



**INFLUENCE OF LEADERSHIP PRACTICES ON STRATEGY IMPLEMENTATION IN THE ENERGY SECTOR
PARASTATALS IN KENYA**

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ABSTRACT

The general objective of the study was to establish the influence of leadership practices on strategic implementation by parastatals in Kenya. The specific objectives was to establish the influence of Employees involvement on strategy implementation in the energy sector Parastatals, to establish the influence of Staff motivation on strategy implementation in the energy sector Parastatals, to investigate the influence of Resource Mobilization on Strategy Implementation in the Energy Sector Parastatals and to establish the influence of leadership styles on strategy implementation in the energy sector Parastatals in Kenya. The study adopted descriptive research design whereby all the energy providing firms were engaged in the study and data was gathered from primary sources through interviews and Questionnaires. The study target population was 312 Energy Sector Parastatals in Kenya with a sample size of 31 respondents. The findings of the study would be of benefit to different groups and agencies for the purpose of implementation of the Government energy policy and suggestion of good ways of managing the organization. The data then was collected, analyzed and evaluated for usefulness, consistency, credibility and adequacy. The data was analyzed through the help of SPSS version 21.0. The findings clearly indicated that the most effective aspect of resource mobilization included strategies for growth; the company had a reliable record-keeping system to provide information to managers on project costs and time management, the organization relied on business intelligence to reduce operational costs when implementing strategies. Idealized Influence from leadership displayed a sense of power and confidence towards the successful implementation of strategy.

Key Words: *Employees involvement, Staff motivation, Resource Mobilization, leadership styles, Strategy*

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INTRODUCTION

Deckard (2009) posit that contingency theory provides that there is no one best way of leading and that a leadership style that is effective in some situations may not be successful in others. Yukl (2011) note that the success of the leader is a function of various contingencies in the form of subordinate, task, and group variables. The effectiveness of a given pattern of leader behavior is contingent upon the demands imposed by the situation. The central assertion of upper echelon theory is that because leaders operate at a strategic level, organizations are reflections of the cognition and values of their top managers (Frankl and Roberts, 2018).

Good Leadership practices in an organization is generally provided with the mandate of providing the vision, the broader picture of where the organization is expected to be and this is after all the necessary requirements being laid to rest, and a leader is expected to strategically think, plan and ensure proper administration of the activities of the operations. In addition a leaders will always tries to fit organizational performance and the intended goals and in accordance to the requirement of situation put in place. They spread energy, boost the morale of the employees by spirit to ensure sufficient running of the organization. Organizations with good Leadership practises influences the activities of an employee's towards goal achievement in a given situation and the process must contributes to increasing the organizational productivity (Drucker 2000). A leader is tasked to implement the execution of strategic initiatives. Leadership is the activity of influencing people to strive willingly for group objectives.

In more local cases, studies have observed that strategic leadership does not come easily in most organizations. More African led organizations are faced with similar problems that resonate around corruption. Research has also shown that quite a number of leaders show skills a woefully inadequate number considering the demands on organizations

today. Strategic skills are not needed only in times of growth. Strategic leadership requires us to think, act and influence others in ways that promote enduring success of the organization. A strategic plan is only a plan; an organization's actual strategies lie in the decisions and choices people make (Kabetu & Iravo, 2018).

Little have been focused on the leadership practice challenges in the energy sector where only China and South Africa have attempted to focus more on the best leadership strategy that must be practiced in this sector and however have entrenched the performance of leaders as a critical value system in the overall management of their State Owned Enterprises (SOE). The two countries have refined the performance contracting and captures monitoring and evaluating systems and deliberately determining their outcomes and informing the structures for appointments, reward, incentives and sanctions for the good leaders. Kenya as a country needs to adopt best practices to enable the State Corporations sector realize full potential and increase the productivity of the leaders being in control. (Report of the Presidential Taskforce on Parastatal Reforms, 2017). There sector has been realizing improvement in performance of leaders of State Corporations though a lot needs to be done, perhaps there is improvement in governance leaders are still being influence by the political power of the country that has been witnessed from the way back since independence in 1963. In the period 2009 to 2018 nearly a decade commercially oriented state corporations registered a growth in turnover, profits and dividends to the Exchequer. (Presidential Taskforce on Parastatal Reforms, 2018).

