



EFFECT OF LEADERSHIP STYLES ON STRATEGY IMPLEMENTATION AT THE NATIONAL TREASURY OF KENYA

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ABSTRACT

The study sought to establish the effect of leadership styles on strategy implementation at the National Treasury (Ministry of Finance). The researcher adopted a descriptive research study as there were variables that could not be quantified. The researcher selected 210 respondents out of a total of 439. The study recommended that there was need for junior members of staff to be more trusted with decisions or important tasks given that leader in the organization dictate all the work methods and processes, the treasury needs to set out rules given that they important in the organization and tend to be clearly outlined and communicated and that there is also need to encourage more creativity and innovative thinking among the staff. The study established that autocratic leadership, laissez-faire leadership democratic leadership, transactional leadership and transformational leadership affects strategy implementation at the National Treasury (Ministry of Finance). The study also recommended that there was need for the leaders provide the tools and resources needed and ensure that power is handed over to the subordinate and encourage responsibility for the group's decisions and actions, junior staff members were expected to solve problems on their own and that there was also need for more collaboration between the top management and the junior management and that senior management accepts opinions and suggestions from junior staff. There was need for the treasury to set goals to be achieved through various leaderships and that the treasury as part of its strategy implementation plans and assigns duties that are led by certain leaders. On the other hand all the tasks and activities in strategy implementation process needs to be evaluated after the allocated duration. The leadership style adapted by the management should contribute to the achievement of the Macro-Economic Growth projections that are the objectives of the strategy implementation by the Treasury and the leadership style adapted should be able to demonstrate how resources are mobilized and allocated by the treasury.

Key Words: Autocratic Leadership, Laissez-Faire, Democratic, Strategy Implementation, Transactional

INTRODUCTION

As performance expectations globally continue rise in most sectors today, organizations are developing effective strategies to improve their competitiveness in various sectors. While these strategies are developed to bring their competitiveness, the challenge is lack of appropriate leadership that includes ineffective leadership approaches and styles (Howell & Avolio, 2013). Strategy implementation is the second step in the strategic management process and it is usually regarded by many scholars and practitioners of management as the most difficult, challenging and time consuming activity and therefore require effective leadership approaches. The strategy implementation process determines whether an organization excels, survives or dies depending on leadership that is provided by the managers in the organization (Lowe et al, 2016).

Effective leadership is necessary in the implementation of any organization strategy globally. Teece (2013) underscored the importance of leadership styles by stating that a leader must possess superior skills required to effectuate high performance through sensing, seizing, and transformation. As organizations develop various strategies meant to improve their competitiveness. Pielstick (2015) admits out that a strong leadership skill is an important dynamic capability required to drive superior performance in organizations operating in a dynamic environment that characterizes organizations today.

The leadership styles adapted by public organization have a direct impact on the level of performance that these organizations can achieve even in terms of strategic implementations. A study by Owino (2013) on the leadership challenges in education in Kenya pointed out that there is a significant gap between private and public sectors in terms of leadership, while admitting the evidence that there is a great need for the further development of managers, to equip them with the right leadership skills.

Leadership is life blood of any organization and its importance cannot be underestimated. Leadership style can be described is a pattern of behavior designed to integrate organizational and personal interest in pursuit of an objective. Daft (2015) acknowledges that the guidance and direction of the leaders, that is, leadership style is important in ensuring that strategies are implemented successfully and desired outcomes are achieved.

The strategies adopted act as a guideline of the Small and medium enterprises operations. However, implementation of strategic organization plans remains a major challenge facing organizations. Most studies as stated by Kotlyar & Karakowsky (2016) acknowledge that implementation has become the most significant challenge with only 30% of formulated strategies being implemented in organizations. Different situations and circumstances in an organization demand that the leaders deploy different leadership styles if they are to effectively implement a given strategy.

