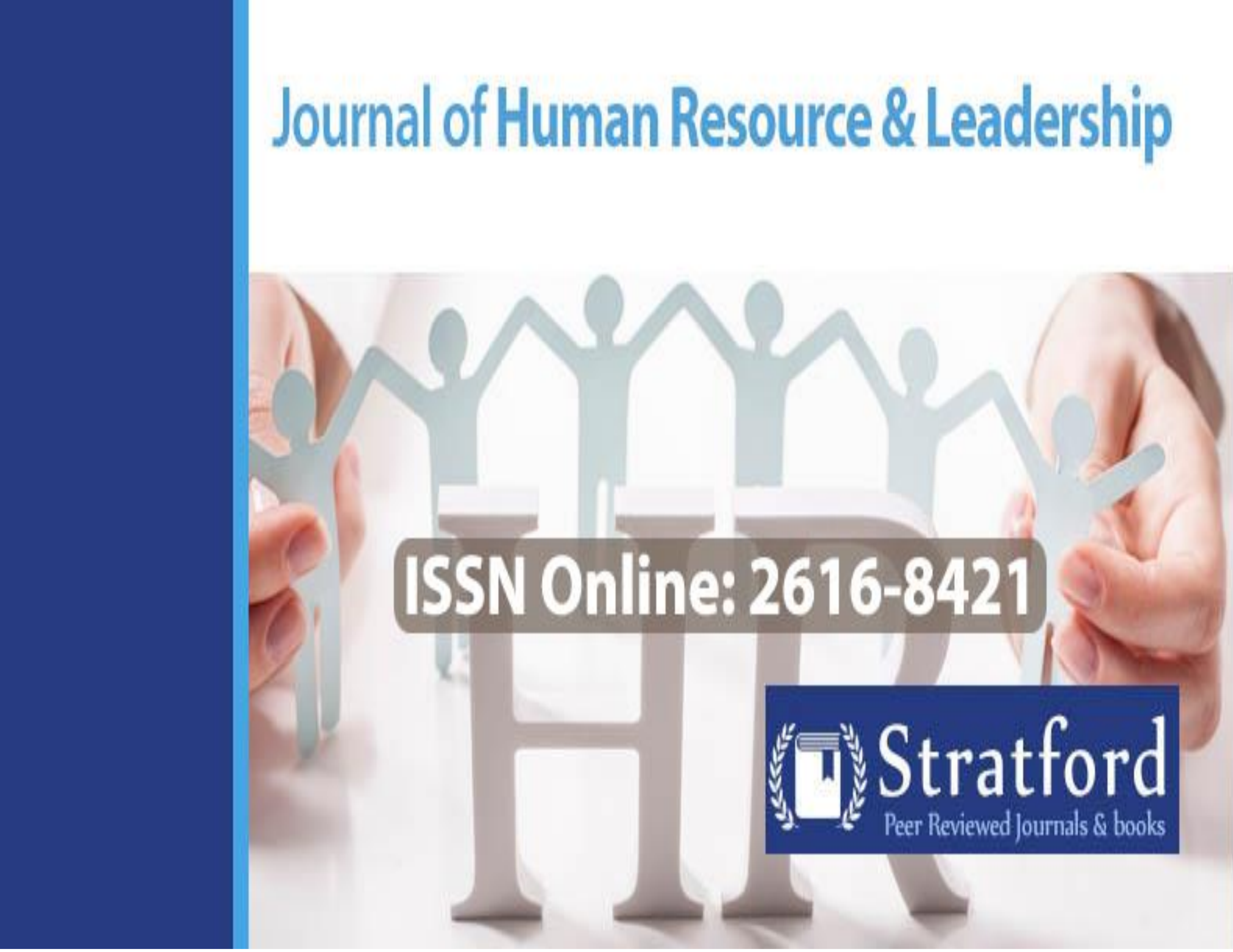

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Influence of Corporate Leadership on Implementation of Strategic Plans within the County Governments in Western Kenya

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Abstract

The purpose of this study was to establish influence of corporate leadership on implementation of strategic plans within the county governments of Kenya. The study was based on the sequential thinking, adaptive and holistic theories. It employed descriptive survey research design which targeted 10 county governments, six in former Nyanza province and four in former Western Province. Proportional stratified random sampling technique was used in 10 counties where 240 study subjects was selected by simple random sampling. Further, the study incorporated merits of secondary data and then collect data using semi-structured questionnaires and interview for top managers. To test reliability and validity of the study, the pre-test item analysis was conducted at two different points in the study. The inter-item consistency or lack of it was tested using Cronbach's alpha. The quantitative data was then analyzed using descriptive statistics in form of mean, frequencies and standard deviation with the help of ANOVA, Regression and Correlation while qualitative data was analyzed using content analysis. Data was presented in tables, charts and graphs. The results showed that corporate leadership style was a good predictors of implementation of strategic plans. The study rejected the null hypothesis and adopted the alternative hypothesis that corporate leadership style is statistically and significant related to implementation of strategic plans in county governments of Western Kenya. The study concluded on the alignment of leadership to the strategic objectives is critical in successful implementation of strategic plans. Strategic direction and stewardship needs to be guided an organization's strategic-change champion through strategic management processes and shared values of the organization. Strategic direction and stewardship needs to be guided an organization's strategic-change champion through strategic management processes and shared values of the organization. These management need to carry out a culture assessments that will reveal what strategic culture characteristics exist and they can promote the strengths they find to motivate personnel and identify possibilities for immediate successes in their cultural reshaping endeavors. The study recommended for the management of the county governments that are interested in changing the way the organization focus on the value-based forces underlying the organization's behaviors. The study also recommends that organizational structure of the county governments should be aligned to the strategy being implemented.