The energy sector is a body concerning the provision of power in the country where pattern of economic activity is being realized depending on the energy provided by the said body and demographic changes is also being determined for the purpose of forecasting on the future energy trends and this is in

accordance with the (World Energy Outlook, 2017). The Gross Domestic Product (GDP) is assumed to grow at an average annual rate of 4.135% over 2013-2040, meaning that there will be expansion of the energy from what the country realized today to more than two and half-times its current size which is a reflection of improved performance in the energy sector.

When compared to the procrastinated rebalancing of Chinese growth Kenyan energy sector is more growing than ever experienced before and this is due to the change in the leadership that controls the sector hence the change also boost the performance of the organization, despite Indian intentions to stimulate manufacturing the energy sector must also be relooked since nearly two-thirds of the growth comes from the manufacturing sector, which is the least-energy intensive part of the global economy. The world's population is approximated to be rising from 8.4 billion in 2016 to 11.2 billion in 2040, with the increase concentrated in Africa of which Kenya is not an exemption, India, Southeast Asia and the Middle East. Where India overtakes China and became the world's most populous country as the 2017 world economic growth suggest (World Energy Outlook, 2017).

Statement of the Problem

Contingency theory provides that there is no one best way of leading and that leadership may be effective in some situations while at the same time unsuccessful in others. Deckard (2009) note that the success of the leader is a function of various contingencies in the form of subordinate, task, and group variables. The effectiveness of a given pattern of leader behavior is contingent upon the demands imposed by the situation. Generally leadership practices has been focused on as a pattern of behavior designed to integrate organizational and personal interest in pursuit of some objective but how to come up with best leaders mandated to run the organization has been a problem that calls for the study (Kotter, 1996:

Beer & Eisenstat, 2000; Hrebiniak 2005; Pearce & Robinson 2007; Chepkirui (2012).

Rajasekar (2014), in his study on factors affecting effective strategy implementation in a service industry found out that effective strategy implementation needs all rounded leaders to ensure the completion of the process at hand: A study of Electricity Distribution companies in the sultanate of Oman found out that the firms lack qualified leaders to spine the company to a better state (Beer & Eisenstat, 2000). (Beer & Eisenstat, 2000) further asserts that to manage an organization effectively it requires good Leadership practices, team work and strategic direction for successful implementation of a strategic plan. Mapetere, Mavhiki, Nyamwanza, Sikomwe and Mhonde (2012) on strategic role of Leadership in strategy Implementation in Zimbabwe's State owned Enterprises found out that most managers are normally appointed to head the parastatals without possessing the necessary skills acquired by the organization. Kyalo, Katuse and Kiriri (2016) on the effect of organizational Leadership on strategy Implementation in Kenya's Tourism Industry found out that the leaders that are in the sector are good but are not able to control fully the monster known as corruption in the tourism sector. Mbaka and Mugambi (2013) on factors affecting successful strategy Implementation in the water sector in Kenya found out that there is still a lot to be done to eradicate the problem of water resources subjected to the pollution. Kihanya (2013) on challenges influencing the Implementation of Business strategies in public sector firms.

Leadership practices is an area that has not been taken with keen consideration in an organization and it is an area which is vital for the better performance of the organization when well managed (Mbaka and Mugambi, 2013; Omuoso (2010). Though very few studies have been conducted on the relationship between leadership practices and strategy implementation by government parastatals, most of

the research has failed to address this concept in the energy sector, a sector that serves as the backbone of Kenya which normally experience problems with leadership practices. Chepkurui (2012) asserts that, the high failure rate of strategy implementation efforts in government bodies is a major area of concern since there is loss of critical resources and this is what the paper intend to give solution on and, lack of services to the public and opportunity cost which leads to stagnated growth a concern to policy makers in Government.

