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

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ABSTRACT

Parastatals are formed to complement the government's effort in providing efficient services and goods to its citizens. However, despite over-relying on government and donor support for sustainability, many parastatals perform dismally. This study sought to establish 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. 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. The study recommends re-evaluation of leadership 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. Finally, ALF parastatals leadership must adjust their operations and leadership in tandem with performance better.

INTRODUCTION

Background of the Study

The importance of leadership on organizational performance is a subject that has continued to attract attention particularly in this era of increasing globalization and stiff market competition. Indeed, the role of leadership in organizational performance has been examined widely and has thus elicited on-going debate both in academic and industry environments. For example, Yanneh (2014) argued that leadership behavior of top management of enterprises can have strong impact on organizational performance and, therefore, as enterprises become globally competitive, there is need to develop new sets of vision to sustain their business and become more competitive. Olaka, Lewa and Kiriri (2017) operationalization of strategic leadership style entails a number of factors including: determining the strategic direction, exploiting and maintaining core competencies, developing human capital, developing social capital, sustaining an effective organizational culture, emphasizing ethical practices and establishing balance in organizational goals. In this regard, realizing the desired organizational goals may often at times require the adoption of strategic leadership style by the organization's top management with due support from all the relevant stakeholders in providing the needed direction and clear vision.

Strategic leadership style, as defined by Covin and Slevin (2017), refer to the utilization of strategy to consolidate resources, both human and material, for the long-term optimization of outcomes. This suggests that strategic leadership style involves exploiting and maintaining core competencies, developing social capital, sustaining an effective organizational culture, determining strategic direction: vision and strategic intent, developing human capital, emphasizing ethical practices, and establishing balanced organizational goals (Hitt, Ireland & Hoskisson, 2013). Jain and Jamali (2016) hold the view that although performance of any entity is determined by many factors, strategic leadership style is perhaps the most important factor that the leadership should not ignore. Accordingly, strategic leadership style can be felt and witnessed if there is proper implementation of shared strategic plans among the stakeholders of a given entity. Similarly, Jooste and Fourie (2009) observed that through adoption of strategic leadership style, state corporations can be influential in the running of big economies in both developing and industrial worlds.

The importance of strategic leadership style has gained attention globally, in the African region and locally due to the recent decline in performance of state corporations. Studies in Austria, Finland and Switzerland indicate that good strategic leadership style was instrumental in

driving successful parastatals at the turn of the millennium (Ullah, 2013). The global indication is that an increase in the number of positively performing state corporations has risen from 9% to 15% in terms of contributions to Gross Domestic Product (GDP) of developed countries (World Bank, 2018). In developing economies, governments have been at the forefront in pursuing social, political and economic advances by promoting growth in promising sectors or lagging regions, delivering essential services to the citizens, addressing market dynamics such as market failure, providing financing for investments and addressing national priority areas of development. According to World bank (2018), the State Owned Enterprises have heightened the levels of economic activity in their respective countries and, therefore, played a central role in growing the global economy in spite of the rapid globalization and privatization that have marred the business landscape. For example, the World Bank (2018) approach paper in support for the reform of state owned enterprises indicates that SOEs in OECD countries contribute about 15% of GDP and account for about 20% of the global investment and about 5% of the global employment while transition economies account for 20-30% of GDP. In addition, considering the statistics on OECD members, it appears that governments dominate the ownership of commercial SOEs either fully or hold majority stake valued at USD 2.4 trillion and employ millions of people (Kane, 2018). In China, for example, Kane (2018) reports that the central government owns 51,000 SOEs which are valued at USD 29.9 trillion and engaging about 20.2 million people in active employment. However, some of the state-owned entities are operationally inefficient while others register low productivity yielding substantial fiscal losses to their economies worldwide.

Like in the high-income countries, the State Owned Entities in emerging market economies as well as those SOEs in the low and middle income countries have withstood the turbulences of the environments within which they operate and are of late ranked among the world's largest corporations and capital market participants (International Finance Corporation, 2018). However, there are some instances of operational slack and deficiencies in organizational management and leadership practices that have often watered down the efforts made by governments in service provision especially when unchecked. For these reasons, governments and development partners such as OECD, International Finance Corporation (IFC) and the world Bank Group have been undertaking interventions that are geared towards reforming the SOEs. For example, the IFC and the World Bank Group have been at the forefront in supporting Latin America and the Caribbean government in implementation of governance practices as guided by the OECD corporate governance committee through advisory to the Ministry of Finance on establishment of new ownership agency as well as developing policies for

appointment and training of SOE board members. On the same note, both the IFC and world Bank have taken a key role to improve the corporate governance practices and performance of SOEs in Egypt's oil and gas industry by preparing the SOEs for raising capital in securities markets through Initial Public Offerings (IPOs) through knowledge sharing to the SOE boards on company-wide improvements (IFC, 2018).

However, in Kenya and African context, there is growing concern about the decline in state corporation's performance and contribution to GDP with many parastatals across the continent having continued to draw funds from their respective treasuries without improving the respective country economy (OECD, 2013). This is in spite of the observation that the SOEs are among the largest contributors to the region's development processes and agents for remedying market failures and the drivers of growth of the GDP of the region's economies. The International Finance Corporation (2019) country-level private sector diagnostic report indicates that Kenya has registered SOEs in about 17 different sectors against a benchmark average of 15.4 in OECD countries and that the country has expansive representation of SOEs even in sectors that are deemed viable for private sector investment including insurance, banking, retail, accommodation, manufacturing, agriprocessing among others. Whereas the SOEs, otherwise commonly known as parastatals in Kenya, play a pivotal role in national economic, social and political development, it is noteworthy that the said parastatals also generate a great deal of fiscal burden, running deficits in the agricultural sector, health, communications and other sectors as well (International Finance Corporation, 2019). This calls for improvement and enhancement of governance practices, leadership effectiveness and market discipline to increase their efficiency towards boosting the organizational performance of the SOEs. In the context of this study, the role of strategic leadership style on organizational performance of Agricultural, Livestock and Fisheries parastatals in Kenya is examined within the context of the Agricultural Livestock and Fisheries SOEs operate.

The basis for a firm's strategic leadership style is anchored on Full Range Leadership theory (FRLT) by Avolio (1991, 2011) as a guide to leadership in performance-based entities. This kind of leadership calls for combined adoption of transformational, transactional and laissez-faire leadership styles. In effect, the Full Range Leadership theory provides for use of freedom to both promote and punish those who follow their leaders, aims to retain the present good and through transformational approach takes a long-term vision of the firm in terms of strategic planning. This focuses an organization towards performance-oriented operations as directed by the full range leader. As observed by Carter and Greer (2013), several leadership styles are

considered relevant to strategic leadership; this is especially the case for the ones that focus on behavior.