Keywords: Corporate *Leadership, Strategic Plans, County Governments & Kenya.*

1.1 Introduction

Public Organizations within emerging economies are in environments of rapid political, economic and institutional changes. For long-term configuration and adaptation, these organizations must upgrade existing resources and capabilities (Njagi & Kombo, 2014). Theories like the Resource Based View emphasize the strategic flexibility of organizations (McIvor, 2014; Fahy, 2017; Collis & Montgomery, 2016). The county governments of Kenya are new political creations are grappling with effective choices of strategic practices top of which is the plan implementation. Strategy implementation ensures that the elements of a strategic plan are actualized by the authorized execution officers within set timelines and with expected outcomes. It is therefore important that as an organization plans, and sets the agenda for the implementation of the plans. These are critical success factors and indicators of activities steered towards the desired outcomes in a long-term manner. Pearce and Robinson (2007) view implementing strategy as the process through which a set of agreed work philosophies is translated into functional and operational targets. Kotter and Best (2016) support this position when they state that implementation addresses who, where, when and how, and it is thus the tactic that drives the strategy of the company

This study was guided by the systems and contingency theories. Importantly, the theoretical concept of the study was anchored on the theories of sequential thinking, adaptive and holistic theories. The county governments, therefore, are concerned with service delivery to the people and engagement in activities that must be co-aligned to the environments in which they operate. Every organization produces an output and then communicates with its environment, hence are open systems. On the other hand, contingency theorists opine that there is no single and better way of managing organizations. In addition, successful organizations must achieve an alignment with its sub-systems to be effective. As a result, all organizations, including public outfits, like the county governments, remain concerned with stakeholder relationships and organizational structures. Successful strategic plan implementation depends on the selection and conversion of an appropriate strategy into action. Jooste and Fourie (2016) views implementations of strategy in terms of a five-step process of envision, activate, install, ensure, and recognize. He further observes that strategic plan implementation is recognized as a major management challenge with difficulty in knowing which aspects above often fail or contribute less to the implementation effectiveness (Strøm, Willumsen, Oehmen & Heck, 2018).

Activities effectively putting plans to work generally constitute implementation tactics that drive the strategy of the company and are successful when congruence is achieved between several elements crucial to the implementation process. These elements are structures defining a company and its relationship with parts and process elements like leadership, culture, resources and other administrative procedures. Chandler (2012) points out that while structure follows strategy, there is also evidence that structure influences strategy in certain situations. The structure should be compatible and congruent with a chosen strategy. Successful strategy implementation has been explored in the dimensions of "soft" and "hard" factors (Ansoff & McDonnell, 2015). The hard and soft elements need to fit together with the soft elements being the behaviours, while the hard elements comprise the analytical dimensions to the process of making and implementation of the strategy. During implementation, every member must offer his or her support for the successful implementation of the strategic plan, with the top office involved right from the beginning to provide adequate leadership. This ensures a united and directed organization's efforts towards the achievement of its goals Pearce and Robinson, (2007).

Through the constitution of (2010), Kenya adopted a two-tier national governance structure of a central government and 47-county governments of which ten county governments are situated in Western Kenya in the former Nyanza and Western provinces. They include Kakamega, Vihiga, Bungoma, Busia, Siaya, Homabay, Migori, Kisii, Nyamira and Kisumu. County governments have a mandate to provide basic services to the community. These are the provision of services to residents within their areas of jurisdiction; a platform for democratic governance at the local level where the community exercises their democratic rights by electing leadership to manage their affairs. The services provided include water and sanitation, health, education, general infrastructure, security, employment and other economic activities.

1.2 Problem Statement

The adoption of County Governments in 2013, made many Kenyans optimistic that these devolved governments would deliver on public services effectively. However, sections of Kenyan citizens have expressed dissatisfaction with the performance of the county governments. Public service delivery has been unsatisfactory to the citizens (Mwangi, Kiarie & Kiai, 2018). Among the main issues that have characterized public sector services in Kenya are delayed services, long queuing and misappropriation of resources (Mutua, 2016). The County Governments have witnessed poor performance where citizens have complained due to unsatisfactory service delivery (Abass, Munga & Were, 2017). According to the Auditor General report (2017), Western Kenya Counties misappropriated billions of shillings set aside for development projects, a good number which remain incomplete years after the expiry of the time set for construction. The report indicated that some of the projects did not commence while others stalled at the early stages despite money being allocated and paid indicating lack of adequate implementation strategies in the County Governments.