Research Objectives

The general objective of this study is to establish the influence of leadership practices on strategy implementation in Energy Sector Parastatals in Kenya. The specific objectives were;

- To establish the influence of Employees involvement on strategy implementation in the energy sector Parastatals in Kenya
- To determine the influence of Staff motivation on strategy implementation in the energy sector Parastatals in Kenya
- To determine the influence of Resource Mobilization on Strategy Implementation in the Energy Sector Parastatals in Kenya
- To establish the influence of leadership practices adopted on strategy implementation in the energy sector in Kenya

LITERATURE REVIEW

Transactional Leadership theory

The theory was developed by Max Weber in 1947 and then later improved by Bernard Bass in 1981. The theory stress on the styles that leaders are using to lead the organization the theory focusses on the basic management process of controlling the resources that the organization has, organizing all the resource in a way that they can easily be utilized within the organization, and short-term planning of the human capital and way of providing incentives in an

organization the theory tend to address the resource mobilization process in an organization.

According to Yabs (2010), transactional leadership involves the process of motivating in terms of financial and non-financial incentives to make the employees happy and increase their productivity in an organization and directing followers primarily through alluring to their own self-interest they finds it good to get motivated. According to Abdus (2011) the power of transactional leaders comes from their formal authority that are provided by the organizational policies and responsibility in the organization where leaders are mandated to put into use the resources for the achievement of the organizational goals. Where the follower are expected to obey the instructions of the leader in an organization.

The trait theory of leadership

The theory was developed by Gordon Allport in 1936 and the theory was developed to help leaders in the identification of the traits. The theory is based on the characteristics of many leaders in terms of their success and failures and it was done to help organization in predicting leadership effectiveness where lists of traits are then compared to those of potential leaders to assess their likelihood of success or failure. Gordon (1936) the theory is applied to address the Staff motivational involvement whereby before training are done in the organization the trainer must consider the individual traits this will lead to taking the trait approach in attempting to identify physiological and considers appearance of the individual, height where the tall leaders are believed to be aggressive in the organization, and even the weight of individual which are just belief from employees point of view, the theory also depict demographic factors like age, education level of leaders and how they can translate their training to yield result in an organization and socioeconomic background where the training focuses on

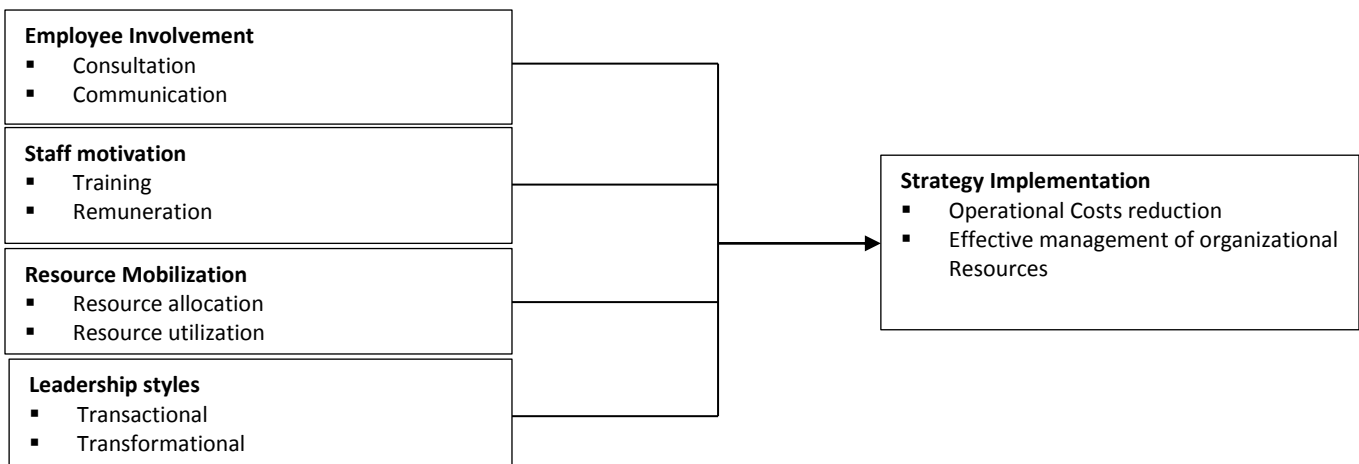
socialization of leaders with the employees and their personality.