The National Treasury (Ministry of Finance) derives its mandate from the Constitution of Kenya, Cap VII Sections 99-103 which provides for proper budgetary and expenditure management of government financial resources. In addition, Parliament, over the years has enacted 49 Acts to which the National Treasury (Ministry of Finance) is a custodian thereby adding more responsibilities to the Ministry.

Statement of the Problem

Leadership styles that are adapted by the managers in both private and public sector is crucial in the implementation of organization strategies in order to achieve better performance. Some of the popularly applied leadership styles include, laissez-faire, democratic, transactional, autocratic transformational leadership. A weak strategy may also result from overly aspiration or unrealistic firm leaders or partners who adopt an ill-fitting strategy with respect to the firm's current position or market

competition. Without a viable strategy, firms struggle to take actions to effectively implement the plan identified. The six silent killers of strategy implementation, identified top-down or complacent upper management, unclear strategy and conflicting priorities, ineffective senior management team, poor vertical communication, poor coordination across the enterprise and inadequate middle-manager and supervisor management skills (Guth & MacMillan, 2014).

Implementations of organization strategies are crucial for the performance of county governments in Kenya. As much as these strategies are important for the organization performance, previous research has reported that many implementations fail. The average success rate of strategy implementation ranges between 10% and 30%. A study on the success levels of organization strategy in government organizations indicated that 90% of organizations fail to effectively execute their strategic plans with reasons varying from management commitment, lack of effective leadership of the strategy implementation to lack of adequate resources (Ngunjiri, 2013).

Various scholars have carried out research on different aspects of strategy implementation, with many in the recent past focusing on the challenges of strategy implementation in state owned corporations. A study by Aden (2013) on the challenges of strategy implementation in County Governments established that lack of commitment among the senior county officers is to be blamed on poor implementations of organizations strategies, among others while another study on the effectiveness of strategy implementation in public institutions established that lack of goodwill from the top management is a major reason for poor implementation of organization projects in state organizations. However, very little study exists on the effect of leadership styles on strategy implementation in public sector. The existing studies on strategy implementation have focused on the

other factors that affect the implementation of strategies and not with its relation to leadership styles and especially in public sector. Therefore the findings of the study do not form the basis for generalization (Kieni, 2015). If public organizations do not adopt effective leadership styles then they will not be able to effectively implement their strategies. It is therefore imperative to study on how leadership used as a tool in enhancing implementation of strategy in government departments, State Departments in Kenya with reference to National Treasury (Ministry of Finance) presents a good case study as it one of the major state department that strategy implementation is crucial in achieving the vision 2030 and therefore the findings will provide a good sectoral representation. The findings will contribute to the knowledge gap in identifying the effective leadership styles effectiveness on strategy implementation in the public sector. This will help in identifying how leadership can be applied in various situations to improve performance. Therefore this study seeks to establish the effect of leadership styles on strategy implementation in State Departments in Kenya with reference to National Treasury (Ministry of Finance).

Objectives of the Study

The main objective of this study was to determine the effect of leadership styles on strategy implementation in State Departments in Kenya with reference to National Treasury (Ministry of Finance). The specific objectives were:-

- To examine effect of autocratic leadership on strategy implementation at the National Treasury (Ministry of Finance).
- To establish how laissez-faire leadership affect strategy implementation at the National Treasury (Ministry of Finance).
- To find out effect of democratic leadership on strategy implementation at the National Treasury (Ministry of Finance).

- To examine effect of transactional leadership on strategy implementation at the National Treasury (Ministry of Finance).
- To establish the effects of transformational leadership on the strategy implementation at the National Treasury (Ministry of Finance).

LITERATURE REVIEW

Theoretical Review

Transactional theory

Transactional theories, also known as exchange theories of leadership, are characterized by a transaction made between the leader and the followers. In fact, the theory values a positive and mutually beneficial relationship. The transactional style of leadership was first described by Max Weber in 1947 and then by Bernard Bass in 1981. This style is most often used by the managers. It focuses on the basic management process of controlling, organizing, and short-term planning. The famous examples of leaders who have used transactional technique include McCarthy and de Gaulle. The theory assumes that subordinates can be motivated by simple rewards and the only 'transaction' between the leader and the followers is the money which the followers receive for their compliance and effort. Employees are motivated by reward and punishment. The subordinates have to obey the orders of the superior. On the other hand they have to be closely monitored and controlled to get the work done from them.

