy implementation*

## INTRODUCTION

In the 21st century, organizations of all forms and shapes are operating in a fast-paced business environment. The changes have been fuelled by globalization, change in law, growth in technology or changing consumer preference and taste; this forces enterprises to respond appropriately (Brinkschroder, 2014). To effectively respond to these changes, organizations must devise plans and strategies so as to gain a competitive advantage to ward off competition or to remain relevant in the marketplace. A sound strategy should possess inherent features that include long term oriented, innovative, inspirational and flexible, and it should produce direct effect on the customer and competitor. The organization's mission, vision and major organizational goals are important elements because they dictate strategic choice to be adopted by the organization. Strategic failures occurring in most organizations have been attributed to inadequate strategy implementation but not because of strategy formulation. Wheelen and Hunger (2003) observed that area of strategy implementation has not received the much-needed attention compared to strategy formulation and yet implementation is the key aspect that determines the process through which a chosen strategy is realized.

Strategic planning is a common phenomenon in private sector that is widely embraced as a competitive tool than it is practiced in public sector. However, globally, public sector has begun to embrace strategy planning so that they can execute their plans more effectively. In practice, there exists a long-held belief that strategy implementation is a key influencer of the firm's performance. However, the significance of strategy embraced execution and the manner in which strategic plans can be attained have not yet been adequately by public management theorists. Furthermore, successful execution of strategy is hard to realize (Pateman, 2008). The reasons range from persistence pressure from organizational leadership in terms of monitoring and evaluation on effective strategy execution for higher profitability, complexity of the structure of the organizations, complexity and obtaining the much vital resources to carry out the strategy, and senior executives are more informed about strategy formulation than executing strategy (Hrebiniak, 2008).

In USA, nearly 90% of strategies have been unsuccessful and mostly attributable to weak application of the strategies (Koseoglu et al, 2009). A survey of China's health sector showed that 83% of the organizations registered failure in strategy implementation and paltry 17% of the firms were successful (Shamim et al., 2013). Moreover, 70% failure in strategy implementation was posted in Iran and stemmed from unclear strategy, incompatible culture imbedded in the organization, inadequate resource, uncoordinated team and unaligned organizational structure (Kalali, et al., 2011). Elsewhere in Africa, (Mango, 2014) observed that compensation management, managerial behaviour, institutional policies and resource allocation significantly influenced success rate of strategy implementation in public schools. In Kenya, Buuni, et al., (2015) stated that significant number of organization that have developed a well thought strategy do not register excellent outcomes where implementation matters.

The key role of strategic leadership is premised on its capacity to create a sense of reason and inspiration which as vital enablers that facilitate effective engagement with primary stakeholders in a bid to achieve superior performance. Carter and Greer, (2013) observed that strategic manager exhibit thinking and visionary ability that can build transformative enterprise. Strategic leadership essentially epitomizes a leader who demonstrate absorption capability that provide environment that encourage innovation and creativity but also adaptive capacity to be able to cope with market dynamism and complex business environment (Shoemaker & Krupp (2013). These capabilities enable strategic leaders to keep up abreast with continuous changes and tactically realign the organization in response to the turbulent global market.

Organizational culture serves as a centerpiece offering the glue that brings together several units of the organization towards achievement of the desired end, (Fakhar et al, 2012). Thus, organizational culture is highly regarded as the "glue" that binds the firm together and for others, as the "compass" that offers direction. Pearce and Robinson (2007) define corporate culture as a group of important assumptions, beliefs or shared principles that permeate throughout the organization. Tilley (2009) describes organization culture as pattern of basic beliefs. Schein (2009) regards

organizational culture as a set of behaviour of people, embedded values, visions, norms, working language, and systems within an organization. Organizational culture is an enterprise's own set of distinctive, standards and management styles embedded in the organization's structure and operations. Organizations have multiple cultures that direct the behaviour of its employees collectively so that they can work harmoniously. It is the organization's culture that provide guidance in terms of staff relations, communication style, delegation of power, means of achieving goals and how to manage relationship with external stakeholders in the organization. Schein (2009) noted that organizational culture embodies key characteristics that are requisite in the strategy implementation stage. Fowler (2002) points out that organizational culture is a critical and potential component that influences organization success or failure.

### **Statement of the Problem**

Strategy implementation is a deliberate process of converting plans into actions to meet organization goals. Effective implementation is a daunting task that has demonstrated to be a major impediment to most organizations. Statistics indicate that only a handful of firms have demonstrated ability to implement strategies successfully. The trend is worrying since a significant resource is declared wastage when implementation fails. Furthermore, the main reason why organizations exist is to fulfil a specific purpose and if they fail to achieve it, their presence becomes contentious. In the past, a lot of emphasis have been directed towards strategy formulation in lieu of strategy implementation and as a consequent, managers have perfected the art of developing strategies but have continued to perform poorly in execution, and that the high failure rate of organizational initiatives can be traced to shoddy execution of strategy.