Studies done in these field present gaps; Kibicho (2015) carried out a study to evaluate the determinants of implementation of strategic plans in insurance companies in Kenya. The study variables included conceptualized determinants, namely management competence, resource strength, corporate culture and innovation. This study presents both conceptual and contextual gaps, as the current study will use corporate leadership and will further be conducted in County Governments. A conceptual gap is presented by the study of Mbaka and Mugambi (2014) who studied on factors affecting successful implementation of strategic plans in the water sector in Kenya. The variables used were strategy formulation process, relationship between different units or departments and departments and different strategy levels whereas the current study used corporate leadership. Another study on devolved governments was by Opano, *et al*, (2015), who did a study on strategic planning and implementation practices at the Kisii County Government in Kenya. The researchers identified involvement of stakeholders and financial resources to be the main determinants of implementation of Strategic Plans in Kisii County whereas the current study used corporate leadership. Additionally, the current study used counties in the Western region. Therefore, this study sought to bridge these research gaps and establish the influence of corporate leadership on the implementation of strategic plans within the context of the county governments of Kenya.

1.3 Objective of the Study

The study sought to analyze the influence of corporate leadership style on strategic plan implementation in the county governments in Western Kenya.

1.4 Research Hypothesis

H_0: There is no statistically significant relationship between corporate leadership and implementation of strategic plans in the county governments in Western Kenya.

2.1 Literature Review

2.1.1 Theoretical Literature: Behavioral Theory on Leadership

Behavioral theories of leadership are based upon the belief that great leaders are made, not born. This leadership theory focuses on the actions of leaders, not on mental qualities or internal states (Gavetti, Greve, Levinthal & Ocasio, 2012). According to this theory, people can learn to become leaders through teaching and observation. Autocratic leaders make decisions without input from their subordinates, democratic leaders encourage subordinates to offer opinions and laissez-faire leaders allow subordinates to make their own decisions. Effective leaders use each of these leadership styles to ensure project implementation and performance. Effective leaders use leadership theories to help them to choose the best approach for fostering teamwork and solving operational problems (Westphal & Zajac, 2013).

Leadership attributes theories help leaders exhibit qualities such as empathy and assertiveness to enhance performance from their team members. Leaders use power and influence theories to exert their authority, coerce defiant subordinates and reward their team members by using for example bonuses to encourage performance. Behavioral theory assisted the study to in explaining how the behavior of county government leaders the influence of corporate leadership style on strategic plan implementations in the County Governments.

2.2 Conceptual Framework

Conceptual framework is a diagrammatical representation that shows the relationship between dependent and independent variables (Kothari, 2006). The framework helps the reader to see at a glance the proposed relationships between the variables in the study graphically or diagrammatically. Figure 1 depicts the relationship between corporate leadership and implementation of strategic plans in the context of the county governments of Kenya.

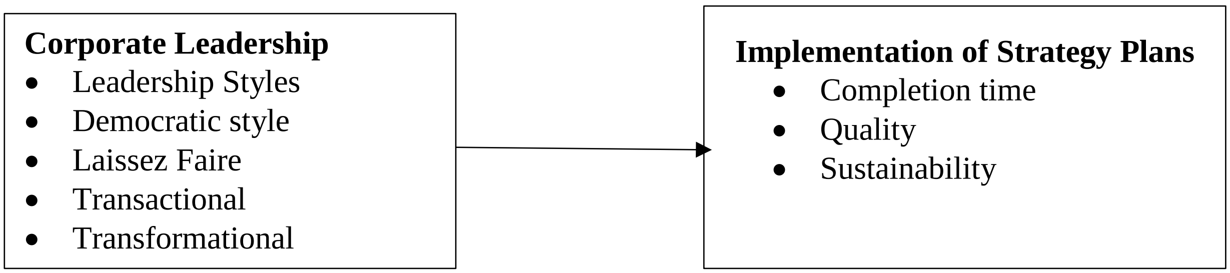

Figure 1: Conceptual Framework

Northouse (2015) defined leadership as influencing others towards achievement of a common goal. Van Wart (2012) considered leadership as the process of influencing and inspiring people thereby enabling them achieve their full potential. Leadership involves creating vision through establishing clear objectives and empowering followers to achieve those objectives. Leadership style is the aspect of behavior that characterizes a leader. The concept of leadership has become important in the recent years due to its important contribution towards organizational success (Ghasabeh, Soosay & Reaiche, 2015). Leadership has been through the various developmental phases beginning with the trait approach, behavioral or style approach, to the contingency and situational approach. Recent studies have focused on classifying leadership based on the style that characterizes a leader. Accordingly, the full range leadership theory classified leadership into transformational, transactional and laissez-faire leadership (Hoch, Bommer, Dulebohn & Wu, 2018).

Transactional leadership is a term used to classify a group of leadership theories that inquire the interactions between leaders and followers (McCleskey, 2014). This style of leadership starts with the premise that team members agree to obey their leader totally, when they take a job on. The transaction is usually that the organization pays the team members, in return for their effort and compliance. As such, the leader has the right to punish team members if their work doesn't meet the pre-determined standard. Team members can do little to improve their job satisfaction under transactional leadership. The leader could give team members some control of their income/reward by using incentives that encourage even higher standards or greater productivity. Alternatively, a transactional leader could practice management by exception, whereby, rather than rewarding better work, he or she would take corrective action if the required standards were not met (Breevaart, Bakker, Hetland, Demerouti, Olsen & Espevik, 2014).

In democratic leadership, a leader invites other members of the team to contribute and participate to the decision-making process before making the final decision (Bhatti, Maitlo, Shaikh, Hashmi & Shaikh, 2012). This not only increases job satisfaction by involving employees or team members in what's going on, but it also helps to develop people's skills. Employees and team members feel in control of their own destiny, and so are motivated to work hard by more than just a financial reward (Iqbal, Anwar & Haider, 2015). Democratic leadership can produce high quantity work for long periods of time. Many employees like the trust they receive and respond with cooperation, team spirit, and high morale thus facilitating strategy implementation.