Situational Theory

Situational theory proposes that leaders choose the best course of action based upon situational variables. Situational leadership theory, or the situational leadership model, is a model by Paul Hersey and Ken Blanchard, developed while working on Management of Organizational Behavior. The theory was first introduced as life cycle theory of

leadership. During the mid-1970s, life cycle theory of leadership was renamed "situational leadership model." In the late 1970s/early 1980s, the authors both developed their own models using the situational leadership theory: the situational leadership model (Hersey) and the situational leadership II model (Blanchard et al, 1972). The fundamental principle of the situational leadership model is that there is no single best style of leadership. Effective leadership is task-relevant, and the most successful leaders are those who adapt their leadership style to the performance readiness which is the ability and willingness of the individual or group they are attempting to lead or influence. Effective leadership varies, not only with the person or group that is being influenced, but it also depends on the task, job or function that needs to be accomplished

Participative Theory

Participation as a management style was suggested in the classical Hawthorne experiments of the 1930s. The experiments represent that when small groups of workers feel their work environment is supportive, gain more satisfaction and work better (Crane, 1979). Another story explained the origin of participatory management as the idea of industrial democracy, stated by Rockefeller, gained currency in the late 1910s and translated to idiom of participatory management in management field (Kaufman, 2001). Participation will provide employees, who are motivated and trained to initiate their own decisions, to work effectively in teams (Howcroft & Wilson 2003).