Several authors (Hrebiniak, 2006; Thompson & Strickland, 2003) contend that strategy execution is one of the most difficult tasks that organizations face in the journey of trying to achieve desired goals. According to Hrebiniak (2006), this is reason behind most of organizations failures experienced associated with implementing strategy. Roach and Allen (2003) state that implementation is just too hard, extremely time

consuming, and demanding than formulating a strategy. Moreover, misunderstanding and lack of commitment often cause problems during strategy implementation. For instance, a study undertaken in China's health sector found that 83% of the companies failed to execute of their strategic plan smoothly and only a paltry 17% organizations managed to implement their strategies successful (Shamim, Ahmed, Gavazzi, Gohil , Thomas, Poulsen & Dasgupta, 2013). Additionally, Barasa and Ombui (2014), cited inadequate funds; incompetency residing in the organization, coordination and reward system affected strategic execution.

At Local level, Kimani (2012) did a survey to establish factors affecting implementation of strategic plans at Caritas, Nyeri Archdiocese, Mutuvi (2013) undertook a study to establish the factors influencing the implementation of strategic plans by non-profit firms in Nirobi Couny, Mutuma (2011) probed the challenges facing the implementation of hospital management information systems in hospitals in Nairobi, Kirui (2013) sought to study the factors affecting implementation of strategic plans in local authorities in Migori County, Nyakeriga (2015) explored factors that affected implementation of strategic plans in newly established public universities in Kenya whereas Mbugua (2010) sought to find out the competitive strategies adopted by private hospitals in Kenya. While the majority of the reviewed studies revealed a lot of similarities to the present study, none of the studies exclusively focused on Narok county referral hospital in Narok County which is domiciled in a unique environment. The public organizations are unique sector and particularly public hospitals have become organization of interest. The study desired to respond to these research questions: There are limited studies that have focused on the influence of strategic leadership, and organization culture on strategy implementation in healthcare sectors and specifically Narok county referral hospital in Narok County.

## **Objetives of the Study**

The primary aim of this study was to investigate the influence of strategic leadership, and organization culture on strategy implementation in healthcare sector in Kenya: Case study of Narok county referral hospital in Narok County.

## **Significance of the Study**

The findings will be of immense value to hospital's administration in offering an in-depth insight on how best they can strategize to improve service delivery of healthcare in the backdrop of limited resources and huge demand of this critical service in the county. It will enlighten the hospital administrators on suitable health policy and strategies needed so that they can effectively execute strategic plans and bolster organizational performance. The study will also offer invaluable information and feasible improvements that the industry practitioners can execute in their establishment in order to achieve high quality standards and improve service delivery. The finding will guide health practitioners to understand their role in delivering the organizational goals. Further, the research outcomes will inform policies formulation issue and devise means to help institutions implement their strategies effectively and understanding how they can address pertinent issues amicably. Lastly, the study will serve as a fount of reference data for future scholars and also help in identifying any gaps and other important relationships that might need further research.

## **LITERATURE REVIEW**

### **Theoretical Framework**

#### **The Higgins Eight S's Model**

Higgins Eight model was first proposed by Higgins in (2005). This theory state that the organizational manager must make effort to match the corporate's cross functional element that included structure, system and processes, leadership style, staff, resources and common values with the new strategy execution for enhanced results.

The theory emphasizes that structure, culture leadership and resources must be aligned to strategy to achieve planned performance targets. Higgins (2005) asserts that managers must strive to make sure that organizations have adequate resources, structure, leadership and the appropriate culture for the organization to realize successful strategy execution and improved outcomes. Corporation's resources comprise of employees, financial strength and technology and other managerial systems. Besides, common cultural aspects on the whole organizational structure are significance for improved outcomes.

Most empirical studies aver that organization's culture serves as the organizational glue that binds people together, thus influencing the extent to which a strategy is synergistically carried out effectively to achieve improved results of the corporation (Muthoni, 2017). The theory does not take into account that alignment is a process and fails to offer express pathway as to how soon alignments can be established. Moreover, the theory fails to capture the fact that alignments can be desired only months into execution thus needing expeditious resource deployment to re-plan which may be difficult to realize in a short run. The practicability of the theory is anchored on the structure, culture, leadership and resources that are highly considered as important pillars of the theory are also applicable to organizational establishment for strategy implementation and performance. The different factors proved the (8S's) Eight S's is a critical component of business operations. The Higgins model can be applied in all phases of strategic process that start from the formulation phase and ends with implementation phase. Higgins model basically acts as a blueprint that guides strategic plan throughout the execution phase while highlighting causes of failure throughout implementation.