According to Sami (2012) Leaders are trained to be self-confidence, and aggressiveness, intellectual intelligence and ready to make decision at any point of time when the needs arise, Staff motivational involvement also focuses on decisiveness, how a leader can use the divide rule and be equipped with judgment, and knowledge that are necessary for the running of the organization, training of the leaders also should majorly be based on task-related including the achievement of running the parastatal like that are in the energy industry and much focus on achievement drive, initiative where leaders initiate projects, and be persistence towards the achievement of the organizational goals,

Transformational Leadership Theory

Transformational leadership theory was introduced by leadership expert McGregor Burns (1978) by distinguishing between ordinary (transactional) leaders, who exchanged tangible rewards for the work and loyalty of followers, and extraordinary (transformational) leaders who engaged with

followers, focused on higher order intrinsic needs, and raised consciousness about the significance of specific outcomes and new ways in which those outcomes might be achieved(Barnett, McCormick & Conner’s,2001; Judge & Piccolo, 2004) Transformational leaders are able to inspire followers to transcend their own self-interests and are capable of having a profound and extraordinary effect on followers. Transformational leaders build subordinates’ respect and trust by ,behaving in a fair manner and doing what is right rather than what is expedient; by increasing followers’ awareness of the mission or vision toward which they are working and raising followers’ expectations of what they can achieve, thereby motivating them to pursue the group’s goals; by encouraging their followers to look at old problems from new and differing perspectives, giving rise to followers’ creative thinking and innovation; and, lastly by granting individualized attention to their followers, considering their needs and abilities, playing an especially important role in the followers’ growth and development (Robbins & Judge, 2005; Zacharatos, Barling, &Kelloway, 2000).



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

Empirical Review

Strategy implementation being a connecting loop between formulation and control is one of the ways

of ensuring proper control of the organization. Herbiniak (2006) argued strategy formulation is difficult and require skill leaders to go about it,

making strategy work and executing a little bit easier is a task that managers should consider, it is even more difficult if the organization is hand picking managers with no careful consideration of the kind of skills they possess. Similarly, Cater and Pucko (2010) on factors affecting strategy implementation found out that 79.2% of firms that have the right strategies normally are managed by skilled managers though they have failed to implement whatever good things they have come up with, only 12.8% have managed to implement them well. In determining the relationship between strategy formulation and implementation, Egelhoff (1993) found out that when it is the best time for organizations to think about strategy implementation they should not look down on the matter but speedily react to the process and by doing that they will drive the organization to a better place and this should be done during the time of strategy formulation or afterward.

Another question which is importance to an organization is whether the proposed strategy is difficult to formulate in an organization than implementing it findings has it in the record that the two process is simple as long as there are leaders that poses good leadership practices , (Zaribaf & Bayrami, 2010). Executives and organizations should formulate innovative and perhaps unique strategy that can offer a competitive advantage since the competitors are on their toes looking for the other strategies of boosting their productivity and this attempt to enquire how the strategic leaders can react to the ways of implementing new ideas or identify the organization's capability and then formulate a workable and practical strategy. In a scenario where a well-formulated strategy is meaningless it should not be implemented in an organization as from the start. However, much consideration of various aspects of implementation should result in formulating a strategy that should curb competition and, therefore, implementing it should not be seen as a waste of time and resources.

