

Leadership Styles Influencing Performance of Public Health Sector in Kenya

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Abstract: *Implementation of a strategic plan is important to institutional performance because strategies do not add value unless implementation is properly done. Management needs a well-developed strategic plan in order to effectively establish expectations for their organization. The research aimed at analyzing leadership style influencing strategy implementation in public health sector in Ainamoi in Kericho County. The research employed a case study design with a target of 340 employees; Stratified-sampling technique was used as sampling method in order to determine the sample size of the employees and a sample size of 181 was arrived by a formula of Krejcie and Morgan (1970). Questionnaires, the main tool for data collection established how management styles and allocation of resources influenced implementation of strategic plan. The collected data was analyzed using descriptive and inferential statistics. Descriptive statistics used included frequencies, percentages and tables and inferential statistic a regression analysis was used. The study found out that leadership style found to influence implementation of strategic plans. Recommendations of the study were that; management should provide a leadership role in ensuring that all the stakeholders are committed towards implementing the strategic plan.*

Keywords: *Leadership Styles, Organizational, Strategy Implementation.*

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I. Introduction

Over the past decades, researchers have investigated the effects of formal strategic plans on overall performance in organizations. Many have concluded that there is no consistent association between the process leading to strategic plans and performance. In USA, Romney and Argenti (2008) conducted a study on strategic planning process. Among the findings was that most of the activities in strategic planning are related to the strategic plan implementation. They include consensus building, information flow, group cohesiveness, control systems, and risk undertaking. The highlight is on the critical role that employees' capability play in the implementation process, stressing that success in this area can become a core competency. A study done by Porter and Harper (2013) in USA contend that managers, employees, and institutional infrastructure must be brought together in a way that culminates in a high level of implementation capability, which when accomplished will provide an institution with a core competence. Mintzberg (2008) argues that a good implementation of strategic plan is dependent on the learning and development environment for employees who are the true foot soldiers of implementation

According to Bryson (2004), strategic planning involves a process of planning which results in the organization's strategic plan. Strategy helps the organization to meet its uncertain situations with due diligence. Without a strategy, the organization is like a ship without a rudder. It is like a tramp, which has no particular destination to go to. Without an appropriate strategy effectively implemented, the future is always dark and hence, more are chances of organizational failure (Ambia, 2012).

The strategic plan and its implementation are the focal point of any organization, be it for-profit or not-for-profit organization. Sanderlands (2004) argues that people under estimate the commitment, time, and energy needed to overcome inertia in their organization and translate plans into action. Strategy can only influence the bottom line if it is successfully implemented. To enable an organization to survive, remain relevant, competitive and grow. Implementation forms a core part of overall organization growth and success. Whereas most organizations have good plans and strategies, successful strategy implementation remains a major challenge.

According to Mintzberg, (2008), 90% of well formulated strategies fail at implementation stage. Strategy implementation comes after the formulation process but implementation requires both planning, how choices of strategies are put into effect, and managing the changes that are required in the process. The implementation process is full of complexity and challenges if the desired changes are to be implemented. These are some of the issues that this study will seek to investigate.

In Kenya, a study by Kimemia (2016) found out that those institutions that use strategic plans had used the plans of business organizations and concluded that hospitals should be encouraged to use suitable strategic plans. The study concluded that stakeholder had inadequate skills on strategic planning. Moreover, a study by Waititu (2011) in Kenya found out that the main problem with hospitals had been very low adoption record of strategic plans partly attributed to weak mechanisms to empower school stewards and managers especially in public institutions in strategic plan implementation competencies. Implementation is important to institutional performance because strategies do not add value unless properly implemented.

In Ainamoi Sub-County hospitals, the health sector are on transition with respect to strategic plan implementation, they were required by the government to carry out strategic planning which was previously not the case (GOK, 2012). The entities that were essentially traditional in orientation had to find new ways of dealing with the issues facing them including increasing competition from private enterprise participation. There is limited study that has focused on the leadership style influencing strategy implementation in public health sector across Kericho County.

II. Statement of the Problem

Kenyan health system as one of the devolved functions is facing the problem of leadership, health system and experts have described as forced devolution (Ooko, 2014). It is not that devolution is in itself a wrong concept. The leadership seems to have ignored the important issues relating to strategy implementation and this may have contributed significantly to the challenges faced in the counties. Healthcare workers proficient autonomy may be infringed in some counties especially where the governors appoint lay people to lead the health care management without the necessary grasp of the technical issues that improves service delivery within the health care system. The numerous, unclear hierarchical reporting points and individuals may confuse the HCWs and make it more complicated

Strategy implementation challenges emanate from the leadership and management of the organization (Awino, 2011), from the employees through resistance to change and negative perceptions and from resources (Awino et al, 2012). The failure or collapse of the organization due to strategy failure influences negatively to the owners and has negative ramifications to the stakeholders such as employees, suppliers, government and civic community.

A research conducted by Development Initiatives in 2014 on impact of devolution on health service delivery in the counties of Mombasa, Busia and Nakuru, found out some institutional, resource allocation and utilization challenges that must be dealt with to assure effective and sustainable healthcare service delivery at the county level.