### **Resource Based View Theory**

The Theory of Resource-Based View is founded on the theory of firm postulated by Penrose (1959) and idea of resources proposed by Wernerfelt (1984). Barney (1991) formalized the RBV into a framework that attempted to provide insight of the influence of the environment on organization's performance (Newbert, 2007). The

Theory postulates that assets possessed by an enterprise are vital factor that guarantee competitive edge and above-average performance (Barney 2002). The theory emphasizes firm's competitive advantage stem from utilization of valuable and distinct assets owned which can be classified as either tangible and intangible sources (Rumelt, 1984). These resources possess vital attributes that include valuable, being rare, being inimitable, and they must be non-substitutable. Valuable imply that the resources can be deployed to seize beneficial opportunities and mitigate threats in the business macro environment. Moreover, RBV theory demonstrate that organization's performance is majorly driven by a distinct bundle of resources regarded as to be valuable, rare and laborious to imitate, (Singh & Mahmood, 2014). According to Lynch, (2012) and Griffin, (2013) organization must adopt a business strategy that enables it to fully utilize its core competences to exploit the opportunities present in the market. The theory focuses on internal resources, processes, capabilities, knowledge, information, and other capabilities residing in the organization that facilitate the formulation and execution of strategies effectively (Okioga, 2012). In addition, organizations can also be considered as confluence of human, physical and capabilities that yields sustained competitive edge due to resource attributes: being rare, valuable, non-substitutable and inimitable (Lynch, 2012; Ferlie & Ongaro, 2015).

### **Empirical Studies**

Hassan and Ahmed (2020), studied the influence of leadership styles on implementation of strategy in NGOs. The researcher undertook a case study of Gaza strip. The study analyzed the interrelations and effect of three type leadership approach on the effectiveness of the strategy in the NGOs. The study used a questionnaire based on the 3 major types of leadership and strategy execution. The population of the study composed of 110 NGOs in Gaza strip from which 272 respondents were drawn. The findings established that implementation of strategy was positively related to both transformational with a mean of 79.4% and transactional with mean of 78.2% while laissez-faire leaders exhibited a negative relationship of 44.4%.

Tek and Deya, (2020) explored the influence of strategic leadership on implementation of environment and natural resources strategies in Nakuru County, Kenya. The study purposely sought to determine the effect of strategic direction; strategic intent; and strategic alignment on implementation of environment and natural resources strategies. A descriptive design was employed where population was Nakuru county government and study sample consisted of 80 strategy team. The study embraced a questionnaire to obtain primary data. The study revealed strategic intent, strategic communication, strategic direction and strategic orientation depicted a strong positive and significant association with the execution of environmental and natural resources approach.

Anyieni and Areri, (2016) undertook an examination of the factors affecting the execution of strategic plans in secondary schools in Kenya with primary goals being to assess the influence of leadership style and communication in effective execution of the strategic plans. The study involved adoption of descriptive survey design and stratified random sampling method. The target population was identified as administrators working in selected schools. Primary data was gathered by way of data instruments that were administered via 'drop and pick later' approach. The study showed that there was a high significance between execution of strategic plans and leader's styles and concluded that leadership styles greatly influence execution of strategic plans in public learning institutions. Moreover, the findings concluded that communication was significant, though, it does not significantly influence execution of strategic plans.

Kitonga, Bichanga, and Muema (2016), undertook a survey on strategic leadership and organizational performance in Not-For-Profit Organizations in Nairobi County. The survey used both explanatory research designs and descriptive survey research designs where the population of NGOs in Nairobi. This researcher employed simple random sampling to pick 328 CEOs and Project managers to form the sample. The findings revealed a significant but a positive interrelation between strategic leadership and organizational performance and that leaders who deployed effectively their

leadership skills they were more probable to enhance their organizational performance greatly.

Nderitu, Waiganjo and Orwa (2021), sought to assess the influence of organizational culture on strategy implementation in non-public universities in Kenya. The researcher adopted cross-sectional survey design to obtain quantitative and qualitative data. The target population was private university. This research employed stratified random sampling to come up with 194 respondents. The result proved the presence of a positive influence between hierarchy culture and strategy implementation, and that clan culture had a significantly influenced strategy implementation in private universities.