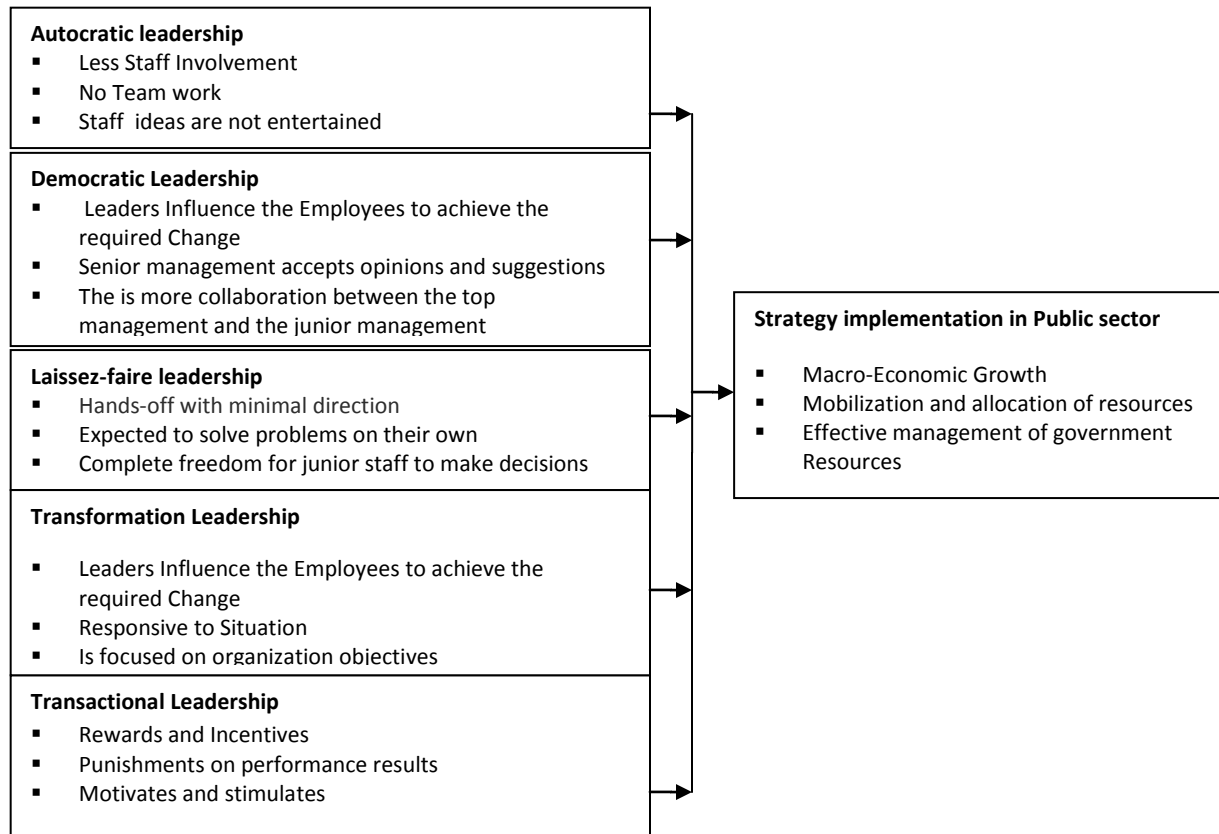
Contingency theory

A contingency theory is an organizational theory that claims that there is no best way to organize a corporation, to lead a company, or to make decisions. Instead, the optimal course of action is contingent (dependent) upon the internal and external situation. A contingent leader effectively applies their own style

of leadership to the right situation. The contingency theory emphasizes the importance of both the leader's personality and the situation in which that leader operates. Fiedler and his associates

studied leaders in a variety of contexts but mostly in military context and their model is based on their research findings (Howell & Avolio, 2013).

Conceptual Framework



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

Source: Author (2018)

Figure 1: Conceptual Framework

Empirical Review

Autocratic Leadership

While there are several leadership styles available for managers, the autocratic leadership style allows managers to make decisions alone without the input of others and is considered to be less inclusive. Managers possess total authority and impose their will on employees. Northouse (2016) on the characteristics of leadership pointed out that in

autocratic leadership, no one challenges the decisions of autocratic leaders and noted that countries such as Cuba and North Korea operate under the autocratic leadership style. This leadership style benefits employees who require close supervision. Daft (2015) while evaluating the leadership experience in different leadership styles noted that creative employees who thrive in group functions detest this leadership style.

Laissez-faire leadership

Laissez-faire leadership on the other hand is a style that implies the lack of leadership or hands off approach to influence and also it includes abdication of responsibilities avoids making decisions (Northouse, 2016). Notably, in laissez-faire kind of leadership leaders let group members make all decision and to large extent such leaders believes in freedom of choice. Robbins (2014) points out that this type of leadership avoids active participation in the responsibility of setting goals, clarifying expectations, organizing priorities or becoming involved when leadership direction is needed.

A laissez-faire leader lacks direct supervision of employees and fails to provide regular feedback to those under his supervision. Highly experienced and trained employees requiring little supervision fall under the laissez-faire leadership style. However, not all employees possess those characteristics (Albritton, 2015). This leadership style hinders the production of employees needing supervision. The laissez-faire style produces no leadership or supervision efforts from managers, which can lead to poor production, lack of control and increasing costs.

Democratic leadership

Democratic leadership is sometimes referred to as enlightened leadership. An individual manifesting this type of leadership recognizes each person's self-worth and esteem. In this type of leadership, the leader's actions are based upon trust, integrity, honesty, equality, openness and mutual respect (Ronald, 2015). Democratic leaders show consideration and concern for others by empathetic listening and understanding. They foster open communication among all employees at all levels of management

On the other hand democratic leader shares decision making with the other members, it is also associated with higher morale in most situations although it is

associated with low productivity. Chemers (2014) defined democratic leadership as emphasizing group participation which is the major characteristic of democratic leadership. On the other hand as stated by Lester (2015), this type of leadership produces a shared leadership that promotes a feeling of satisfaction and achievement as a group makes progress on task. In democratic type of leadership practices the employee involvement in considering important issues and exercises influence in reaching consensual decisions.