Cater and Pucko, (2010) emphasized the importance of formulating and implementing a strategy in an organization and asserting that when leaders in an organization works together the formulation and implementation becomes easier, with higher importance given to strategy formulation due to its criticality to the existence and expansion of the firm. Though, implementing a strategy is much more difficult than formulating it because from the formulation it under goes through the sieving process of which later forwarded to the implementers to scrutinize it for further processing. The process requires leadership skills, precision planning, and organization of resources and activities as well as ensuring people are committed towards achievement of the new strategy, creativity and understanding the business and assessing the market opportunities and the firm's strengths will be the vital process that must be evaluated.

Strategy formulation is a function of top management those with the mandate to come up with the long term plan for the organization, and the implementation is the responsibility of middle and lower level managers, those who work hand in hand with the employees in the organization. The role of top management is of importance since it aid in preparing a workable strategy and communicating the proposed strategy clearly so that the middle managers can easily implement it. In addition, a successful implementation journey starts in the formulation stage of which failure to find connection between strategy formulation and strategy leads to poor strategy implementation in an organization. Implementation is a step toward strategy re-enforcement. Strategy formulation is basically entrepreneurial in nature and needs a great deal of analysis, judgment, and innovation. However, implementation requires administrative and managerial talent that is an in born thing from the leaders or the strategist. It is an ability to foresee

obstacles that might arise in strategy implementation and look for the way of sorting it out.

Beer & Eisenstat (2000) carried out a study on the silent killers of strategy implementation and Learning in the United States. Beer & Eisenstat managed to deduce that it requires Leadership, team work and strategic direction to successfully implement a strategic plan. Beer & Eisenstat profiled 150 units in 12 companies and identified six "silent killers" of strategy implementation. These are Top down or Laissez-faire leadership, unclear strategy, no teamwork from the management team, poor communication, poor coordination and unready middle managers. Beer & Eisenstat concluded that leadership should set direction, delegate authority for specific projects and hold implementation teams accountable.

Mapetere, Mavhiki, Nyamwanza, Sikomwe and Mhonde (2012) conducted a study of strategic role of Leadership in strategy Implementation in Zimbabwe's State owned Enterprises. The study was conducted between July and October 2010 with a total of 188 respondents randomly selected from four state owned enterprises in Zimbabwe. The objective of the study was to explore the importance of effective Leadership in the success of Strategy Implementation State Owned Enterprises in Zimbabwe. Mapetere et al found that relatively low Employees leadership involvement in strategy Implementation led to partial strategy success in the organizations studied.

Kihanya (2013) undertook a study on challenges influencing the implementation of business strategies in public sector firms in Kenya. A survey of parastatals in the ministry of Agriculture. The study adopted a descriptive research design and involved a sample size of eight (8) parastatals. Data was collected through a questionnaire from a sample size of sixty five (65) respondents that was obtained using census procedure. The study used purposive sampling procedure to select a sample that represents the

entire population. The study found out that lack of skilled personnel resulted in failure in business strategy implementation in public sector organizations. Also availability of finance influences the implementation of business strategies in public sector and therefore should be properly managed to enhance the implementation process. Also availability of technology in the public sector organizations facilitates strategy implementation process.

Chepkirui (2012) conducted a study on the role of strategic Leadership in Strategy Implementation at The Agricultural Development Corporation (ADC). The Study was conducted through a case study in which data was gathered from primary sources by interviewing respondents from Finance, Technical, Corporate Planning and Administration Divisions. The findings obtained showed that strategic leadership plays a very critical role in the effective Implementation of strategy at the corporation. The conclusions were that the role of strategic Leadership in strategy implementation include determination of strategic direction, shaping effective management of the organizational culture, effective management of the organizations resource portfolio, communicating strategy and developing of short-term objectives.