Simiyu, and Kilikam (2020), wanted to establish the impact of implementation of strategy on performance of NHIF in Kenya and their study was interested to establish the impact of organizational leadership; organizational structure; organizational culture and organizational communication on performance of the public organization. The study employed descriptive research design involving population of 110 staff of NHIF. Eighty eight (88) respondents were picked using stratified sampling technique and were issued with questionnaires to provided primary data. The study results established that organization structure, organizational culture and communication positively and significantly influenced the performance of NHIF in Kenya. However, organizational leadership insignificantly influenced the performance of NHIF in Kenya.

Mutai, (2015) sought to explore and identify the nature of organizational culture at Airtel Kenya and determine the degree to which organizational culture influence strategy implementation. The research embraced a case study design with an in-depth analysis of a situation - Airtel Kenya. The researcher interviewed nine senior managers from various departments in the organization and the analysis was conducted through content analysis method. The results revealed that Airtel Kenya had two dominant culture; market culture and the clan culture. Moreover, the study illustrated that organization culture positively affected strategy implementation.

Wambura (2018) in his survey embarked to analyze the effect of organizational culture on strategy implementation by commercial banks in Nyeri County, Kenya. The research intended to find out the influence of task culture, role culture, person culture and power culture cultures on strategy implementation. The study used descriptive survey research design and census study that involved all the 12 banks in the county. The purposive sampling techniques was applied to pick 84 interviewees who included the branch management. The research embraced a questionnaire for data collection. The findings established that organizational culture statistically significant influenced strategy execution. Moreover, person and task cultures showed a positive influence on strategy execution while role and support cultures negatively affected influenced strategy implementation.

Ombeta (2018) did a study to establish the association between organizational culture and operations performance in insurance sector in Kenya, in which the study purposed find out the organizational cultures in Kenyan insurance firms and how the culture influenced operational performance. The study followed a cross-sectional design with study population composing of the 55 insurance organizations operating in Kenya. The study employed a census method. The structured questionnaires were disseminated to 100 respondents to provide primary data. The study concluded that inculcating organizational culture was of great importance for operational performance of a firm. The significance of organizational culture was embedded in the attitude of success and efficiency and effectiveness of organization's operations.

### **Conceptual Framework**

A conceptual framework is virtual graphic designed to demonstrate the association existing among variables of the study. The independent variables are represented by the strategic leadership, and organizational culture, while strategy implementation as the dependent variable.

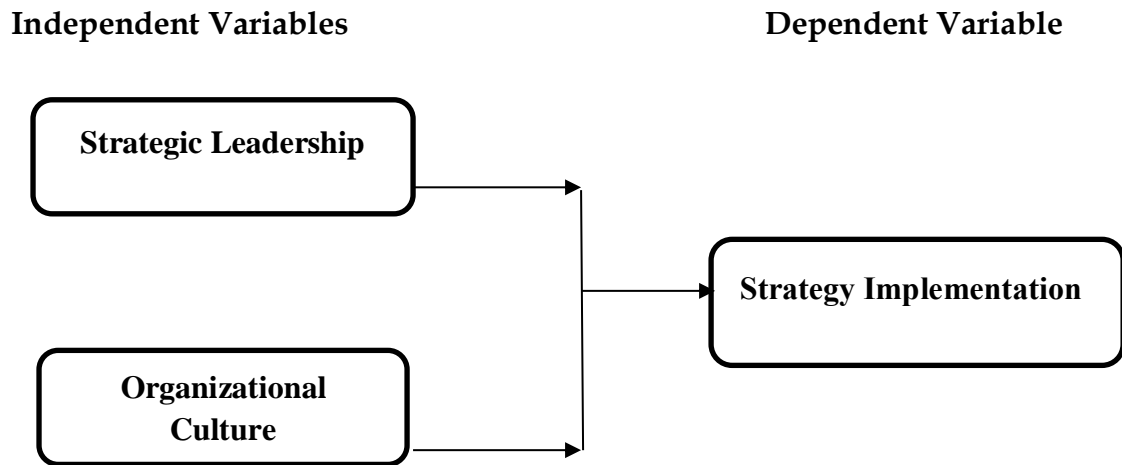


Figure 1: Conceptual Framework

## RESEARCH DESIGN AND METHODOLOGY

### Research Design

Research design is an approach employed to gather, measure and analyze collected data. Kothari, (2014) define research design as a blueprint and structure of inquiry employed to address research questions developed by the research. The study adopted a descriptive research design. Descriptive research attempts to describe; who, what, when, where and how of an event, object and situation. It establishes the existence or absence of relationship between two variables (Cooper & Schindler, 2014). A descriptive research design is the most suitable design for the research because it is effective in analyzing qualitative data. The design also allows collection of both qualitative and quantitative data.