Transactional Leadership

Unlike the other management styles, transactional leadership style is mostly concerned with the maintenance of the normal operations' flow. It is concerned with the basic process of management such as planning, organizing, coordinating and staffing. Howell and Avolio (2013) stated that transformational leadership emphasizes the importance of leaders' relationships with followers. Robbins & Coulter (2014) on the hand states that transformational leadership stimulates and inspires followers to achieve extraordinary outcomes and it pays a lot of attention to the concern and developmental needs of individual followers; they change followers' awareness of issues by helping them to look at old problems in a new way, and they are able to arouse, excite and inspire followers to put out extra effort to achieve group goals.

Transformational leadership theory is all about leadership that creates positive change in 18 the followers whereby they take care of each other's interests and act in the interests of the group as a whole (Warrilow, 2014). Doumergue & Ifeanyi (2015) on the relationship between leadership style and employees motivation in public institution in South Africa establish that transactional leadership behaviors focus on the motivation of followers through rewards or punishment where the leaders using the transactional approach are not looking to

change the future, they are looking to merely keep things the same.

Transformational Leadership

Transformational leadership is different from other forms of leadership where it emphasizes on team building, motivating workers and collaborating with them at different organization levels to bring about change for the better. Chemers (2014) pointed out that transformational leadership is always aimed at managing the company daily operations and taking it to the next performance and success level. The leadership achieves this by setting goals and incentives that push their assistants to higher levels of performance and thus, the leaders provide an opportunity for individual and professional growth for every employee (Adeniyi, 2016).

On the other hand the transformational leadership style depends on high levels of communication from management to meet goals. Leaders motivate employees and enhance productivity and efficiency through communication and high visibility. Bass (2015) notices that this style of leadership requires the involvement of management to meet goals where leaders focus on the big picture within an organization and delegate smaller tasks to the team to accomplish goals.

Influence of Leadership Styles on Strategy Implementation

Leadership is identified as an important subject in the field of strategy formulation and strategy implementation. The various leadership styles have different impacts on the way a particular organization implements its chosen strategies. In both private and public organizations, the component of leadership is the one with the most dynamic effects during individual and organizational interaction. In other

words, the ability of management to execute planned objectives depends on leadership capability. Mehra (2016) explain that the excellent leader not only inspires subordinates' potential to enhance efficiency, but also meets their requirements in the process of achieving organizational goals.

METHODOLOGY

This study adopted a descriptive survey design that aimed at determining the effect of leadership styles on strategy implementation in State Departments in Kenya with reference to the National Treasury (Ministry of Finance). According to Denvir and Millet (2003) research design provides the glue that holds the research project together. The research intended to determine the effect of leadership styles on strategy implementation in public sector with reference to National Treasury (Ministry of Finance). The researcher used a structured questionnaire as primary data collection instrument. The collected data from the primary sources were systematically organized in a manner to facilitate analysis. Pearson correlation analysis and multiple regression model was used, which took the form of:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \epsilon$$

Where: Y = Strategy Implementation at State Departments in Kenya with reference to National Treasury (Ministry of Finance).

X1, X2, X3, X4 and X5 = Independent Variables

X1= Autocratic Leadership

X2= Democratic Leadership

X3= Laissez-faire Leadership

X4= Transactional Leadership

X5= Transformational Leadership

ϵ . = Error Term

B1 ... B5= Regression co-efficient of five variables

RESULTS

Inferential Statistics

Table 1: Bivariate Linear Correlation Analysis: Effects of leadership styles on Strategy Implementation