While the reviewed studies compare well to the current study, none of the studies concentrated on Ainamoi Sub-County hospitals that faces a unique environment. The government hospitals are a unique sector and the more the reason for the study. The study wished to answer the following research question: There is limited study that has focused on the leadership style on health sector across Ainamoi in Kericho County.

General Objective

Determining leadership styles influencing strategy implementation in public health sector, Ainamoi in Kericho County.

III. Empirical Review

Studies have been done on organizational factors influencing implementation of strategies by different authors and scholars and many challenges uncovered. Kim and Mauborgne (2005) identified some of the challenges to strategy implementation to be: failure to follow the plan, poor communication, inability to predict environmental reaction. Andreas (2004), Kaplan and Norton (2004), Wheelan and Hunger (2008), Thompson and Strickland (2003) state that organization structure, organization culture, leadership lack of staff motivation are also among some of the challenges faced. Previous research done by Ombati (2007); Simba 2010 also uncovered some more challenges such as: lack of a buy-in, finances, lack of use of modern technology, resistance to change, and failure to involve top management in the implementation process.

Turning closer home some local studies have been done on organizational factors influencing implementation of strategy on local firms. Mogaka (2008) carried out a study on analysis of challenges of implementation of the strategic management plan in the Nairobi City Water and Sewerage Company. She came up with challenges such as political influence, employee training, availability of resources and organizational change. Narua (2011) carried out some study on factors influencing implementation of strategic plans in Savings and Credit cooperative societies in Imenti North, Kenya. In this study, the researcher identified factors such as; availability of funds, manpower planning, and management style, legislation, and organizational structure. Chege (2011) did another study on challenges of strategy implementation on factors influencing the implementation of strategic plans in the Nairobi City Water and Sewerage Company. Chege identified factors

such as; leadership, organizational resources, organizational structure, organizational culture, organizational politics and technology.

Leadership

Leadership plays a central role in strategy implementation and if not properly managed poses challenges. Pearce and Robinson (2008) notes that the CEO together with key managers must have skills necessary, personalities, education and experience to execute the strategy. However, a lack of leadership commitment and specifically strategic leadership by top management of the organization has been identified as one of the major barriers to effective strategy implementation. Strategic leadership commitment is multifunctional, involves managing through others, and helps organizations cope with change that seems to be increasing exponentially in today's globalized business environment.

The role of appropriate leadership in strategic success is highly significant. It takes adept leadership to convincingly communicate the new strategy, overcome pockets of doubt and disagreement, and build concerns and enthusiasm on how to proceed. The leadership challenge is to galvanize commitment among people within the organization as well as stakeholders outside the organization to embrace change and implement strategies intended to position the organization. According to Pearce and Robinson (2008), two leadership issues are of fundamental importance: the assignment of key managers and the role of CEO as he or she is closely identified with and ultimately accountable for a strategy's success and represents an important source for clarification, guidance, and adjustment during implementation.

Management Style and Organization Performance

In strategy implementation, planning the action that people have to undertake is not sufficient. Kaplan and Norton (2004) found that many organizations have a basic disconnect between the strategy formulation and implementation. Most managers have little expertise of planning the implementation of strategy especially those that are transformational (Hussey, 1998). Successful strategy implementation requires sourcing, deploying the requisite resources, putting in place an adequate monitoring, and evaluation framework among others.

Top managers have to continually communicate, through words and actions, their assurance to strategy. Cummings and Worley (2005) viewed that the duty of implementing challenging strategic initiatives must be assigned to executives who have skills and talent to handle and can be counted on to turn conclusion and actions into results to meet the established targets. Hussey (1998) argued that it is imperative to ensure that the people who carry out the action have the required skills and knowledge. Thompson (2007) effective strategy implementation depends on competency of human resources and effective integration of systems. Managers should break down barriers to effective communication across functional and hierarchical boundaries; often bringing clients into the communication loop as well as information systems should provide accurate and timely information to the people who need it for decision-making (Richard, Kendrick & Vershinina, 2010).

Many organizations work in uncertain, dynamic and turbulent environment where pressures are continuous and changing (Thompson, 1995). Thomson view was echoed by Mintzbergs concept of emergent strategies. Organizations must learn how to deal with both these strategies with an increase emphasis on business adoptability, innovation and learning (Wharton, 1997). Porter (2008) concurred that the impact that the wider environment has on firms and industry can be significant that is why it is important for an organization to understand and recognize the forces that affect the industry it operates.

According to Thompson (2007) a company's strategy is all about how, how management intends to grow the business, how it will build a loyal customer base and outdo the competitors, how each function piece of the business will be operated, and how to improve business performance. According to Wheelen (2008) strategic management includes environmental scanning, strategy formulation, implementation, evaluation and control. It is about continues monitoring and improvement of business processes, procedures and policies to ensure the organization remains focused on its core objectives. It is also a set of decisions that guide the organization to achieve its goals. Pearce and Robinson (2008) indicated that strategic management involves planning, directing, organizing and controlling of strategy related decisions and actions of the business. He continued to explain that by strategy, managers mean their large – scale, future oriented plans for interacting with the competitive environment to optimize achievement of the organization's objectives.