### Target Population

Saunders, Lewis, and Thornhill (2012), define a population as the entire set of objects from which a sample is extracted. The study targeted management team and all employees working at the facility. The population of the study comprised of 249 employees at the Narok County Referral Hospital. The data regarding human

resource was obtained from county human resource department at the Narok County headquarter and harmonized with staff register maintained at the facility.

### Sample Population

Sampling is the systematic process of choosing a small section of the larger population so that inferences obtained from the selected sample can be generalized. Stratified sampling technique was most suitable technique for this study since the population was not homogenous. Cooper and Schindler (2011) state that a sample of about 10% and 30% is a good statistical representative of the whole population. The respondents included in the sample were chosen using stratified random sampling to eliminate sampling bias. The employees were categorized into their respective strata before sampling was implemented based on 30% stratification. A total of 76 staff to be included in the sample were selected through stratified random sampling method.

**Table 4: Distribution of the Sample**

|                               | No. of Employees | Per cent | Sample    |
|-------------------------------|------------------|----------|-----------|
| Admin & Human resources       | 6                | 0.30     | 2         |
| Procurement                   | 3                | 0.30     | 1         |
| Medical and clinical services | 60               | 0.30     | 18        |
| Pharmacy                      | 16               | 0.30     | 5         |
| Laboratory                    | 23               | 0.30     | 7         |
| Nursing                       | 140              | 0.30     | 42        |
| ICT                           | 1                | 0.30     | 1         |
| <b>Total</b>                  | <b>249</b>       |          | <b>76</b> |

### Research Instruments

The researcher collected primary data using a questionnaire. Collis and Hussey, (2013) state that primary data is new data collected from the respondents for the first time so that it can be used to resolve a particular study. Both quantitative and qualitative data was obtained. The questionnaire is more flexible, easy to use, comprehensive and

relatively inexpensive. The study employed Likert based questionnaires to allow informants to air their opinions, views and perceptions on continuum. A pilot test was conducted using 10 questionnaires that were distributed to employee who were not allowed to be part of the final study.

### Data Analysis and Presentation

In order to conduct data analysis, the study ensured the questionnaires were checked for correctness and coded properly for the data analysis. The process of data analysis involved process of sorting, cleaning, data entry, and processing the data with a view of identifying vital information, drawing inferences, and aiding decision-making. The study used Statistical package for Social Sciences (SPSS) to run descriptive, and regression analysis in line with the study objectives. The processed data was presented using frequency tables and percentages. In addition, descriptive statistics were interpreted using mean and standard deviation. The inferential statistical analysis involved correlation and regression results. To obtain inferential statistics, the study adopted multivariate regression approach to establish the correlation between variables under study. The statistical model used two independent variables and one dependent variable.

A linear regression model took the form:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon_i$$

Where: Y = Strategy Implementation

X<sub>1</sub> = Strategic Leadership

X<sub>2</sub> = Organization Culture

$\beta_0$  = the Y intercept (value of Y when X = 0)

$\epsilon_i$  = error term

### **Ethical Considerations**

In research, ethical issues are the foundation upon which the rules of engagements between researcher and respondents are spelt out in order to ensure effective data collection as well as to protect the rights of the participants. In this regard, ethical aspects that were discussed included participation of the respondents in the study was voluntary, obtaining respondents' informed consent, strictly maintaining confidentiality and anonymity, and the potential for harm. It is vital to obtain permission before undertaking a research survey. Therefore, the researcher sought approval from the National Commission for Science, Technology and Innovation. In the field of research, ethics places a huge responsibility on the part researcher requiring them to uphold the highest degree professionalism, to practice integrity, and to ensure fair and proper conduct throughout the research work, and especially in the management of data collection vis-a-vis protecting the right of the respondents in the study.

## **RESEARCH FINDINGS AND DISCUSSION**

### **Response Rate**

The results indicated that out of the 76 respondents who were issued with questionnaires, 64 interviewees successfully completed and returned questionnaires recording a success rate of 84.21%. This notable response can be attributed to constant follow up through calls reminder and use of research assist in engaging the actual respondents to actively participate in exercise. However, a small portion of about 15.79% non- response was due to unavailability of the respondents occasioned by work-time arrangement and challenges of observing Covid 19 protocols. The response rate of 84.21% obeys the recommendation of Babbie and Earl (2009), that 50% response rate is considered sufficient for a researcher to carry on with data analysis while rate above 70% is deemed good enough for analysis.

### Strategic Leadership and Strategy Implementation

The summarized results on the extent to which strategic leadership on strategy implementation is as presented below.