Strategic Leadership Style

Leadership is defined as the formal and informal exercise of authority under laws, policies and rules that explain rights and responsibilities of parties involved in organizational activities to ensure that the vision of the firm is realized (Wambui, Wangombe & Muthura, 2013). Strategic leadership style on the other hand represents the interaction that exists between organizational leaders and their followers. This relationship enables the organizations achieve their goals and objectives by formulating and implementing necessary strategies (Hutzschenreuter, Kleindienst & Greger, 2012). The concept of strategic leadership style has inclination towards formulation of strategies in an organization where upon the organization's leadership plays a critical role in influencing the strategy formulation, implementation and decision making. Judge and Long (2012) argued that strategic leadership brings interaction between leaders and their followers and how such leaders influence the said followers in pursuing certain organizational goals. Strategic leaders define key and crucial organizational strategic change moments, create appropriate strategies and translate such strategies to actions in operational terms for the change direction required (Daft, 2014). Thompson, Strickland and Gamble (2010) posited that strategic leadership style is required to harness and deploy requisite organizational capabilities that allow entities to ensure successful strategy implementation. The definition of strategic leadership style as used in this study is adopted from Hutzschenreuter et. al, (2012) since it clearly explains the role of a strategic leader towards realizing organizational goals. According to Olaka, Lewa and Kiriri (2017), operationalization of strategic leadership style entails a number of factors including: determining the strategic direction, exploiting and maintaining core competencies, developing human capital, developing social capital, sustaining an effective organizational culture, emphasizing ethical practices and establishing balance in organizational goals. This can be realized through adoption of strategic leadership style as concluded by Carter and Greer (2013), specifically transformational and transactional leadership. Strategic leadership style, therefore, plays a major role within an organization. First, through strategic direction, the leadership is in a position to develop and give a clear roadmap for the organization's future planning (Mutia,2016). Secondly, through maintaining core competencies, the organization is able to meet the challenges emanating from globalization through identification of necessary competencies for specific jobs/functions (Suutari, 2010). Thirdly, effective organizational culture portrays the value and ethical practices that the

management aims to practice, more so it defines the relationships among customers, employees, suppliers, competitors and how they interact with each other leading to positive performance of the organization (Barney, 2012). According to Hitt, Ireland and Hoskisson (2013), building of human capital is essential for the execution of strategic leadership style as this helps build skills needed to complete task which consequently leads to attainment of organizational goals. Finally developing social capital also plays a major role in that it involves relationships within and outside the organization, which helps in ensuring that tasks are accomplished and makes value addition to the stakeholders possible. There is, therefore, the need for strategic leaders to appreciate the contextual uniqueness of an organization and thus come up with ways of advancing the organization's key mandate in the face of global competition.

Statement of Research Problem

The Kenyan parastatals are created with the vital role of fulfilling governmental responsibilities and are expected to participate in the policy development and service delivery to the public. 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 up partly as a result of leadership challenges characterized by mismanagement of funds, resource wastage, bureaucracy, irresponsibility, political interference, corruption, management incompetence and poor implementation of strategies and plans (Kenya Institute for Public Policy Research and Analysis, 2018).

The Kenya Auditor General five-year reports relating to the financial years 2013/2014 to 2017/2018 presents the statistics which indicates consistent increase in annual government allocation of funds to this sector which accounts for about 50% of the national budget. However, despite the over reliance on government funding and the substantial financial outlays from exchequer, the performance of ALF parastatals have been declining with a number of them closing down and others continuously making losses. In some cases, some of the ALF parastatals have been merged, closed down or transformed into new outfits to perform specified roles in the economy. The figures of ALF 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) and poor leadership (Ozer & Tinaztepe, 2014).

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 therefore takes cognizance of the fact that performance of Agricultural, Livestock and Fisheries parastatals may be a function of many factors, significant among them being less application of strategic leadership style. The study therefore sought to interrogate how strategic leadership style influence the performance of ALF parastatals in Kenya.

1.3 Research Objectives

The main objective of the study was to establish the relationship between strategic leadership style and organizational performance of Agricultural, Livestock and Fisheries parastatals in Kenya.

Significance of the Study

The study findings aimed to inform several areas of considerations including body of knowledge, policy making and practice. First, the study findings sought to contribute to the body of knowledge on strategic leadership style and organizational performance.

Findings and conclusions from the study results were intended to offer insights to the policy makers with regards to strategic leadership style and its interaction with performance of Agricultural, livestock and fisheries parastatals in Kenya. 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 scanning the environmental factors and come up with policies that encourage organizational performance.

In practice, Agricultural, Livestock and Fisheries parastatals could benefit by using the study to improve their performance and contribution to the national economy, by growing their organizations from government dependency to a sustainable national organization with better service delivery. 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 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 on the organizational 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 ALF parastatals located in several parts of the country and the main offices in Nairobi Kenya. The Agricultural, Livestock and Fisheries parastatals are strategic and key drivers of Kenyan vision 2030.

Limitations of the study

The nature of this study called for confidential information related to the parastatals. In cognizance that some respondents could feel intruded when requested to complete a questionnaire which requires them to disclose such information, the respondents were assured of confidentiality and ethical handling of the information. The other limitation is that since Agricultural Livestock and Fisheries parastatals are geographically spread, data collection might become a challenge and even take longer. The researcher, therefore, engaged the parties concerned early enough and sought approval and assistance from the main offices to avoid any anticipated delays. The availability of primary data on the study variables was a challenge since the study targets the top management employees on their leadership to enhance organizational performance. However, to address this limitation, the researcher used different sets of structured research questionnaires to solicit information from the top management employees.

LITERATURE REVIEW

Theoretical Literature Review

This study was anchored on the Full Range leadership theory as the theoretical underpinning of strategic leadership style. The theory was reviewed in light of their relevance, practicability of the underlying assumptions, prior application in related studies, how other scholars and researchers used the theories as well as applicability to this study. In particular, the review 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.

Full Range Leadership Theory

The Full Range Leadership Theory (FRLT) originated from a Bass' (1985) initiative to modify Burns' (1978) theory by integrating transactional and transformational leadership styles. The full range leadership theory transcends the transactional leader's emphasis on follower goal and role clarification (self-interest) concerning compensating or sanctioning behavior (Antonakis, Avolio, & Sivasubramaniam, 2003). It incorporates laissez-faire leadership (besides the former two typologies of leadership behavior) to predict leadership outcomes including leader effectiveness and performance as well as follower motivation and satisfaction. Bass (1985), thus, emphasized the need for the paradigm shift to understand how leaders influence followers to transcend self-interest for the greater good of their units and organizations to achieve optimal levels of performance (Antonakis et al., 2003). By incorporating the transcendent quality of transformational leadership, Bass (1985) proposed to develop a full and comprehensive leadership model.