A transformational leader focuses on transforming others to help each other, to look out for each other, to be encouraging and harmonious, and to look out for the organization as a whole. In this leadership, the leader enhances the motivation, morale and performance of his follower group

(Ghasabeh, Soosay & Reaiche, 2015). A person with this leadership style is a true leader who inspires his or her team with a shared vision of the future. Transformational leaders are highly visible, and spend a lot of time communicating. They do not necessarily lead from the front, as they tend to delegate responsibility amongst their teams. While their enthusiasm is often infectious, they can need to be supported by detail people (Hoch, Bommer, Dulebohn & Wu, 2018).

The laissez-faire leadership style is also known as the hands-off style. It is one in which the manager provides little or no direction and gives employees as much freedom as possible. All authority or power is given to the employees and they must determine goals, make decisions, and resolve problems on their own. Most often, laissez-faire leadership works for teams in which the individuals are very experienced and skilled self-starters (Wong & Giessner, 2018). Unfortunately, it can also refer to situations where managers are not exerting sufficient control. The advantage of this kind of style is positive only in the case when the employees are very responsible and in case of creative jobs where a person is guided by his own aspirations. It proves poor management and makes the employees lose their sense of direction and focus. The disinterest of the management and leadership causes the employees to become less interested in their job and their dissatisfaction increases (Skogstad, Aasland, Nielsen, Hetland, Matthiesen & Einarsen, 2015).

2.3 Empirical Review

Momanyi and Juma (2015) conducted a study on effect of leadership style on strategy implementation energy parastatals in Kenya. The study adopted descriptive survey research design and data was collected through well designed questionnaires and was analyzed using descriptive and inferential statistics. The study found out that Leadership Involvement had a positive influence on strategy implementation in the Energy Sector Parastatals in Kenya. The study also established that leaders working as a team with other staff in the organization are likely to execute their organizational strategies successfully and free flow of all communication between employees in the organization can help in the execution of strategy successfully and lastly motivation of employees helps to achieve successful implementation of the strategy. According to Cater & Pucko (2010), while a well-formulated strategy, a strong and effective pool of skills, and human capital are extremely important resources for strategy success, poor leadership is one of the main obstacles in successful implementation of strategic plans. Therefore, the need for effective leadership outweighs any other factor. Beer and Eisenstat (2016) addressed this issue from a different perspective; they suggested that in the absence of effective leadership, conflicting priorities will result in poor coordination because employees will suspect that top management prefers to avoid potentially threatening and embarrassing circumstances. Coordination of activities, streamlining of processes, aligning the organizational structure, and keeping employees motivated and committed to implementation of strategic plans are key responsibilities of the leadership.

Matthias and Sascha (2018) identified the role of the board, which is to ensure consistency among resource allocation, processes, and the firm‟s intended strategy. Beer and Eisenstat (2013) referred to poor coordination across functions and inadequate down-the-line leadership skills and development as killers of Implementation of Strategic Plans. Zaribaf and Bayrami (2016) categorized the leaderships importance into three key roles: managing the strategic process, managing relationships, and managing manager training. Similarly, Ansari‟s (2016) study on just-in-time purchasing concluded that the commitment and leadership of top-level management is essential in Implementation of Strategic Plans. In a study involving Zimbabwe‟s state-owned enterprises, Mapetere, Mavhiki, Tonderai, Sikomwe, and Mhonde (2012) found that relatively low leadership involvement in Implementation of Strategic Plans led to partial strategy success in the organization studied. Researchers have also examined the influence of hierarchical leadership in implementing strategies. O'Reilly, Caldwell, Chatman, Lapiz, Self, and William‟s (2010) study concluded that it was only when leaders' effectiveness at different levels (hierarchies) was considered in the aggregate that significant performance improvement occurred while implementing strategies. Implementation incorporates a number of aspects, some of which can be changed directly and some of which can only be changed indirectly. The latter aspects are more difficult for strategic leadership to control and change. While studying how implementation of competitive strategies affects business units‟ performance, Menguc, Auh, and Shih (2017) argued that managers‟ use of transformational leadership skills results in the best competitive strategies, including innovation differentiation, marketing differentiation, and low cost of the product.

Mutwiri (2012) found out that the challenging aspect when implementing strategy is the top management's commitment to the strategic direction itself. The researcher further noted that in some cases, top managers may demonstrate unwillingness to give energy and loyalty to the implementation process. This was evident in the Brand Kenya's strategic plan implementation where the chief executive officer was responsible for the overall strategic direction of the organization, but was dependent on a strong management team to implement its strategic plan. In his study "Effect of selected variables on corporate performance," Awino (2007) postulates that for a strategy to be effectively implemented, a committed leadership must champion it. He further argues that, any corporate agenda will be a successful initiative if the analysis and commitment have come from the corporate office headed by the Chief Executive Officer (CEO) and team members who have the holistic view of the firm and its environment. Accordingly, it is the CEO and the management team who will shape and have the ultimate responsibility for achieving the strategic ambition of the corporation. According to White (2014), the responsibility of formulating and implementing the strategy lies largely on leaders of an organization. Leaders are the ones who decide what must be done, and then actually figure out how it is going to be done. Meyer and Botha (2015) reiterates the aspect of leaders having a skill set that allows them to analyze the opportunities and the threats that may exist, both currently and going forward, and thereafter having the ability to analyze the resources and abilities that an organization possesses to deal with those opportunities and threats (Harrison, 2014).