**Table 1: Extent to which strategic leadership influences strategy implementation**

|                     | Frequency | Percent      |
|---------------------|-----------|--------------|
| Considerable extent | 25        | 60.1         |
| Moderate            | 20        | 31.3         |
| Small extent        | 10        | 15.6         |
| Not at all          | 9         | 14.1         |
| <b>Total</b>        | <b>64</b> | <b>100.0</b> |

The results illustrated in table 1 showed that 60.10 % of the interviewees agreed that strategic leadership influenced strategy implementation to a considerable extent, 31.3 % of the respondents indicated strategic leadership influenced strategy implementation moderate extent, and 15.6 % of the respondents stated that strategic leadership influenced strategy implementation. However, part of the respondent equivalent to 14.1 % of the respondents indicated strategic leadership influenced execution of strategy. The results are in conformity with Thompson, Strickland, and Gamble (2007) clearly demonstrated that the leadership’s task is such vital in that it sets the firm’s agenda for action and being determined to be decisive in their decision that dictates the nature of the implementation and ensuring the process is on the right trajectory.

**Table 2: Extent to Which Strategic Leadership Support Organization Goals**

|              | Frequency | Percent       |
|--------------|-----------|---------------|
| <b>Yes</b>   | 38        | 64.06         |
| <b>No</b>    | 26        | 35.94         |
| <b>Total</b> | <b>64</b> | <b>100.00</b> |

**Source: Author (2021)**

When respondents were probed to indicate whether strategic leadership support organization goals, the results in Table 2 indicate that a whopping 64.06 % of the

interviewees indicated that strategic leadership supported organization goals while 35.94% of the respondents were of different opinion.

**Table 3: Extent to Which Strategic Leadership Influences Strategy Implementation**

|   | Mean  | Std. Dev |
|---|-------|----------|
| Leadership is required to compete effectively and deliver growth  | 4.328 | .992     |
| Leadership builds an organization by ensuring a common understanding about organizational priorities  | 4.187 | 1.245    |
| Strategic leader promotes enabling culture drivers such as a strong sense employees' involvement and individual initiatives and creativity                            | 4.453 | .589     |
| Strategic leader recruit and develop talented team that drives effective implementation of strategy   | 4.390 | .607     |
| Strategic leaders have organizational capability with strategic orientation to align people and organizations and determine effective strategic intervention measures | 4.250 | .992     |
| Leaders galvanize commitment to embrace change and effective implementation of strategy   | 4.375 | .604     |

**Source: Author (2021)**

The results of the research as depicted in Table 3 shows that most respondents strongly agreed that strategic leader promote enabling culture drivers such as a strong sense employees involvement and individual initiatives and creativity (M=4.453, SD=0.589), Strategic leader recruit and develop talented team that drives effective implementation of strategy (M=4.390, SD=0.607) and that, leaders galvanize commitment to embrace change and effective implementation of strategy(M=4.375, SD=0.604).Similarly, a majority of the interviewees agreed that leadership is required to compete effectively and deliver growth (M=4.328, SD=0.992),strategic leaders have organizational capability with strategic orientation to align people and organizations and, determine effective strategic intervention measures (M=4.250, SD=0.992), and

that leadership build an organization by ensuring a common understanding about organizational priorities(M=4.187, SD=1.245).These outcomes affirm findings of Allio (2012) who suggested that leaders should guide the organization towards achieving its strategy, and communicate the expected outcome of the strategy to all different cadres of employees in the organization. These findings are further reinforced by Watson (2005), who stated that policy deployment demands organizations to provide the direction, share goals among all employees including top management, and for each department of the organization to perform its functions according to the plan.

### Organization Culture and Strategy Implementation

The study specifically also sought to assess the influence of organization culture on strategy implementation and the study findings are as demonstrated in the table below.

**Table 4: Extent to which Organization Culture influences strategy implementation**

|                   | Frequency | Percent      |
|-------------------|-----------|--------------|
| Very Large extent | 16        | 25           |
| Large extent      | 34        | 53           |
| Moderate          | 5         | 8            |
| Small extent      | 6         | 9            |
| Not at all        | 3         | 5            |
| <b>Total</b>      | <b>64</b> | <b>100.0</b> |

**Source: Author (2021)**

The results in table 4 showed that more than half of the interviewees (53%) agreed that organization culture influenced implementation of strategy to a large extent, and 25% of the respondents agreed to a very large extent. While 8% of the respondents were undecided as to whether organization culture influenced strategy implementation. However, 5% of the participants indicated organization culture did not influence strategy implementation.