Essentially, the FRLT is situated within the spectrum or range of leadership styles along a continuum. This is demonstrated when the transformational leadership style and behaviors enhance the positive aspects of transactional leadership, such as those that are related to contingent reward or management-by exception (Avolio, 2011). The full range leadership theory considers the shortcomings of transformational and transactional leaders who are limited to a range of behaviors and actions and proposes an integrative approach that brings together three typologies of leadership. According to Avolio (2011), transactional leaders possess a higher proficiency with the fulfilling of task-oriented performances but are less prepared to deal with situations consisting of change and development within organizations.

Initially, the FRLT consisted of six leadership factors (Antonakis et al., 2003). For example, Bass (1985) equated transformational leadership with three leader factors (charisma, intellectual stimulation, and individualized consideration. Later, Avolio and Bass (1991) replaced the transformational leader behavior, charisma, with idealized influence (attributed and behavioral). The original two leader factors associated with transactional leadership (contingent reward and management-by-exception), would be modified by splitting management-by-exception into an active and passive leader aspect. The final leader factor, laissez-faire, consisted of a passive/avoidant leadership behavior (Avolio & Bass, 1991). Consequently, Avolio and Bass (1991) modified the FRLT from six to nine leadership factors. The revised version of the FRLT consists of three leadership typologies which include:

transformational leadership style, transactional leadership style, and laissez-faire leader style (Sarver & Miller, 2014; Swid, 2014).

The three-dimensional approach that yields the FRLT justifies the integration of diverse leadership styles in exercising strategic leadership in an organization. In particular, the theory demonstrates the rationale for a strategic leadership style approach that integrates the nine leadership factors associated with transformational (five factors), transactional (three factors), and laissez-faire (one factor) in pursuit of an entity's desired performance. In addition, research shows some distinction in understanding and application of the leadership styles, yet there is limited evidence in research that combines leadership styles from the FRLT perspective especially in Agricultural, livestock and fisheries parastatals. It is against this background that the FRLT finds application in this study as a basis for developing a better understanding of the leader–follower relationship of the multi-level rank structure within organizations.

However, the theory is also criticised for the insufficient support in terms of theory and empirical testing that explains the link between transformational leadership approaches to followers' perceptions, attitudes and behaviours. The other key criticism is that within its transformational leadership exists the potential for the abuse of power (Hall, Johnson, Wysocki & Kepner, 2007). The fundamental premise of this theory is envisaged on a contingent view of leadership in which the performance of organization relies on different leadership styles. Although there has been substantial amount of research effort devoted to investigating the construct validity of both transformational and transactional leadership, these have not always drawn the same conclusions especially the processes through which these leadership approaches influence followers. The fundamental premise of this theory is envisaged on a contingent view of leadership in which the performance of organization relies on different leadership styles. The theory acknowledges that organizational performance at certain times relies on transactional leadership style while at other times it could benefit more from a transformational leadership style. As result the FRLT informs the study objective which was concerned with the effect of strategic leadership style on Organizational performance of Agricultural livestock and fisheries parastatals in Kenya.

Empirical Review

This section presents empirical literature on strategic leadership style and organizational Performance of Agricultural, Livestock and Fisheries parastatals in Kenya. The section reviewed literature on the relationship between strategic leadership style and organizational performance of Agricultural, Livestock and Fisheries Parastatals in Kenya.

Strategic Leadership Style and Organizational Performance

Leadership is a critical factor that determines the extent to which an organization can realize success or failure in pursuit of its mandate. In this view, there are a number of leadership styles that can be applied to different scenarios to enable organizations influence decision, action and drive their teams towards the firm's desired strategic direction. The choice of strategic leadership style draws from the increasing recognition of the role and impact of strategic leaders in influencing organizational culture, innovative work behavior, organizational learning and performance. Strategic leadership style has gained popularity in research, academia and industry as an indispensable factor which determines success or failure of an organization in addressing both organizational and societal needs (Sarwono & Bernarto, 2020; Rahman, Othman, Yajid, Rahman, Yaakob, Masri, Rmli & Ibrahim, 2018; Carter & Greer, 2013; Ozer and Tinaztepe, 2014). However, existing leadership literature present diverse views and perspectives on the relationship between strategic leadership style and organizational performance.

In some cases, the influence of strategic leadership towards particular organizational strategic direction may require skills, resources and a change in organizational culture, especially, when the culture certainly constrains implementation of an entity's strategy. On the same note, Ng'ang'a (2018) did an assessment of the perceived strategic leadership influence on the performance of tourism government agencies in Kenya focusing 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 respondents were stratified into management and non-management staff to get a total view of the perception of strategic leadership in the organizations. 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. According to Bose and Ndegwa (2019) in their study on strategic leadership and organizational performance of Directorate of Criminal Investigation in Nairobi County, Kenya focusing on Core competency, corporate culture, stakeholder involvement and ethical practices constructs of strategic leadership styles while adopting a descriptive research design observed that strategic leadership elements were a key driver to good performance of

an Organization. While this supports the argument and findings in Ng'ang'a (2018) study, it should be noted that not all constructs of strategic leadership styles were considered. This study attempted to fill this gap by considering other aspects of strategic leadership style by finding out their relationship with organizational performance. In particular, the additional constructs of strategic leadership that were considered in this study include; strategic direction, core competencies, human capital, social capital and ethical practices.

Another study by Mwithi (2016) examined the effect of leadership competencies on the performance of state corporations in Kenya. The study used both qualitative and quantitative data in a cross-sectional survey design. The unit of observation was 187 parastatals from which the sample size was 131 SOEs. Data analysis was based on primary data which was collected using questionnaires from top managers who report to the CEOs in their respective parastatals. Descriptive and inferential analysis returned a positive relationship between leadership competencies and non-financial performance of the state corporation, and this was explained by $R=58\%$ which indicated that the regression model used in the analysis explained 58% change in non-financial performance as a result of the leadership competencies of the state owned enterprises in Kenya. Results from the study indicated that leadership competencies had a significantly positive effect on performance as well as their influence on external environment. Relatedly, Irtaimah (2018) in his study on the effect of strategic leadership competencies on the core competencies of an organization using a 5-point likert-scale questionnaire on 180 respondents in Indonesia found out that there was a positive significant influence of strategic leadership on core competencies on the enterprise's performance. Whereas the two studies previously looked at one construct of strategic leadership styles, this study went further to look at the other five constructs of strategic leadership namely strategic direction, ethical practices, human capital, social capital and organizational culture to strengthen the argument by establishing if they have influence on organizational performance in the Kenyan context.