3.1 Methodology

The study adopted a descriptive survey research design which, according to Kothari (2004) is structured to examine a number of logical sub-units or units of analysis within organizations. The study population shall constitute the 47 County Governments in Kenya. The study targeted collecting information that represents the guided knowledge of all the strategy executors within the parent county governments in the Western Kenya region which has ten (10) county governments. In each of the county governments, there are 10 distinct departments – under supervision of head of department, charged with varying roles in implementing various strategic plans GOK, (2017). These departments include Administration, Lands, Energy, Roads, Culture, Education, Agriculture, Trade, Finance and Health Departments. Primary sources was accomplished through adoption of semi-structured questionnaires and interview schedules. The study instrument of data collection was tested using face validity which, according to the statistical scholars, tests the suitability of an instrument to return the expected results it was designed for. Reliability on the other hand tests to see if an instrument returns what it was designed for over various environments. Diagnostics analysis included normality, linearity heteroscedasticity and Auto correlation. A simple regression analysis was used to establish the relationship between

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corporate leadership and the implementation of strategic plans. The model used for this analysis was as follows:

$Y = \beta_0 + \beta_1 X_1 + \varepsilon$

Where:-

Y = Implementation of strategic plans

X_1 = Corporate Leadership Style

β_1= Regression coefficient for each Independent variable

β_0= Constant

ε = Error term

The statistical software, SPSS was used to analyze the quantitative data and the results were presented in tables to provide a clear picture of the study findings. Descriptive statistics were invaluable in describing data in such a way as to portray the typical respondent and to reveal the general pattern of the responses regarding the topic of the study.

4.1 Results and Findings

This section contains descriptive analysis for corporate leadership and implementation of strategic plans. A Likert scale of 1 to 5 (1= Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 =Agree, 5 = Strongly Agree) was were presented for answering by respondents.

4.1.1 Corporate Leadership Style on Implementation of Strategic Plans

The objective of the study was investigate the effect of corporate leadership on the implementation of strategic plans in county governments of western Kenya. To achieve the respondents were requested to indicate their levels of agreement on a five point Likert scale. (1 = strongly disagree, 2 = Disagree 3 = Neutral, 4 = Agree, 5 = strongly agree) was used and the mean response rate from the respondents owners calculated. For the purposes of interpretation 4 & 5 (agree and strongly agree) were grouped together as agree, 1 & 2 (strongly disagree and disagree) were grouped as disagree while 3 was neutral. The results of this study are as depicted in Table 1.

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Table 1: Descriptive Analysis on Corporate Leadership Style

Statement	SD	D	N	A	SA	Mean	S.D
Democratic Leadership style							
In our county, there is participation of staff in determining what to do and how to do it	0.00%	16.50%	17.50%	36.60%	29.40%	3.8	1.0
In our county, there is always a vote whenever a major decision has to be made	0.00%	19.10%	21.10%	28.40%	31.40%	3.7	1.1
There is regard for employee and public ideas input into upcoming plans and projects	0.50%	16.00%	18.60%	34.00%	30.90%	3.8	1.1
Transactional Leadership style							
Leaders in our county offer team members some control of their income/reward by using incentives that encourage even higher standards or greater productivity	0.00%	19.60%	25.30%	29.90%	25.30%	3.6	1.1
In our county, systems of communication that have been developed to enhance access to information and support strategy implementation	0.00%	21.60%	23.20%	28.90%	26.30%	3.6	1.1
Transformational Leadership style							
In our county, the leaders transforming others to help each other, to look out for each other, to be encouraging and harmonious, and to look out for the organization as a whole.	0.00%	20.60%	25.80%	28.40%	25.30%	3.6	1.1
Our county department values individual efforts	0.50%	17.00%	22.20%	33.50%	26.80%	3.7	1.1
Our county organization leadership gives personal compliments for doing outstanding work	0.00%	17.50%	23.70%	33.00%	25.80%	3.7	1.1
Laissez Faire Leadership style							
In our county, the leaders provides little direction and gives employees as much freedom as possible	0.00%	16.00%	19.10%	35.10%	29.90%	3.8	1.0

To what extent has your organization's leadership style been effective in enhancing implementation of strategic plan	0.00%	18.60%	19.60%	35.60%	26.30%	3.7	1.1
Average						**3.7**	**1.1**

Results in Table 1 shows that majority 66% (36.6% + 29.4%) agreed with the statement that there is participation of staff in determining what to do and how to do it while 16.5% disagreed. 17.5 % of the respondents were neutral. The respondents were asked if there is always a vote whenever a major decision has to be made. A majority of the respondents agreed with 59.8%. 19.1% of the respondents disagreed while 21.1% were neutral. On whether there is regard for employee and public ideas input into upcoming plans and projects, a majority of the respondents agreed with 64.9% while 16.5% disagreed on the statement. 18.6% were neutral. On the statement that current policies adequately support the organization's strategic plan, a majority of them agreed with a representation of 55.2% while 19.6 disagreed on it.