METHODOLOGY

The study adopted a descriptive research design. The method was preferred because it allowed for an in-depth study of the subject in a quantitative aspect of the overall research and was used in a study by (Serakan & Bougie, 2010). The research population was 312 constituting of Middle Level Management and Chief Officers across the Six (6) fully owned Government Parastatals in the energy sector. The sampling frame involved 121 middle level managers and 191 chief officers involved in strategy implementation of projects. The study adopted the proportionate stratified sampling method. Primary data was collected using questionnaires. The questionnaires comprised of both open and closed ended questions. The qualitative data gathered by

use of questionnaires and interviews was analyzed by means of comparison with documented information about Employees involvement, Staff motivation, resource mobilization and leadership styles. Multiple regression analysis was conducted to establish the influence of Employees involvement, Staff motivation, resource mobilization and leadership styles on strategy implementation. A multivariate regression model was used to link both the independent and dependent variables as outlined below.

$$Y = a + B_1 X_1 + B_2 X_2 + B_3 X_3 + B_4 X_4 + u$$

Y = Strategy Implementation

α = Constant

Term $\beta_1, \beta_2, \beta_3, \beta_4$ = Regression coefficients of the independent variables (for Employees involvement, Staff motivation, resource mobilization and leadership styles respectively)

X1= Employees involvement

X2= Leadership training

X3= Resource Mobilization

X4 = Leadership styles

u = Error term

FINDINGS

Employees Involvement and Strategy Implementation

The researcher established the influence of employee involvement in strategy implementation on a number of statements. The observation made were that, 55% of respondents were in agreement that the organization had put in place programs that supported employee involvement in short term and long term decision making process hence allowing proper resource utilization in the long run, on the other hand 38% of them disagreed. On whether top management prepared employees for their involvement in the strategy implementation which allowed proper use of organization assets 63% of the respondents agreed, 4% were indifferent while 33% of them disagreed. On whether the organization had

integrated management systems used to further encourage effective employee involvement hence reducing operational costs in projects, most of the respondents 83% of them were in agreement while 13% of them disagreed with this statement. Finally on whether employees were involved in planning and implementing changes that can affect their work and help the company be more competitive by cutting on costs, majority of the respondents 67% of them agreed, 8% of them were indifferent while 25% respondents disagreed.

Staff Motivation and Strategy Implementation

The researcher established the influence of staff motivation on strategy implementation on a number of statements. The observation made were that, 59% respondents were in disagreement that policies had been developed to ensure employees are rewarded for their active participation in the organization projects, 4% were indifferent while 38% of them agreed. On whether the capabilities of people were viewed as an important source of competitive advantage when it comes to costs reduction 75% of the respondents agreed while 24% of them disagreed. On whether Information was widely shared so that everyone could get the information he or she needed when it was needed to allow proper allocation of resource, most of the respondents 79% of them were in disagreement, 4% were indifferent while 16% of them agreed with this statement. On whether every employee believed that he or she could have a positive impact on the organization projects there was an average result where 58% of respondents agreed while 34% of the disagreed. Finally on whether work was organized so that each person could see the relationship between his or her job and the goals of the organization, majority of the respondents 59% of them disagreed, 8% of them were indifferent while 33% respondents agreed.

Resource Mobilization and Strategy Implementation

The researcher established the influence of resource mobilization on strategy implementation on a number of statements. The observation made was that, 83% of respondents were in agreement that the company had a reliable record-keeping system to provide information to managers on project costs and time management while 17% of them disagreed. On whether the organization relies on business intelligence to reduce operational costs when implementing strategies 79% of respondents agreed, 4% were indifferent while 16% of them disagreed. On whether the organization exploited revenue opportunities to boost top line results from implemented strategies, most of the respondents 75% of them were in agreement while 25% of them disagreed with this statement. On whether there was timely reporting to aid in measuring the performance of the implemented projects at the organization 83% of respondents agreed while 8% of them disagreed. Finally on whether organization resources were utilized efficiently, majority of the respondents 38% of them agreed, 4% of them were indifferent while 37% respondents agreed.