According to Kising'u (2017) in his study on the role of strategic leadership for sustainable competitive advantage in Kenyan public and private universities, using quantitative cross-sectional survey research design and a target population of 57 universities in Kenya, strategic leadership influenced the universities' competitiveness. Strategic leadership was operationalized as: shaping organizational culture, fostering organizational learning, knowledge management and organizational innovation. Stratified random sampling technique was used to select a sample of 57 universities out of the targeted 67 universities. The study findings revealed that there was a significant role of strategic leadership for sustainable

competitive advantage in Kenyan public and private universities. In making his recommendations, Kising'u (2017) suggested that other aspects of strategic leadership not tested in his study namely human capital and core competency should be tested to establish if they have influence on performance of which this study has taken cognizance to address. This study underscored the need to examine the said two constructs and thus included both among other paradigms of strategic leadership style in the operationalization of the study variables. Similarly, Jimad, maarif, Affandi and Sukmawati (2020) in their study on Leadership strategy of State University Public Service Agency to increasing Organizational performance in Indonesia noted that leadership strategy contributed positively to the performance of the state universities in Indonesia. In addition, Alayobi, Shobaki, and Abu-Naser (2020) looked at strategic leadership practices and their relationship to improve the quality of educational services in the Palestinian university using analytical descriptive method and questionnaires to collect data from the selected 177 employees in three Universities. The study findings showed that all the constructs of strategic leadership practices, namely organizational culture, ethical practices, strategic direction and human capital had a strong and statistically significant relationship with improved quality of educational services.

In support of Kising'u (2017) views, a study by Mahdi and Almsafir (2013) examined the role of strategic leadership in building sustainable competitive advantage, focusing on academic environment in which human and social capital are very fundamental in Iraq. Accordingly, the findings of the study indicated that strategic leadership contributed as much as 74 percent influence on sustainable competitive advantage whereas any other strategic leadership component contributes at least 40 percent of influence on sustainable competitive advantage. These studies were carried out in different contexts and gave varied results using different aspects of strategic leadership style. However, it would have been much better if the studies focused on specific sectors, otherwise the findings may not perfectly find application in all economic sectors in different research contexts. Furthermore, it is perceived that though the findings of the study contribute a lot to development of scholarly literature and insights, the findings are too general. This study sought to fill this gap in the context of Agricultural, Livestock and Fisheries parastatals in Kenya to establish the relationship between strategic leadership style and the organizational performance.

Afifah and Daud (2018) conducted a study on strategic leadership styles and the service quality commitment at local public water service enterprises in Indonesia. Specifically, the scholars explore the innovativeness environment as provided by the strategic leadership in those enterprises. Due to the sensitive nature of the study, the scholars applied purposive sampling

to get 120 respondents in a descriptive design. Structural Equation Modelling was applied in this study with findings indicating that transformational leadership style was influential in having employees committed to quality service delivery. Afifah and Daud (2018) conclude that transformational leadership style was the best form of strategic leadership style that would enable the employment to have awareness for common goals. The scholars also conclude that transformational leadership inspires service commitment and innovation both which are key ingredients of strategic leadership. In their recommendations, Afifah and Daud state that the leadership style chosen by local public organizations should have more strategic focus to achieve good performance in terms of quality service and innovative productions.

Another study by Ozer and Tinaztepe (2014) examined the impact of strategic leadership styles on firm performance using a case study that applied to an export company in Turkey. To arrive at conclusion the study focused on three behavioral strategic leadership styles namely; transformational, transactional and paternalistic. The study findings revealed that the relationship-oriented and transformational leadership styles are significantly related to firm performance. However transformational leadership has a stronger effect on firm performance. The study focused on individual leadership styles constructs while the current study will be looking at these styles as combined or uniting factors to bring out the meaning of strategic leadership style with focus on the strategic leadership style constructs namely; ethical practices, human capital, strategic direction, social capital, effective culture and balance organizational goals. This study was based on export SME in Turkey while the current study will focus on ALF parastatals in Kenya which operates in a different environment.

Similarly, Carter and Greer (2013) did a study on strategic leadership: values, styles, and organizational performance in Midwest Academy of Management in Chicago in an empirical study using empirical data sources. Findings indicated that executive's experiences, values, and personalities greatly influence their interpretations of the situations they face, and, in turn, affect their choices. These choices, in turn, influence organizational performance. As the roles of strategic leaders continue to expand, attention to the performance implications of these changes is warranted. There is need for greater understanding of the factors that determine the performance of strategic leaders, using measures of effectiveness beyond financial performance alone. While the study was reviewed in Chicago the current study will be carried in Kenya with a focus on the Agricultural Livestock and Fisheries Parastatals. The study focused on five leadership styles namely; Servant, charismatic, transformational, transactional and responsible leadership while it was based on a different context from the current study.

Nyamwega (2018) conducted a study on strategic leadership development training programme at the Kenya Public Service Commission for effective service delivery. The study was anchored on human capital theory, an element of strategic leadership. The study was based on convergent parallel mixed methods using purposive and simple random sampling through which 139 responses were received. The parallel mixed method meant that both questionnaire and interview schedules together with focus group discussions were used. Findings indicated that training was very significant in transforming leaders into strategic leadership with the aim of leading in visionary style. The study also established that the over emphasis on leadership skills without focusing on follower's group dynamics and team applications was a deterrent factor to the successful implementation of strategic objectives in the public service. Training was thus found to be not well planned as the proportion of teacher-student was not having a ripe environment for leadership development. Nyamwega further concluded that any leadership training programme should involve stakeholders' consultations. The study majorly looked at one aspect of strategic leadership touching on human capital as addressed through training and learning and did not consider the other elements. The approach that was taken in this study sought to address this anomaly by introducing more elements of strategic leadership style in evaluating their effectiveness to service delivery to establish how they interact in the relationship between strategic leadership style and organizational performance in Agricultural, Livestock and Fisheries parastatals' context.

2.5 Research Null Hypothesis

Ho₁ Strategic leadership style has no significant influence on organizational performance of Agricultural, Livestock and Fisheries parastatals in Kenya.

2.6 Conceptual Framework

The conceptual framework on Figure 1 places strategic leadership style as independent variable correlating with organizational performance as the dependent variable operationalized as financial, non-financial, internal processes and citizen focus.