Further, the respondents were asked whether systems of communication have been developed to enhance access to information and support strategy implementation. A majority of the respondents agreed with 55.2% while a 21.6% disagreed. The respondents were asked if the authority maintain financial management systems to ensure proper utilization of funds, accountability, financial monitoring and efficient reporting, all geared towards strategic plan implementation. A majority of the respondents agreed with 53.7% while a 20.7% disagreed. Additionally respondents were asked if ongoing projects are continuously monitored and evaluated to identify gaps where new projects need to be developed. Majority of the respondents agreed with 60.3% while a 17% of the respondents disagreed with the statement.

The respondents were asked if top management motivate staff to effectively implement strategic plans. Majority of the respondents agreed with 58.8% while a 17.5% of the respondents disagreed with the statement. The respondents were asked whether the leaders provides little direction and gives employees as much freedom as possible. Majority of the respondents agreed with 65% while a 16% of the respondents disagreed with the statement. Finally, on the statement, whether the organization's leadership style been effective in enhancing implementation of strategic plan, a majority of the respondents agreed with 61.9% while 18.6% of the respondents disagreed. Overall, the average mean of the responses was 3.69 which means that majority of the respondents were agreeing to the statements in the questionnaire. The standard deviation was 1.07 meaning that the responses were clustered around the mean response.

This study agrees with Kaplan (2006) who stated that strategic managers are involved in the design of leadership's styles for the organization. In this role, managers influence the environmental variables most likely to receive attention in the organization. They must also make certain that information concerning these key variables is available to affected managers. Top-level managers must also provide accurate and timely feedback concerning the organization's performance and the performance of individual business units within the organization. Organization members need information to maintain a realistic view of their performance, the performance of the organization, and the organization's relationship to the environment.

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4.1.2 Implementation of Strategic Plans

The objective of this study was to undertake an assessment of corporate leadership on the implementation of strategic plans within the context of the county governments of Western Kenya. In pursuing this, the respondents were requested to indicate the achieved targets of implementation of strategic plans in percentage for last five years. The results of this study are as depicted in Table 2.

Table 2: Rate of Target Achievement

Year	Less than 20%	21%-50%	51%-70%	Over 70%
2017	9%	25%	56%	10%
2016	7%	31%	51%	11%
2015	9%	28%	53%	10%
2014	15%	21%	50%	14%
2013	18%	14%	55%	13%

In the year 2013, majority of the respondents with 55% rated achievements on the attainment of strategic plans in the County between 51-70%. This was followed by less than 20% with a rate of 18%. The least was over 70% represented by 13%. In the year 2014, majority of the respondents with 50% rated achievements of targets on the attainment of strategic plans in the County between 51-70%. This was followed by 21-50 with a rate of 21%. The least was over 70% represented by 10%. Achievements of less than 20% was rated at 15%. In the year 2015, majority of the respondents with 53% rated achievements of targets on the attainment of strategic plans in the County between 51-70%. This was followed by 21-50 with a rate of 28%. The least was over 20% represented by 9%. Achievements of over 70% was rated at 10%. In the year 2016, majority of the respondents with 51% rated achievements of targets on the attainment of strategic plans in the County between 51-70%. This was followed by 21-50 with a rate of 31%. The least was less than 20% represented by 7%. Achievements of over 70% was rated at 11%. Lastly, in the year 2017, majority of the respondents with 56% rated achievements of targets on the attainment of strategic plans in the County between 51-70%. This was followed by 21-50 with a rate of 25%. The least was less than 20% represented by 9%. Achievements of over 70% was rated at 10%. The results indicated a progressive trend in targets achievement form the years 2013 to 2017.

Further, the respondents were requested to indicate the satisfaction on the attainment of strategic plans in the County. The results of this study are as depicted in Table 3.

Table 3: Rate of Satisfaction

Year	Less than 20%	21%-50%	51%-70%	Over 70%
2017	3%	21%	56%	20%
2016	8%	21%	54%	17%
2015	11%	25%	48%	16%
2014	17%	15%	59%	9%
2013	23%	26%	44%	7%

In the year 2013, majority of the respondents with 44% rated satisfaction on the attainment of strategic plans in the County between 51-70%. This was followed by 21-50% with a rate of 26%. The least was over 70% represented by 7%. In the year 2014, majority of the respondents with 59% rated satisfaction on the attainment of strategic plans in the County between 51-70%. This was followed by 21-50% with a rate of 15%. The least was over 70% represented by 9%. In the year 2015, majority of the respondents with 48% rated satisfaction on the attainment of strategic plans in the County between 51-70%. This was followed by 21-50% with a rate of 25%. Over 70% had a representation of 16% less than 20% with 11%. In the year 2016, majority of the respondents with 54% rated satisfaction on the attainment of strategic plans in the County between 51-70%. This was followed by 21-50% with a rate of 21%. Over 70% had a representation of 17% less than 20% with 8%. Lastly, in year 2016, majority of the respondents with 56% rated satisfaction on the attainment of strategic plans in the County between 51-70%. This was followed by 21-50% with a rate of 21%. Over 70% had a representation of 20% less than 20% with 3%. The results further indicated an increased rate of satisfaction on the attainment of strategic plans in the County for the period of 2013 to 2017.