Leadership Style and Strategy Implementation

The researcher established the influence of

leadership styles on strategy implementation on a number of statements. The observation made was that, 75% of respondents were in agreement that Idealized Influence from leadership displays a sense of power and confidence towards the successful implementation of strategy while 25% of them disagreed. On whether Inspirational motivation articulated a compelling vision of the Future of the organization in regards to strategy implementation 55% of respondents agreed, 8% were indifferent while 38% of them disagreed. On whether Inspirational motivation expressed confidence that goals would be achieved while implementing strategies, most of the respondents 58% of them were in agreement while 42% of them disagreed with this statement. On whether Idealized inspiration emphasizes the Importance of having a Collective Sense of Mission in each strategy implemented 83% respondents agreed while 17% of them disagreed. Finally on whether contingent reward made clear what one can expect to receive when performance goals are achieved, majority of the respondents 58% of them agreed, 8% of them were indifferent while 38% of respondents agreed.

Regression Analysis

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.746 ^a	.612	.514	1.52113

a. Predictors: (Constant), employee involvement on strategy implementation, staff motivation on strategy implementation, resource mobilization on strategy implementation, leadership styles on strategy implementation

From the Model Summary, the coefficient of determination R square was 0.612. This showed that 61.2% change in strategy implementation was explained by the identified factors (X_1 , X_2 , X_3 and X_4) above. The identified factors did not explain the

whole strategy implementation aspect because there were other underlying factors that explained 38.8% change in strategy implementation. These were factors not covered in the current study which future studies should examine.

Table 2: Analysis of Variance

	Sum of Squares	df	Mean Square	F	Sig.
Regression	140.623	3	48.874	16.624	.000 ^b
Residual	93.120	21	3.661		
Total	233.744	24			

a. Dependent Variable: strategy implementation

b. Predictors: (Constant), employee involvement, staff motivation, resource mobilization and leadership styles.

The F calculated from the ANOVA Table was 16.624 as compared to F Critical (at d.f 3, 87) of 2.874. It was inferred that the overall regression model was significant predictor of the factors influencing

strategy implementation. The p value was shown as 0.000, suggesting that the identified factors significantly influenced strategy implementation.

Table 3: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	17.142	5.386		2.069	.006
X ₁	.728	.030	.445	3.736	.001
X ₂	.613	.098	.124	2.949	.003
X ₃	.676	.042	.837	6.634	.000
X ₄	.628	.041	.376	4.165	.000

a. Dependent Variable: strategy implementation

The established equation therefore became;

$$Y = 17.142 + 0.728X_1 + 0.613X_2 + 0.676X_3 + 0.628X_4$$

Where Y=strategy implementation

X₁=employee involvement; X₂ =staff motivation; X₃ =resource mobilization and X₄ = leadership styles

Therefore, holding all variables constant would result into 17.142 influence on strategy implementation. A unit change in X₁ all other factors constant would lead to 0.721 influence on strategy implementation. A unit change in X₂ all other factors constant would lead to 0.613 influence on strategy implementation. A unit increase in X₃ holding all other factors constant would result into 0.676 influence on strategy implementation and A unit change in X₄ all other factors constant would lead to 0.628 influence on strategy implementation performance of online businesses. With regard to significance at 5%, X₁=employee involvement (p=0.001<0.05) and X₂

=staff motivation (p=0.003<0.05), X₃ = resource mobilization (p=0.000<0.05) and X₄ =leadership styles (p=0.000<0.05) all had significant influence on strategy implementation.