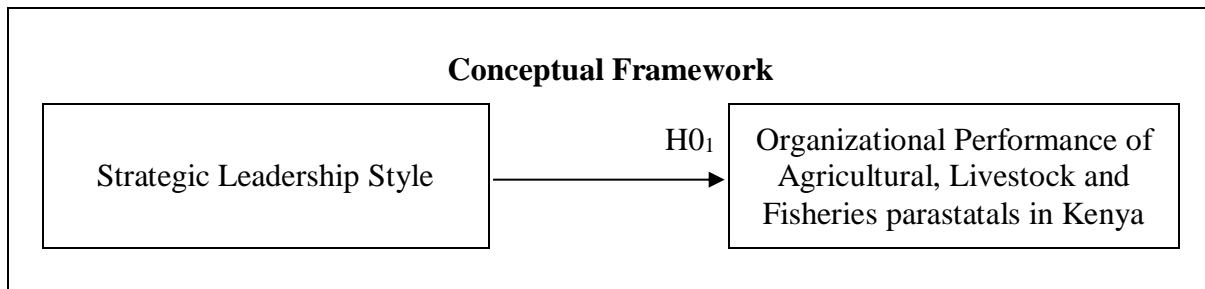


Figure 1: Conceptual Framework

RESEARCH METHODOLOGY

Research Philosophy

The philosophical foundation of this study was based on Positivism. The Positivism philosophy emphasizes that knowledge is based on facts and that no ideas of each human being are put into consideration. Therefore, this philosophy becomes valid when grounded on facts collected through direct observation and experiences, analyzed through quantitative methods and statistical analysis.

Research Design

This study adopted a cross sectional survey design. The cross-sectional survey design was adopted for this study because it could help to provide answers to the research question of how and to what extent strategic leadership style influences performance of Agricultural, Livestock and Fisheries Parastatals in Kenya.

Population of the Study

For the purposes of this study, the population comprised the 45 Agricultural, Livestock and Fisheries parastatals in Kenya as at December 2019 which formed the unit of analysis as shown in Appendix III 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. The Agricultural, Livestock and Fisheries parastatals are categorized in to three state departments: agriculture, livestock and fisheries departments each having varying number of state corporations. Table 3 presents the number of ALF parastatals in Kenya which were studied and the category they belong to.

Table 3: Distribution of target population

Category	Number of Parastatals	Percent
Agriculture	34	76
Livestock	10	22
Fisheries	1	2
Total	45	100

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. 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 which was collected using structured questionnaire which comprised of closed ended questions in a structured format to capture opinions for the respondents regarding the variables in the study (Cooper & Schindler, 2014). The close-ended questions were designed in a 5-point Likert scale (strongly disagree, disagree, neutral, agree or strongly agree) to enable the researcher capture responses on the study variables. The questionnaire was made up of five parts. The first part focused on the general information concerning respondents while the other four parts focused on gathering information on the four study objectives having the questionnaire arranged in order of the study objectives.

The total number of respondents was made up of forty-five (45) Chief Executive Officers (CEO) and one hundred and thirty five 135 (45*3) senior managers from all the forty five Agricultural, livestock and fisheries parastatals in Kenya who were selected using a technique of purposive sampling (Afifah and Daud 2018).

Pilot Study

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

Reliability testing is a measure of the internal consistency of each variable (Cronbach, 1951). Reliability was particularly deemed necessary in this study since the focus of the study was informed by the accuracy and consistency that can be minimized or even eliminated by the use of a well-developed instrument after trial (Sekaran & Bouge, 2009). Reliability of the research instrument was ensured by having the questions framed correctly without being ambiguous and appearing to be more of a leading question. 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. For construct validity, the questionnaire was divided into several sections to ensure that every section addresses a specific objective and ensures the same closely ties with the sub constructs given in the conceptual framework of the study. Content validity was enhanced by administering the instrument to a selected focus group of experts in the field of strategic leadership styles 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. The views of the pilot study respondents were evaluated and incorporated to enhance content validity of the questionnaire. This is in line with Cooper and Schindler (2014) proposition that researchers should confine their efforts to face, content, construct and concurrent validities.

Data Processing and Analysis

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. Prior to the data entry into the analysis software, the questionnaire was loaded onto the software with unique codes to allow for easy entry of the qualitative data and analysis thereof. The study

utilized quantitative data analysis techniques. Quantitative research seeks insight through a less structured and more flexible approach (Hoepfl, 2015).

To form a particular study variable from the research questionnaire statements, the author relied on SPSS Version 25 to compute statistical mean for each of the study variables, considering all the statements drawn from each of the operationalized indicators for each of the variables. The mean results obtained for each of the study variables were further used in inferential analysis as they were deemed to represent, on average, the responses of the participants as coded. The same also applied to the analysis and interpretation of the respondent’s perceptions for all the indicators of interest per study variable. Data collected for this study was coded and analyzed using SPSS software version 25 with the use of descriptive statistics and inferential statistics. 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. 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. Cooper and Schindler (2014) recommended if the study uses hypothesis, the test of homoscedasticity should apply.

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)

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

The regression model for the study; $Y = \beta_0 + \beta_1 X_1 + \epsilon \dots\dots\dots (1)$

Where:

Y = Performance

X₁= Strategic Leadership Style

β₀ = Constant

β₁= Beta coefficients

ε = Error term

Table 4: Summary of Research Objectives, Hypothesis and empirical models

Objectives	Hypothesis	Type of Analysis	Interpretation of results
To establish the effect of strategic leadership Style on performance of Agricultural, Livestock and Fisheries Parastatals in Kenya	Hypothesis 1: Strategic Leadership Style has no significant influence on organizational performance of Agricultural, Livestock and Fisheries Parastatals in Kenya	Linear Regression Analysis $Y = \beta_0 + \beta_1 X_1 + \epsilon$ Where Y = Organizational Performance β ₀ = Intercept β ₁ = Regression Coefficient of X ₁ X ₁ =Strategic Leadership style ε = Error term	R ² Coefficient of 1 indicates a perfect predictability of the model P-value ≤0.05 shows a significant correlation between the variables. ANOVA F-test with p-value ≤0.05 shows that the model has predictive ability. VIF< 10, Tolerance level>0 indicates no multicollinearity problems

RESULTS AND DISCUSSION

Descriptive analysis for Strategic Leadership Style

There were twenty five (25) statements that were identified to measure the aspect of Strategic Leadership Style in Agricultural, Livestock and Fisheries parastatals in Kenya. The respondents were asked to rate factors on Strategic Leadership Style on a Likert scale of 1 (strongly disagree) to 5 (strongly agree). Table 5 shows the ranking of various Strategic Leadership Style statements

Table 5: Strategic Leadership Style in Agricultural, Livestock and Fisheries parastatals in Kenya

Strategic Leadership Style	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
The organization understand specific staff development needs to be undertaken	0	1.2%	10.4%	28.2%	60.1%	4.47
The organization encourages investing in staff personal development through coaching	0	3.7%	7.4%	39.9%	49.1%	4.34
The organization does development needs assessment to determine its position in the competitive market	0	1.2%	13.5%	43.6%	41.7%	4.26
The organization heightens staff desire to succeed by enabling them to pursue training opportunities	0	3.7%	11%	47.9%	37.4%	4.19
Employees with talent stays in our organization	0	1.2%	12.3%	54%	32.5%	4.18
The leadership can implement strategic plans without regular follow up	0	3.7%	12%	56.4%	27.6%	4.08
Our organization culture creates an environment of trust among employees	0.6%	3.1%	17.8%	45.4%	33.1%	4.07
The organization inculcates the willingness of the staff to undertake personal development engagements	0	1.2%	28.2%	34.4%	36.2%	4.06
Decision making process is transparent	0	4.3%	19.0%	47.9%	28.8%	4.01
The organization leadership has an effective way of	0.6%	4.3%	21.5%	41.1%	32.5%	4.01