4.2 Correlation Analysis

Correlation analysis was carried out to detect the association between the dependent variable, implementation of strategic plans and the independent variable corporate leadership style. The mean score for each of the independent variable was calculated and the Pearson's correlation obtained using SPSS.

Table 4: Correlation Analysis

		Implementation of Strategic Plan	Leadership Style
Implementation of Strategic Plan	Pearson Correlation	1.000	
	Sig. (2-tailed)		
	Sig. (2-tailed)	0.000	
Leadership Style	Pearson Correlation	.591**	1.000
	Sig. (2-tailed)	0.000	

The results in table 4 indicated that corporate leadership was positively and significantly associated to implementation of strategic plans ($r=0.591$, $p=0.000<0.05$).

4.3 Tests for Regression Model Assumptions

4.3.1 Test for Normality of Data

Test of normality determines if the data is well modelled and normally distributed (linear). It is used to measure how far data deviates from the Gaussian by looking at the graph and seeing if the distribution deviated grossly from a bell shaped normal distribution. It is a determination of the likelihood of a random variable of being normally distributed. It is an assessment of the normality of data in statistical tests. Avioli (2012) showed that the descriptive, normality, and verification tests could be assessed with the normal distribution. Singh and Masuku (2014) states that if these tests are non-normality, then the data have either outliers, multiple modes, incorrect measuring tools, incorrect distributions, zero/infinite limits, or scanty collections. In order to fit a linear model, the dependent variable has to be normally distributed.

To test the normality of turnover intention (dependent variable) was done by use of Kolmogov-Smirvov test. The hypothesis was tested at a critical value at 0.05, where the rule is that reject H0 if the probability (P) value is less than 0.05 or else fail to reject. The dependent variable should be normally distributed because the study was analyzed using a multiple regression model where the condition of normality must be satisfied (Quataroli & Julia, 2012).

H_0: The data is not normal.

H_1: The data is normal.

Table 5 indicates that using the of Kolmogov-Smirvov and Shapiro-Wilk test of normality, variables data are normal since the p-values are 0.000 which are below 0.05 for the variable and thus we reject the null hypothesis (H0) and accept the alternative hypothesis (H1). The study concluded that corporate leadership and implementation of strategic plans are normal in distribution and hence subsequent analysis could be carried out.

Table 5: Test for Normality

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	**df**	**Sig.**	**Statistic**	**df**	**Sig.**
Implementation of Strategic Plans	0.102	194	0.000	0.982	194	0.012
Leadership Style	0.254	194	0.000	0.858	194	0.000

4.3.2 Test for Linearity

Linearity assumes a straight-line relationship between the predictor variables and the criterion variable. This was assessed by examination of a scatter plot of the independent variables against the dependent variable to measure if there is a straight-line relationship. The independent variable depicted a straight-line relationship with the dependent variable as shown in Figure 1.

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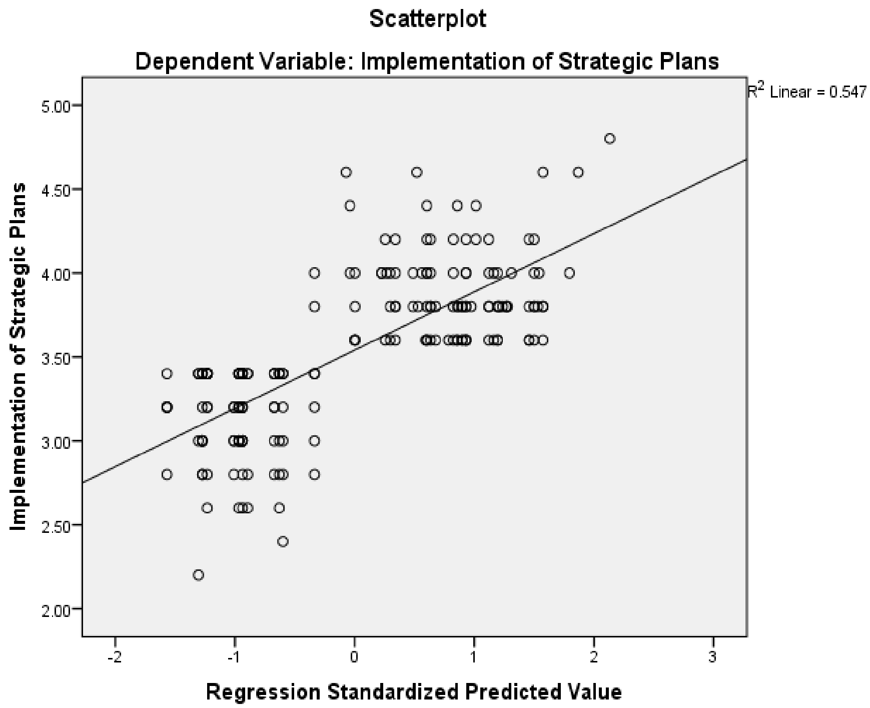

Figure 1: Scatter Diagram for Linearity

4.3.3 Test for Heteroscedasticity

The error process may be homoscedastic within cross-sectional units, but its variance may differ across units: a condition known as group wise heteroscedasticity (Stevenson, 2004). Heteroscedasticity test was run in order to test whether the error terms are correlated across observation in the cross sectional data (Long & Ervin, 2000). The null hypothesis is that the data does not suffer from Heteroscedasticity since the p-value is greater than the 5%. The null hypothesis was not rejected at a critical p value of 0.05 since the reported value was 0.6911>0.05. Thus, the data did not suffer from heteroscedasticity. The results in Table 6 indicate that the null hypothesis of constant variance is not rejected as supported by a p-value of 0.6911.