CONCLUSION

From the regression analysis there was a significant positive relationship between employee involvement in decision making processes and strategy implantation in the organization. This was a clear indication that proper use of employees not only for physical work but also in their decision making capabilities on how the organization should move forward. Leaders must put in place programs that support employee involvement in short term and long term decision making process hence allowing proper resource utilization. Leadership practices such as employee involvement in organization decision making are influenced by special skills and capabilities. Studies have shown that a leader should

possess some characteristics self-confidence, be strong willed, have the ability to influence others and delegate most of the decisions making to other employees.

In order to meet the current and future challenges of our business, training and development assumes a wide range of learning actions, ranging from training of the employees for their present tasks and more so, knowledge sharing to improve the business horizon and customer's service. It also focuses on their career development, thus expanding individual, group and organizational effectiveness. A comprehensive training and development program helps in deliberating on the knowledge, skills and attitudes necessary to achieve organizational goals and also to create competitive advantage.

In order to ensure that our employees are equipped with the right kind of skills, knowledge and abilities to perform their assigned tasks, training and development plays its crucial role towards the growth and success of our business. By choosing the right type of training, we ensure that our employees possess the right skills for our business, and the same need to be continuously updated in the follow up of the best and new HR practices. To meet current and future business demands, training and development process has assumed its strategic role.

Resource mobilization advocates upon having the right type of resource, at the right time, at right price with making right use of acquired resources thus ensuring optimum utilization of the same. Resources allocation is an important driver of strategy implementation. Since strategic decisions have large scope, sufficient funding is needed for the implementation phase. People are the second important resource. The human resources with the right competencies and skills have to be included and involved in the implementation to meet the needed degree of performance. Resources allocation is a major management mechanism for strategy

execution that should include financial, physical, human and technological resources.

Inspirational motivation articulates a compelling vision of the future of the organization in regards to strategy implementation. Since human beings could become members of an organization in order to achieve certain personal objectives, the extent to which they are active members depends on how they are convinced that their membership will enable them to achieve their predetermined objectives. Inspirational motivation expresses confidence that goals will be achieved while implementing strategies, Therefore, an individual will support an organization if he believes that through it his personal objectives and goals could be met; if not, the persons interest will decline. Leadership style in an organization is one of the factors that play significant role in enhancing or retarding the interest and commitment of the individuals in the organization, thus, the need for a manager to find his leadership style.

RECOMMENDATIONS

The study recommended that organizations should have in place programs that support employee involvement in short term and long term decision making process. This would help the organization in resource management and utilization for both short term reasons and long term objectives. Another recommendation was that top management should prepare employees for their involvement in the strategy implementation and employees should be involved in planning and implementing changes that can affect their work and help the company to be more competitive by cutting on costs.

In order to meet the current and future challenges of the organization, training and development should assume a wide range of learning actions, ranging from training of the employees for their present tasks and more so, knowledge sharing to improve the business horizon and customer's service. It should also focuses

on their career development, thus expanding individual, group and organizational effectiveness. A comprehensive training and development program helps in deliberating on the knowledge, skills and attitudes necessary to achieve organizational goals and also to create competitive advantage.

Resources allocation is an important driver of strategy implementation. Since strategic decisions have large scope, sufficient funding is needed for the implementation phase. People are the second important resource. The human resources with the right competencies and skills have to be included and involved in the implementation to meet the needed degree of performance.

Leadership has been identified as an important subject in the field of organizational behavior. Leadership is one with the most dynamic effects during individual and organizational interaction. In

other words, ability of management to execute “collaborated effort” depends on leadership capability. Therefore the study recommended that all organizations should have leaders who identify with specific leadership styles that can improve strategy implementation and also help the organization to move forward and in the right direction.

Suggestions for Further Studies

From the Model Summary, the coefficient of determination R square was 0.612. This showed that 61.2% change in strategy implementation is explained by the identified factors (X1, X2, X3 and X4) above. The identified factors did not explain the whole strategy implementation aspect because there were other underlying factors that explain 38.8% change in strategy implementation. These were factors not covered in the current study which future studies should examine.

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