Strategic Leadership Style	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
communicating changes to staffs						
Our organization encourages collective actions and responsibility	0	2.5%	14.7%	62.6%	20.2%	4.01
The organization leadership sets goals to be met	0	4.3%	21.5%	44.2%	30.1%	4.00
Organization leadership regularly communicate with staff members of all carders	0	4.3%	22.7%	45.4%	27.6%	3.96
The organization leadership can resolve disputes without involving external forces	0.6%	3.1%	28.2%	38%	30.1%	3.94
Managers and employees interact freely with on another	0	4.3%	25.8%	42.9%	27%	3.93
The organization leadership communicates decisions made on any changes on a timely manner	0.6%	3.7%	27.6%	40.5%	27.6%	3.91
Senior managers agree on the organizational strategy	0	4.9%	25.2%	44.8%	25.2%	3.90
The Organization sponsors trainings on social skills for the leaders and top management	0.6%	5.5%	27.0%	38.7%	28.2%	3.88
The organization leadership are reliable and willing to admits mistakes	0	5.5%	27.6%	39.9%	27.0%	3.88
The organization leadership apologies	0.6%	4.9%	27.6%	41.1%	25.8%	3.87

Strategic Leadership Style	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
when necessary and takes responsibility						
The organization strategy guide in identifying capabilities that needs to be developed to achieve desired results	0	5.5%	28.8%	39.9%	25.8%	3.86
The organization has strategy which links the vision with the current reality	0.6%	5.5%	26.4%	42.9%	24.5%	3.85
Organizational strategy are clearly communicated to the staff	0.6%	6.1%	25.8%	44.2%	23.3%	3.83
There is willingness to change when new organizational strategies require such changes	0.6%	6.1%	27.0%	41.7%	24.5%	3.83
The leadership provides safe working environment where employees are treated with dignity and respect	0.6%	4.3%	32.5%	38%	24.5%	3.82
Average	0.24%	3.92%	21.66%	43.34%	30.82%	4.01

The overall average mean score of 4.01 indicate that 74.16% of the respondents agreed that these indicators influence Strategic Leadership Style in Agricultural, Livestock and Fisheries parastatals in Kenya. Table 5 shows that there are five highly ranked strategic leadership style statements that were identified as having high impact on the Strategic Leadership Style in Agricultural, Livestock and Fisheries parastatals. Table 5 indicates that 88.3% of the respondents indicated that the organization should understand specific staff development needs to be undertaken with a score of 4.47. This means that 60.1% of the respondent strongly agrees that the management of Agricultural, Livestock and Fisheries parastatals should understand specific staff development needs in order to improve the strategic leadership style. When the management understands specific staff development needs, a training program can be organized that allows the staff to strengthen those skills that each employee needs to improve.

A development program brings all employees to a higher level so that they all have similar skills and knowledge. This helps reduce any weak links within the company who rely heavily on others to complete basic work tasks.

The respondents agreed with the strategic leadership style statement that the organization encourages investing in staff personal development through coaching with a score of 4.34 and 49.1% of the respondents strongly agrees which means that coaching of staff for personal development is a key strategic leadership style indicator for leaders in Agricultural, Livestock and Fisheries parastatals and 41.7% strongly agreed that the organization continue to conduct development needs assessment to determine its position in the competitive market as part of strategic leadership style. The organization heightening of staff desire to succeed by enabling them to pursue training opportunities was the fourth highly ranked statement on strategic leadership style with 37.4% of the respondents strongly agreeing that is will influence strategic leadership style. The fifth highly ranked statement on strategic leadership style was the employees with talent stays in our organization with 32.5% of the respondents strongly agree. All the top five ranked statements on strategic leadership style were based on human capital statements, this means employee wellness must be part of an overall strategy to ensure organizational survival and growth. In addition, the last five ranked statements on strategic leadership style were based on strategic direction construct. The first one was the leadership provides safe working environment where employees are treated with dignity and respect with 24.5% of the respondents strongly agree. The second lowly ranked statement was there is willingness to change when new organizational strategies require such changes with 24.5% of the respondents strongly agree, the third and fourth were Organizational strategy are clearly communicated to the staff and the organization has strategy which links the vision with the current reality with respondents strongly agreeing at 23.3% and 24.5% respectively.

The fifth was the organization strategy guide in identifying capabilities that needs to be developed to achieve desired results with 25.8% of the respondents strongly agrees. This study agrees with Ng'ang'a's (2018) study that focused on strategy direction, organizational culture and organizational resource portfolio as the construct of strategic leadership style which found out 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 spite of the argument and findings advanced in the study which was done by Ng'ang'a (2018), it should be noted that this study factored in additional constructs of strategic leadership style and the findings still remained consistent by considering other aspects of strategic leadership style and subsequently establishing their

relationship with organizational performance. In particular, the additional constructs of strategic leadership that were considered in this study included strategic direction, core competencies, human capital, social capital and ethical practices whose findings have been agreed upon by the respondents.

Descriptive analysis of Organizational Performance

Agricultural, Livestock and Fisheries parastatals in Kenya are State Corporations also known as a parastatals or State Owned Enterprise (SOE), is a body established under Section 3 of the State Corporations Act, Cap 446, or by an act of Parliament, or under the Companies Act, Cap 486 where the Government controls majority or all of the Shares. Therefore, performance of these State Corporations is measured in terms of effective service delivery, distribution of resources and budget allocations. Respondents were therefore asked to rate factors depicting performance of agricultural, Livestock and Fisheries parastatals in Kenya on a Likert scale of 1 (strongly disagree) to 5 (strongly agree). Table 6 shows the ranking of various organization performance statements.