**Table 5: The Level of Influence of Organization Culture in Strategy Implementation**

|              | Frequency | Percent       |
|--------------|-----------|---------------|
| Yes          | 43        | 67.19         |
| No           | 21        | 32.81         |
| <b>Total</b> | <b>64</b> | <b>100.00</b> |

**Source: Author (2021)**

The outcomes illustrated in table 5 clearly revealed that a greater number of the interviewees (67.19%) indicated that organization culture influences strategy implementation while 32.81% of the respondents equivocally indicated that organization culture does not influence strategy implementation. The results of this study are in conformity with Heris (2014) who established that for organizations to foster effectiveness they should cultivate suitable organizational culture. Leithy (2017) also established that for businesses to improve their effectiveness they should implement organizational culture that provide effective link job involvement and motivation levels of staff.

**Table 6: The Extent to Which Organization Culture Influences Strategy Implementation**

|  | Mean  | Std. Dev |
|--|-------|----------|
| The management articulate and clearly defines role of the employees              | 3.765 | 1.231    |
| The organization promote spirit of teamwork between the workers                  | 3.46  | 1.208    |
| Employees are encouraged to implement new and innovate ideas                     | 3.093 | 1.376    |
| Workers take part in the strategic decisions making and implementation           | 2.406 | 1.399    |
| Tasks are allocated to staff on the basis of their expertise in the organization | 3.750 | 1.195    |

|   |       |       |
|---|-------|-------|
| The employees are assigned work activities for which they possess skills, competencies and expertise      | 3.822 | 1.032 |
| There is a set communications system in the organization to foster the attainment of organization's goals | 2.312 | 1.390 |

**Source: Author (2021)**

The findings in Table 6 illustrated that most respondents strongly agreed that strategic leader promote enabling culture drivers such as a strong sense employees involvement and individual initiatives and creativity (M=4.453, SD=0.589), Strategic leader recruit and develop talented team that drives effective implementation of strategy (M=4.390, SD=0.607) and that, leaders galvanize commitment to embrace change and effective implementation of strategy(M=4.375, SD=0.604). Similarly, a majority of the interviewees agreed that leadership is required to compete effectively and deliver growth (M=4.328, SD=0.992),strategic leaders have organizational capability with strategic orientation to align people and organizations and, determine effective strategic intervention measures (M=4.250, SD=0.992), and that leadership build an organization by ensuring a common understanding about organizational priorities(M=4.187, SD=1.245).The results affirm the findings by Allio (2012) who suggested that leaders should guide the organization towards achieving its strategy, and communicate the expected outcome of the strategy to all different cadres of employees in the organization. These findings are further reinforced by Watson (2005), who stated that policy deployment demands organizations to provide the direction, share goals among all employees including top management, and for each department of the organization to perform its functions according to the plan.

**Regression Results**

The research study performed a multiple regression analysis in order to obtain various indicators of inferential statistics to determine the influence of predictors on the dependent variable using SPSS software Version 25.0 and the results were recorded below.

**Table 7: Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .688 <sup>a</sup> | .473     | .437              | .66146                     |

**a. Predictors: (Constant), strategic leadership, organizational culture**

As depicted in Table 7, the R value of 68.8% demonstrated the presence of a strong relationship between strategic leadership, stakeholders' involvement, organizational culture, and strategic leadership variable and strategy implementation. Moreover, the R square value of 47.3% indicate the extent to which independent variables explains the variability in strategy implementation. The remaining portion of 52.3% is attributable to other unknown variables that did not form part of the study.

**Table 8: Summary ANOVA Test**

| Model |            | Sum of Squares | Df | Mean Square | F      | Sig.              |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1     | Regression | 11.584         | 2  | 5.792       | 13.239 | .000 <sup>b</sup> |
|       | Residual   | 25.815         | 61 | .438        |        |                   |
|       | Total      | 37.399         | 63 |             |        |                   |

**a. Dependent Variable: strategy implementation**

**b. Predictors: (Constant), strategic leadership, organizational culture**

As depicted in Table 8, result of ANOVA showed that the model was statistically significant since p-value (p=0.000) was smaller than the alpha value (p=0.05). This implied that the predictor variables (strategic leadership, and organizational culture) accurately predicted the dependent variable (strategy implementation) and hence the model was suitable for this study.