		X1	X2	X3	X4	X5
Strategy Implementation	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	158				
Autocratic leadership	Pearson Correlation	.170*	1			
	Sig. (2-tailed)	.033				
	N	158	158			
Laissez-faire leadership	Pearson Correlation	.196*	.189*	1		
	Sig. (2-tailed)	.013	.017			
	N	158	158	158		
Democratic Leadership	Pearson Correlation	.229**	.082	.070	1	
	Sig. (2-tailed)	.004	.304	.383		
	N	158	158	158	158	
Transactional leadership	Pearson Correlation	.073**	.174*	.007	.282**	1
	Sig. (2-tailed)	.003	.029	.002	.000	
	N	158	158	158	158	158
Transformational leadership	Pearson Correlation	.090	.204*	.097	.004	.360**
	Sig. (2-tailed)	.009	.010	.225	.048	.000
	N	158	158	158	158	158

This part of the study contained the analysis to establish whether each of the independent variables: Autocratic leadership, Laissez-faire leadership, Democratic Leadership, Transactional leadership and Transformational leadership influence the Dependent Variable: Strategy Implementation. The findings for each variable was given by Pearson (r) and its corresponding p-value is less 0.05 at 95% confidence level, then the study concludes that there is a significant relationship between the variables.

The aim of the study was to analyze the relationship between leadership styles on strategy implementation were discussed under five variables namely autocratic leadership, laissez-faire leadership, democratic leadership, transactional leadership as independent variables. Table 1 showed the bivariate linear correlation between the various independent variables: leadership styles factors (autocratic

leadership, laissez-faire leadership, democratic leadership, Transactional leadership) influence on strategy implementation.

The first specific objective of the study was to determine effects of autocratic leadership influence strategy implementation. The findings of the study show that autocratic leadership (X1) has a significance influence on Strategy Implementation at the National Treasury ($r=.170, P<.033$). This suggests that strategy implementation among at the treasury can be enhanced if autocratic leadership aspect is enriched.

The second specific objective was to determine the significance laissez-faire leadership in influencing Strategy Implementation at the National Treasury. The findings of the study showed that strategy implementation (X2) has a significance influence on Strategy Implementation at the National Treasury

($r=.196$, $P < .013$) .This suggests that strategy implementation at the National Treasury can be improved if the right laissez-faire leadership aspects are embraced.

Another objective of the study was to assess effects of democratic leadership in influencing Strategy Implementation at the National Treasury. The findings of the study indicated that democratic leadership affect Strategy Implementation at the National Treasury ($r=.229$, $P < 0.004$). This suggests that democratic leadership is an important factor in Strategy Implementation at the National Treasury and should be enhanced.

Another objective of the study was to determine effect of transactional leadership on Strategy Implementation at the National Treasury. The findings of the study indicated that transactional leadership has a positive and significant influence on Strategy Implementation at the National Treasury ($r=.073$, $P < .003$). Therefore transactional leadership is essential in enhancing Strategy Implementation at

the National Treasury. This suggests that if Strategy Implementation at the National Treasury can be improved further the Strategy Implementation at the National Treasury can also be improved.

The findings of the study also showed that transformational leadership has a positive and significant influence on Strategy Implementation at the National Treasury ($r=.090$, $P < .009$). Therefore transformational leadership is equally essential in enhancing Strategy Implementation at the National Treasury.

The finding of the study showed that all the five leadership styles have a significance influence on strategy implementation. The findings represented findings from the staff at the head offices of the National Treasury. Consequently, all the five components of leadership styles discussed in the study are important in influencing Strategy Implementation at the National Treasury and therefore should be enhanced to improve their effectiveness.

Table 2: Effect of leadership styles on strategy implementation: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.
1	.474 ^a	.225	.199	.52022	.000

The table 2 showed the regression results that indicate a significant influence of the leadership style factors of (Autocratic Leadership, Democratic Leadership, Laissez-faire Leadership, Transactional Leadership and Transformational Leadership) on Strategy Implementation at the National Treasury of Kenya. The coefficient of determinant (R-squared) of .225 that presents a 22.5% of the total variation in Strategy Implementation at the National Treasury of Kenya and can be explained by the leadership style factors of Autocratic Leadership, Democratic Leadership, Laissez-faire Leadership, Transactional Leadership and Transformational Leadership factors on Strategy Implementation at the National Treasury of Kenya. On the other hand the Adjusted R Squared of 0.199 indicates these leadership style factors of

(Autocratic Leadership, Democratic Leadership ,Laissez-faire Leadership, Transactional Leadership and Transformational Leadership), in exclusion of constant variable, explaining the changes in the Strategy Implementation at the National Treasury of Kenya by 19.9 %.