Table 6: Heteroscedasticity Results

Breusch-Pagan / Cook-Weisberg test for heteroscedasticity **Ho: Constant variance** **Variable: fitted values of Strategic Implementation**		
chi2(1)	=	0.16
Prob > chi2	=	0.6911

4.3.4 Test for Autocorrelation

Autocorrelation is a characteristic of data in which the correlation between the values of the same variables is based on related objects. It violates the assumption of instance independence, which underlies most of the conventional models. Durbin Watson test is used to check serial correlation among variables. When error terms from different (usually adjacent) time periods (or cross-section observation) are correlated, then it is said that the error term is serially correlated. Serial correlation will not affect the biasness or consistency of ordinary least squares (OLS) estimator, but it affects their efficiency. To use a linear model, there should be no serial correlation among the observations.

Table 7: Durbin Watson test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.739a	0.547	0.537	0.31927	1.924

4.4 Regression Analysis for Corporate Leadership Styles

Regression analysis was conducted to determine whether there was a significant relationship between corporate leadership styles on the implementation of strategic plans. Table 8 presents the regression model on corporate leadership styles versus implementation of strategic plans. As presented in the table, the coefficient of determination R Square is 0.350. The model indicates that corporate leadership styles explains 35% of the variation in implementation of strategic plans (R-squared=0.350). This means 35% of the implementation of strategic plans is influenced by corporate leadership styles. This implies that there exist a positive significant relationship between corporate leadership styles on the implementation of strategic plans.

Table 8: Model Fitness for Corporate Leadership Styles

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.591a	0.350	0.346	0.37939

The Analysis of Variance (ANOVA) results are shown in Table 9 The findings further confirm that the regression model of implementation of strategic plans on corporate leadership styles index is significant and supported by F=103.316, p<0.00) since p-values was 0.00 which is less than 0.05.

Table 9: Analysis of Variance for Corporate Leadership Styles

	Sum of Squares	df	Mean Square	F	Sig.
Regression	14.871	1	14.871	103.316	.000b
Residual	27.636	192	0.144		
Total	42.506	193			

Table 10 shows the coefficient for corporate leadership styles. The fitted model from the result is $Y= \beta 0 + \beta_1 X_1 + €$

$Y = 2.633 + 0.272X_1$

This implies that a unit change in corporate leadership styles will increase implementation of strategic plans by the rate of 0.272.

Table 10: Leadership Style and Implementation of Strategic Plans

	Unstandardized Coefficients		Standardized Coefficients		
	B	**Std. Error**	**Beta**	**t**	**Sig.**
(Constant)	2.633	0.093		28.212	0.000
Leadership Style	0.272	0.027	0.591	10.164	0.000

This agrees Momanyi and Juma (2015) who stated that strategic managers are involved in the design of leadership's styles for the organization. In this role, managers influence the environmental variables most likely to receive attention in the organization. They must also make certain that information concerning these key variables is available to affected managers. Top-level managers must also provide accurate and timely feedback concerning the organization's performance and the performance of individual business units within the organization. Organization members need information to maintain a realistic view of their performance, the performance of the organization, and the organization's relationship to the environment. The study also established that leaders working as a team with other staff in the organization are likely to execute their organizational strategies successfully and free flow of all communication between employees in the organization can help in the execution of strategy successfully and lastly motivation of employees helps to achieve successful implementation of the strategy.

4.5 Hypothesis Testing

The study hypothesis to be tested was

H_0. There is no statistically significant relationship between corporate leadership and implementation of strategic plans in the county governments in Western Kenya.

The hypothesis was tested by using simple regression and determined using p-value. The acceptance/rejection criteria was that, if the p value is less than 0.05, we reject the H_0 but if it is more than 0.05, the Ho is not rejected. Therefore, the null hypothesis is that corporate leadership styles has no significant effect on implementation of strategic plans in the county governments in Western Kenya. Results in Table 10 shows that the p-value was 0.00. This was supported by a calculated t-statistic of 10.164 that is larger than the critical t-statistic of 1.96. The null hypothesis was therefore rejected. The study therefore adopted the alternative hypothesis that there is a statistically significant relationship between corporate leadership styles and implementation of strategic plans in the county governments in Western Kenya.

5.1 Conclusions

The study also concluded that corporate leadership styles has a positive and significant effect on implementation of strategic plans in county governments of Western Kenya. Strategic direction and stewardship needs to be guided an organization's strategic-change champion through strategic management processes and shared values of the organization. The study concludes that there is need for an organization to have valued-servant champions like in the county governments builds trusting relationships, which encourage collaboration within the governments, as well as a powered-team champion who is accountable for cascading goals and management.

5.2 Recommendations

The study demonstrated that an integrated, holistic and systematic approach to corporate leadership, with its constituent sub-roles relative to strategic management, is imperative for strategy implementation. The study therefore recommends that leaders and policy makers at county governments need to determine and/or distinguish the competencies and behavior of each sub-role within defined performance contracts to facilitate better coordination during strategy implementation. This may also enable leaders to know their areas of development relative to the organization's strategy implementation.

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