Table 6: Organization Performance

Organization Performance Dimensions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
Our profit margins have been increasing over the years	1.2%	7.4%	24.5%	35.6%	31.3%	3.88
Our organization complies with the budgetary requirement	0	2.5%	27.6%	50.9%	19%	3.87
Our organization is able to meet all our customer needs	0.6%	3.1%	28.2%	45.4%	22.7%	3.87
Our Organization consistently has more revenue than expenses	0.6%	6.7%	24.5%	42.3%	25.8%	3.86
Our Organization hardly receives complaints about our products and services	1.2%	3.7%	30.7%	37.4%	27%	3.85
Our organization is able to meet the stakeholders needs to satisfaction	0.6%	3.1%	31.3%	41.1%	23.9%	3.85

Organization Performance Dimensions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
Over the past three years our organization has been able to achieve its goals in relation to service delivery	0	4.9%	23.9%	53.4%	17.8%	3.84
Our Organization's level of customer satisfaction has improved in the last five years	1.2%	5.5%	24.5%	47.2%	21.5%	3.82
The Organization uses feedback to improve itself	0	7.4%	30.7%	37.4%	24.5%	3.79
The customers are loyal to our products and services and they rarely switch to new firms or competitors	0.6%	9.2%	25.2%	41.1%	23.9%	3.79
Our customers feel safe in their transactions when dealing with us	1.2%	9.2%	30.7%	30.7%	28.2%	3.75
Average	0.65%	5.7%	27.43%	42.05%	24.14%	3.83

The study sought to determine the relationship between strategic leadership style and organizational performance of Agricultural, Livestock and Fisheries parastatals in Kenya. Table 6 shows that 66.2% of the respondents concurred that these factors have influence on organizational performance. The first of the top three factors of organizational performance with 31.3% of the respondents strongly agreeing was that the organization's profit margins have been increasing over the years. The second was that the organization complies with the budgetary requirement with 19% of the respondents strongly agreeing while 22.7% strongly agree that their state owned organization is able to meet all their customer needs as the third highly ranked factor for organization performance variable. The study measured the organizational performance in terms of growth and increase in financial outcomes, customer satisfaction and the efficiency and effectiveness of internal business processes taking a population which consisted of 108 parastatals and adopted descriptive cross-sectional survey. The findings of the study were based on primary data which was collected using semi structured questionnaire and analysed through descriptive and inferential statistics. All the three

dimensions were strongly and positively correlated and the relationships came out to be statistically significant.

The fourth highly ranked organization performance factor was that the organization consistently has more revenue than expenses with 25.8% of the respondents strongly agree and 27% agree that their organizations hardly receive complaints about our products and services. The lowly ranked factors for organization performance variable were, that customers feel safe in their transactions when dealing with the organization, the customers are loyal to the entity's products and services and they rarely switch to new firms or competitors and the Organization uses feedback to improve itself with 28.2%, 23.9% and 24.5% of the respondents strongly agreeing respectively. Hence from the findings, it is evident that agricultural, Livestock and Fisheries parastatals in Kenya have continuously been improving in performance since it has been complying with the budgetary requirements, profit margins have been increasing over the years and able to meet the stakeholders needs to satisfaction.

Inferential Analysis

The study relied on inferential analysis to test the relationships between the variables as guided by the study objectives and hypotheses. The analysis makes it possible to draw inferences and make conclusions based on the sample of data collected and analyzed. In this study, both correlation and regression analyses were conducted using the SPSS version 25 and the findings presented in tables and discussed in details. Correlation is a bivariate analysis that measures the strength of association between two variables and the direction of the relationship (Creswell & Clark, 2017). In terms of the strength of relationship, the value of the correlation coefficient varies between +1 and -1. A value of +1 indicates a perfect degree of association between the two variables. As the correlation coefficient value goes towards 0, the relationship between the two variables will be weaker.

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 7.

Table 7: Correlation of the Study Variables

		Strategic Leadership Style
Organizational Performance	Pearson Correlation	.699**
	Sig. (2-tailed)	.000
	N	163

The results shown in Table 7 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.

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.

Strategic Leadership Style and organizational performance

Hypothesis H0₁: There is no significant effect of strategic leadership style on organizational performance of Agricultural, Livestock and Fisheries parastatals in Kenya. This subsection presents the results of the tests for the first hypothesis of the study which was formulated from the first research objective. The objective sought to determine the relationship between strategic leadership style and organizational performance of Agricultural, Livestock and

Fisheries parastatals in Kenya. Strategic leadership style and organizational performance required respondents to rate the extent to which given statements matched their perception in the specified areas using a Likert type scale of 1 to 5, with 1 representing ‘strongly disagree’ and 5 representing ‘strongly agree’. The relevant results of the Hypothesis H0₁: There is no significant effect of strategic leadership style on organizational performance of Agricultural, Livestock and Fisheries parastatals in Kenya; is presented in Table 8

Table 8: Model Summary for Strategic Leadership Style on Organizational Performance

Model Summary					
Indicator		Coefficient			
R		0.699			
R Square		0.488			
Std. Error of the Estimate		0.502			
ANOVA					
	Sum of Squares	Df	Mean Square	F	Sig.
Regression	38.754	1	38.754	153.931	.000 ^b
Residual	40.534	161	.252		
Total	79.288	162			
Coefficients					
Variable	Beta	Std. Error	T	Sig.	
Constant	.717	.254	2.818	.005	
Strategic Leadership Style	.800	.064	12.407	.000	
a. Dependent Variable: Performance					

Results presented in Table 8 show the correlation of which indicates that there was a strong, positive and significant ($r = 0.699$, $p\text{-value} < 0.05$) relationship between strategic leadership style and Organizational performance of Agricultural, Livestock and Fisheries parastatals in Kenya. This was evidenced by the $P\text{-value} = 0.000$ which is less than that of critical $p\text{-value}$ ($P\text{-value} < 0.05$). The coefficient of determination $R^2 = 0.488$ indicates that 48.8% of the

variations in organizational performance is explained by the variations in strategic leadership style, which means that 48.8% of variation in organizational performance can be explained by a unit change in strategic leadership style. This implies that 51.2 % of the unexplained variations in organizational performance are potentially accounted for by other factors including strategy implementation and external environment. Comparatively, these findings replicate the results of another study by Mwithi (2016) which examined the effect of leadership competencies on the performance of state corporations in Kenya using both qualitative and quantitative data in a cross-sectional survey design in which the inferential analysis showed a positive relationship between leadership competencies and non-financial performance of the state corporations. This was effectively explained by R-square =0.58 which indicated that the regression model used in the analysis explained 58% change in non-financial performance as a result of the leadership competencies of the state owned enterprises in Kenya.

In the current study, the overall model was statistically significant ($F = 153.931$, $P\text{-value} < 0.05$). This demonstration that strategic leadership style statistically and significantly influences organizational performance of Agricultural, Livestock and Fisheries Parastatals in Kenya. This means that the regression model is a good fit of the data and that strategic leadership style significantly influences the performance of Agricultural, Livestock and Fisheries parastatals in Kenya. The level of significance is $P\text{-value} = 0.000$ which is less than $P\text{-value} < 0.05$ hence the regression model significantly predicts the dependent variable. The Strategic Leadership Style coefficients are further presented in Table 8. The results show that Strategic Leadership Style contributes significantly to the model since the $P\text{-value}$ for the constant and gradient are less than $P\text{-value} < 0.05$. The findings imply that one positive unit change in Strategic Leadership Style led to a change in organizational performance of Agricultural, Livestock and Fisheries Parastatals at the rate of Beta ($\beta=0.8$). The regression model explaining the results enumerated in Table 8 is given by:

i. $\text{Organizational Performance} = 0.717 + 0.800 (\text{Strategic Leadership Style})$.