The only remaining (80.1 %) can be explained by the other factors not included in the regression model under investigation. The average deviation of the independent variable from line of the best fit is (.52022).This shows that combined leadership style factors of (Autocratic Leadership, Democratic Leadership, Laissez-faire Leadership, Transactional Leadership and Transformational Leadership) would have very high percentage influence on the Strategy Implementation at the National Treasury of Kenya.

Table 3: Effect of leadership styles on strategy implementation: ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.915	5	2.383	8.805	.000 ^b
	Residual	41.135	153	.271		
	Total	53.050	158			

a. Dependent Variable: Strategy Implementation

b. Predictors: (Constant), Leadership Styles

The table 3 above that showed a regression output of the Combined Motivational Factors or TPB Components as valid ($F(5, 153) = 8.805, P < 0.000$). This means that the combined leadership style factors can be used as predictors explaining the variation in Strategy Implementation at the National

Treasury of Kenya. The $P < 0.000$ which is less than the critical value of 0.05 leads us to reject the null hypothesis and accepting the alternative hypothesis that the combined leadership style factors has a positive and significant influence on the Strategy Implementation at the National Treasury of Kenya.

Table 4: Effect of leadership styles on strategy implementation: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	3.105	.634		4.899	.000
	Autocratic Leadership	.039	.083	.036	.468	.641
	Laissez-faire Leadership	.393	.102	.294	3.852	.000
	Democratic Leadership	.047	.084	.041	.555	.005
	Transactional Leadership	.189	.097	.153	1.945	.045
	Transformational Leadership	.482	.082	.457	5.894	.000

a. Dependent Variable: Strategy Implementation

The Table 4 showed a regression results that indicated that all the leadership style ($X_1: \beta_1 = 0.393, P < .000$), ($X_2: \beta_2 = 0.047, P < .005$), ($X_3: \beta_3 = 0.189, P < .045$) and ($X_4: \beta_4 = 0.482, P < 0.000$), and would have a significant influence on Strategy Implementation at the National Treasury of Kenya except Autocratic Leadership ($X_5: \beta_5 = 0.039, P < .641$) that has no significance influence on the Strategy Implementation at the National Treasury of Kenya. Among the four leadership styles when combined that have significance influence on strategy implementation at National Treasury of Kenya, Laissez-faire and

Transformational Leadership style factors would have the most significance influence on Strategy Implementation at the National Treasury of Kenya while Transactional Leadership style factors would have the least significance influence. Autocratic leadership was the least significant in influencing performance among the teaching staff in the area this confirms an earlier study by Murigi (2013) that established that autocratic leadership was the least significant in influencing performance among the teaching staff in the area while Thompson & Strickland (2014) established that transformative

leaders are the most successful ones, especially in large and multinational organizations.

$$Y = 3.105 + 0.039 X_1 + 0.393 X_2 + 0.047 X_3 + 0.189 X_4 + 0.482 X_5$$

This indicated that a unit increase in autocratic leadership will have 0.039 change in the strategy implementation at the National Treasury of Kenya, a unit increase in laissez-faire leadership will have 0.393 change influence in the strategy implementation at the National Treasury of Kenya while a unit increase in democratic leadership will have 0.047 in the strategy implementation at the National Treasury of Kenya. A unit increase in Transactional Leadership will have 0.189 in the strategy implementation at the National Treasury of Kenya. Last but not least a unit increase in Transformational Leadership will have 0.482 changes in the strategy implementation at the National Treasury of Kenya.