Table 9: Regression Coefficients

| Model |                        | Unstandardized |            | Standardized | T     | Sig. |
|-------|------------------------|----------------|------------|--------------|-------|------|
|       |                        | Coefficients   |            |              |       |      |
|       |                        | B              | Std. Error | Beta         |       |      |
| 1     | (Constant)             | 2.133          | .715       |              | 2.984 | .004 |
|       | Strategic leadership   | .015           | .085       | .022         | .179  | .859 |
|       | Organizational culture | .054           | .064       | .100         | .834  | .407 |

**a. Dependent Variable: strategy implementation**

The Regression model adopted the following form:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon_i$$

Where; Y= is strategy implementation,  $\beta_0, \beta_1, \beta_2$ , = regression coefficients,  $X_1$  is strategic leadership,  $X_2$  is organizational culture, and  $\varepsilon_i$  is Constant errors

The equation thus become:

$$Y = 2.133 + 0.015X_1 + 0.054X_2 + \varepsilon_i$$

The study results illustrated in Table 9, revealed that strategic leadership possessed a positive and insignificant association with strategy implementation as shown by  $\beta = 0.015$ , and  $p = 0.859$  which is greater than 0.05. Moreover, organizational culture also depicted positive but insignificant correlation with strategy implementation ( $\beta = 0.054$ ,  $p = 0.407 > 0.05$ ). The analysis showed that both of the independent variables namely; strategic leadership and organizational culture have a positive and insignificant effect on strategy implementation. A unit surge in each of the variable would automatically cause to a unit increase in the independent variable.

## **SUMMARY OF RESEARCH FINDINGS**

On the influence of strategic leadership on strategy implementation, the study established that strategic leadership influenced strategy implementation to a considerable extent and that strategic leadership support organization goals. The study found that strategic leader promotes enabling culture drivers such as a strong sense employees' involvement and individual initiatives and creativity, Strategic leader recruit and develop talented team that drives effective implementation of strategy and that, leaders galvanize commitment to embrace change and effective implementation of strategy. Similarly, the study findings revealed that leadership is required to compete effectively and deliver growth, strategic leaders have organizational capability with strategic orientation to align people and organizations and, determine effective strategic intervention measures, and that leadership build an organization by ensuring a common understanding about organizational priorities. The study further established that strategic leadership possessed a positive and insignificant association with strategy implementation.

Moreover, on the influence of organization culture on strategy implementation, the research found that organization culture influences strategy implementation to a large extent. The study also established that employees are assigned work activities for which they possess skills, competencies and expertise, tasks are assigned to staff on the basis of their expertise in the organization and that management articulates and clearly defines role of the employees. However, most respondents disagreed that workers are involved in the strategic decisions making and implementation and that there existed a set of communications system in the organization to foster attainment of organization's goals. Besides, a good number of the respondents neither agreed or disagreed that organization promote spirit of teamwork between the workers and that employees are encouraged to implement new and innovate ideas. In addition, the study revealed that organizational culture depicted positive but insignificant association with strategy implementation.

## CONCLUSION AND RECOMMENDATIONS

On strategic leadership, the study concludes that strategic leadership possessed a positive and insignificant association with strategy implementation and that strategic leadership support organization goals. The study concludes that strategic leader promotes enabling culture drivers such as a strong sense employees' involvement and individual initiatives and creativity, strategic leader recruit and develop talented team that drives effective implementation of strategy and that, leaders galvanize commitment to embrace change and effective implementation of strategy. Similarly, the study concludes that leadership is required to compete effectively and deliver growth, strategic leaders have organizational capability with strategic orientation to align people and organizations and, determine effective strategic intervention measures, and that leadership build an organization by ensuring a common understanding about organizational priorities.

On the aspect of organization culture, the study concludes that organizational culture had a positive but insignificant influence on strategy implementation and that organization culture influences strategy implementation to a large extent. Additionally, the study also concludes that employees are assigned work activities for which they possess skills, competencies and expertise, tasks are assigned to staff on the basis of their expertise in the organization and that management articulates and clearly defines role of the employees.

The study recommends that organizations should foster a strong strategic leadership because leadership greatly influences strategy implementation and consequently organization goals. The management leadership should foster participative style in which all stakeholders of the organization are consulted throughout strategic planning process. The leaders should also create a work environment that encourage open communication where employees can share information and obtain feedback regarding strategic implementation. In addition, the study suggests that the business firms should cultivate appropriate culture that can support strategy implementation. This recommendation is supported by the need of the organization to find a balance among the various form of organizational cultures that delegate adequate authority

as mean of employees recognition and motivation in their quest to execute their assignments. The research also recommends that organizations should enhance their resources mobilization capabilities and strategies through various units since organizational resource is a critical determinant in ensuring successful strategy implementation. These recommendations are informed by the fact that organizations should establish functional resource mobilization units to improve resource mobilization and ensure the organization obtain the requisite and adequate resources to be deployed towards strategy implementation.

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