This confirms that there is positive effect of Strategic Leadership Style on organizational performance of Agricultural, Livestock and Fisheries parastatals in Kenya. The results shows that null hypothesis (H_{01}) which states that strategic leadership style has no effect on organizational performance of Agricultural, Livestock and Fisheries parastatals in Kenya is therefore rejected.

The study findings are in agreement with that of Azhar, Ikram, Rashid and Saqib (2013) in their study on the role of leadership in strategy formulation and implementation on

organizational success which found out that leadership had significant impact on performance by helping managers determine the vision and mission of the organization. This study results show that there is strong positive correlation ($R = 0.699$) between strategic leadership style and organization performance in Agricultural, Livestock and Fisheries parastatals in Kenya. This means that parastatals' managers should strive to enhance the practice strategic leadership style in order to achieve higher organizational performance since 48.8% of variation in organizational performance can be explained by a unit change in strategic leadership style. Therefore an increase in mean index of strategic leadership style will increase organization performance by a positive unit mean index value of 80 percent.

FINDINGS AND DISCUSSION

Relationship between strategic leadership style and organizational performance of Agricultural, Livestock and Fisheries parastatals in Kenya

The first objective of the study was to establish 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 the strategic leadership style is 4.01 and 74.16% of the respondents acknowledge that strategic leadership style was relevant in the performance of the Agricultural, Livestock and Fisheries parastatals. Majority of the respondents agree that core indicators for strategic leadership style were based on human capital development implying that organizations should understand specific staff development needs to be undertaken, organization should encourage investing in staff personal development through coaching and organization should conduct development needs assessment to determine its position in the competitive market. The results of this particular study objective were premised on the hypothesis that there is no relationship between strategic leadership style and organizational performance of Agricultural, Livestock and Fisheries parastatals in Kenya. In particular, the results of the analysis show that Strategic Leadership Style is strongly and significantly correlated ($r = 0.699$ and $P < 0.05$) with organizational performance of the Agricultural Livestock and Fisheries parastatals in Kenya. This was in concurrence with Ng'ang'a (2018) assessment of the perceived strategic leadership influence on the performance of tourism government agencies in Kenya which indicated that strategy direction, organizational culture and organizational resource portfolio were critical to the implementation of strategies for improves organizational performance.

Findings of the study also corresponded with those of Bose and Ndegwa (2019) on core competency, corporate culture, stakeholder involvement and ethical practices constructs of strategic leadership style that observed that strategic leadership style elements were a key driver to good performance of an organization. According to Bose and Ndegwa (2019) in their study on strategic leadership and organizational performance of the Directorate of Criminal Investigation in Nairobi county, Kenya focusing on core competency, corporate culture, stakeholder involvement and ethical practices constructs of strategic leadership styles while adopting a descriptive research design the findings advanced the perception that the strategic leadership elements which formed the study's constructs were considered to be very critical enablers of good organizational performance.

Accordingly, the study findings which led to the rejection of the null hypothesis established that organizational performance was significantly and positively influenced by strategic leadership style. This is evident from the study results which revealed that there was strong positive correlation of $R=0.699$ between strategic leadership style and performance and that 48.8% ($R^2 = 0.488$) of variation in organizational performance can be explained by a unit change in strategic leadership style with $t=12.407$ and $p=0.000$. Effectively, this means that an enhancement in the quality of practice of strategic leadership style will increase organizational performance of the Agricultural Livestock and Fisheries parastatals in Kenya. The study therefore established that strategic leadership style greatly but positively impacts the organizational performance of the Agricultural Livestock and Fisheries parastatals in Kenya in several areas namely; customer satisfaction, revenue generation, budgetary compliance and stakeholders' fulfillment. This confirms a statistically significant positive effect of Strategic Leadership Style on organizational performance of Agricultural, Livestock and Fisheries parastatals in Kenya hence the basis for rejection of the null hypothesis (H_{01}) that strategic leadership style has no effect on organizational performance of Agricultural, Livestock and Fisheries parastatals in Kenya in line with Azhar, Ikram, Rashid and Saqib (2013) study on the role of leadership in strategy formulation and implementation on organizational success which found out that leadership had significant impact on performance suggesting that Agricultural, Livestock and Fisheries parastatals' managers should strive to enhance the practice strategic leadership style in order to achieve higher organizational performance.

SUMMARY AND CONCLUSION

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.

Conclusions

The purpose of this study was to examine the influence of strategic leadership style on organizational performance of agricultural, livestock and fisheries parastatals in Kenya. This study drew on the findings of different research into leadership theories stated in the theoretical review section. This study found little published literature that was closer to strategic leadership style and not- organizational performance of agricultural, livestock and fisheries parastatals, although this may be changing with time as there have been scholarly calls for attention to strategic leadership style in Agricultural, Livestock and Fisheries parastatals.

This study concluded that based on the findings, that strategic leadership style had a significant strong positive contribution to the relationship on the organizational performance. The results from the analysis of variance show that strategic leadership style has a significant contribution to the organizational performance of Agricultural, Livestock and Fisheries parastatals in Kenya. The study suggests that for high organizational performance leaders should consider human capital development such as, organization should understand specific staff development needs to be undertaken, organization should encourage investing in staff personal development through coaching and organization should conduct development needs assessment to determine its position in the competitive market. Further the findings suggest Agricultural, Livestock and

Fisheries parastatals leaders should adopt strategic leadership style which will greatly impact positively organizational performance in customer satisfaction, revenue generation, budgetary complies and stakeholders' fulfillment.

Recommendations

The study made various recommendations in line with the objectives, findings and conclusion of the study. The study recommended that for high organizational performance, leaders should consider human capital development such as, organization should understand specific staff development needs to be undertaken, organization should encourage investing in staff personal development through coaching and organization should conduct development needs assessment to determine its position in the competitive market. In this view, the study recommends that leaders should consider developing their human capital to determine its position in the competitive market.

Suggestions for Further Research

Firstly, although leaders are believed to be important for organizational performance, scientific research has proven that several other variables such as human factors and cultural factors, technology, structure, knowledge and skills, tools and physical environment all have a positive correlation with organizational performance. Therefore, to determine the most effective way to enhance organizational performance, it will be prudent to conduct further research on how the other factors named above will impact organization performance of various classes of organizations in different business spheres both in public and private sectors. Secondly a combination of both quantitative and qualitative research methodology could be used in future to elicit more in-depth and richer information pertaining to this research topic.

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