Where; Constant 3.105 that indicates that if autocratic leadership, laissez-faire leadership, democratic leadership, transactional leadership and transformational leadership are all rated at zero, strategy implementation at the National Treasury of Kenya would stay at 3.105.

CONCLUSIONS

The finding of the study established that autocratic leadership affect the strategy implementation at the State Departments in Kenya where senior management makes almost all of the decisions, junior members of staff are rarely trusted with decisions or important tasks while leaders in the organization dictate all the work methods and processes. The findings of the study also established that Treasury work tends to be highly structured and very rigid, rules are important in the organization and tend to be clearly outlined and communicated and that creativity and out-of-the box thinking tend to be discouraged.

The findings of the study also indicated that the leadership is hands-off with minimal direction and supervision from the manager to the staff, there is very little guidance from leaders and that there is complete freedom for junior staff to make decisions. The study indicated that leaders provide the tools and resources needed and that power is handed over to the subordinate, yet leaders still take responsibility for the groups' decisions and actions and that junior staff members are expected to solve problems on their own.

The findings of the study indicated that democratic leadership affect the strategy implementation at National Treasury of Kenya, the senior management accepts opinions and suggestions from junior staff and that senior management invites junior staff to take a part in organizational decision-making. The findings of the study in this part also indicated that power is handed over to the subordinate, yet leaders still take responsibility for the groups decisions and actions and that there is more collaboration between the top management and the junior management.

In this part the findings of the study establish that transactional leadership effects strategy implementation at National Treasury of Kenya, the organization sets expectations and rewarding the staff for meeting them and creativity in the organization is limited since the goals and objectives are already set. The findings of the study established that the management encourage following of rules and doing things correctly and that in most cases senior management anticipate problems, monitor progress and issue corrective measures.

The study established that treasury sets goals to be achieved through various leaderships, the Treasury as part of its strategy implementation plans and assigns duties that are led by certain leaders and that all the tasks and activities in strategy implementation process are evaluated after the allocated duration. The findings of the study also established that the leadership style adapted by the management contribute to the achievement of the Macro-

Economic Growth projections, the leadership style adapted determine how resources are mobilized and allocation by the treasury and the leadership style adapted did not determine how resources are mobilized and allocation by the Treasury.

RECOMMENDATION

There is need for the senior management to include the junior staff in the decisions they make. There is also need for junior members of staff to be more trusted with decisions or important tasks given that leaders in the organization dictate all the work methods and processes. The Treasury needs to advocate on the importance of adherence of rules and regulations by staff in Strategy implementation. In additions, there is need to create an opportunity for innovative thinking in strategy implementation.

It is important for the leadership to adapt a hands-off with minimal direction and supervision from the manager to the staff approach to increase the chances of strategy implementation in the State Department. There is also need for increased guidance from leaders and to exercise some freedom for junior staff to make decisions. For effective implementation of the strategies in the State Departments leaders provide the tools and resources needed and ensure that responsibility is delegated to the subordinate and encourage responsibility for the groups' decisions and actions.

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There is also need for more collaboration between the top management and the lower management and to the extent that senior management accepts opinions and suggestions from junior staff. Notably also, senior management should also invite junior staff to take a part in organizational decision-making. Last but not least, there is need for the Treasury to set up goals to be achieved through various leaderships and that the Treasury as part of its strategy implementation plans and assigns duties that are led by certain leaders. On the other hand all the tasks and activities in strategy implementation process needs to be evaluated after the allocated duration. The leadership style adapted by the management should contribute to the achievement of the Macro-Economic Growth projections that are the objectives of the strategy implementation by the Treasury and the leadership style adapted should be able to demonstrate how resources are mobilized and allocated by the Treasury.

Suggestion for Further Studies

There is need for further study on the role of various management staff on the implementation of various strategies. There is also need for further study on the resources required for strategy implementation in the Public Sector.

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