Charles (2010), in the study of the effect of leadership style on organizational performance as viewed from human resource management strategy examined the relationships among the leadership style, the organizational performance and the Human Resource Management strategy. However, he did not examine the effects of Strategic plan implementation on organizational performance. Charles (2010) did not conduct his study focusing on the effect of strategic plan implementation on organizational performance. Mcnamara (2005) study investigated concurrently the main effects of the transformational and transactional leadership behaviours on organizational performance of Russian companies. Nevertheless, he failed to investigate of the main effects of the transformational and transactional leadership behaviours on strategic plan implementation.

Okumus (2001) identifies ten key variables that are important for successful strategy implementation. The factors are; formulation, environment uncertainty, organizational structure, culture, operational planning, communication, resource allocation, people, control and outcome. Pearce and Robinson (2008) assert that to effectively implement strategy, mechanisms such as organizational structure, information systems, leadership styles, assignment of key managers, budgeting and rewards and controls systems must be in place.

Planning and implementing projects by translating strategy into projects and managing projects; Using an efficient annual planning system through establishing operating-level objectives, tactical (annual) planning and annual business planning; by applying action planning thus turning strategy into action (Pucko, 2006). Organizing for strategy implementation by fitting the organization to the strategy, designing a primary and operating organizational structures, organizing for strategy implementation, organizing for action and developing organizational structure, while Kaplan and Norton, (2005) adds that, allocating strict responsibility for strategy implementation by translating enterprise-level plans into lower unit-level plans, allocating responsibility for strategy implementation and involving people from all organizational levels are key activities in successful strategy implementation. Other factors seen to play a pivotal role in successful strategy implementation include using leadership to direct employees, using formal communication, applying MBO (management by objectives), applying human resource management activities, using an efficient tactical control system and applying the balanced scorecard (Kaplan & Norton, 2005).

Strategic plan is an important component of strategic management (Borg & Gall, 2006). Strategy implementation remains the biggest challenge in strategic management. It is well documented during the last decades that strategy implementation often fails. In practice, strategy usually remains a top management issue even though employees are the ones implementing the strategy (Mantere & Vaara, 2008; Whittington, 2007). People do not understand their role as part of the strategy.

Employees lack knowledge and skills while managers may have the prerequisite management skills to support the implementation of strategic plans (Wooldridge et al., 2008). According to Yukland and Lepsinger (2007) knowledge is the most strategically important resource to an organization. It is created and held by individuals not organization (Huse, 2000). To become a leading-edge organization, there is a need to be more concerned with the types of programs they use to improve workplace learning and performance, not simply how much money they allocate. Organizations must invest in the continual learning of workers in order to remain competitive (Bernardin, 2007; Boxall & Purcell, 2000). Following introduction of strategic plans, it is imperative for the middle level colleges to re-assess the knowledge and skills of the work force and where there are gaps, avenues for training is created (Keuning, 2008). This will improve the level of achievement of the plans because the employees will have the right skills for the right jobs.

The role of management of the any organization is key to successful implementation of plans (Schuster, 2002). It sets the pace in the implementation process. Following the conflicting perception of management as rational, science-based process or intuitive, Burnes tried to look at it more holistically (Burnes, 2004). He identified three distinct levels of management: philosophical (goal formation), scientific (goal accomplishment and evaluation) and as an art (implementation of decisions). Implementation of strategic plans is an art because there appears to be a particular talent necessary to persuade others that plans should be accepted (Drucker, 2005). The manager must possess negotiation skills to convince other employees the need to change and to support strategy implementation. Due to the conflicting perceptions to change by employees, Cowling (2009) exalts the elements of democratic management. In all middle level colleges, this is very important if strategic plans are to be well implemented.

Managers and employees do not perform their duties in a value-free vacuum. Rather, their work and the way it is done is governed, directed and tempered by an organizations culture particularly values, beliefs, customs and systems unique to that culture. Culture is viewed by the contemporary authors as complex organizational phenomena (Schein, 2010; Kotter & Heskett 1992) that is formed as a continuous sequence. Richard and Bagozzi (2003) acknowledges that internal orientation of employees is based primarily on the culture, beliefs, ethics and assumptions of the organizational staff, and therefore has the potential to be one of the most powerful influences on strategic management. Given, culture is not static, but it changes with time. However, given that culture is locked into beliefs, values and norms of each individual in the organization, and because these are difficult constructs to alter, cultural change is usually slow (Burnes, 2004).

As middle level colleges implement strategic plans that require culture change, management must be alive to the fact that they need to look for ways to encourage staff to adjust their values and beliefs (Keuning, 2008). Culture does not spring up automatically, but a product of a number of influences: the ambient society's values and characteristics, the organization's history and past leadership, and factors such as industry and technology (Odiek, 2010). Strategic plan implementation may involve a change in the organizational culture (Akhtar et al., 2008). It is therefore incumbent on the manager during strategy implementation to come up with ways of addressing issues of organizational culture lest they impede on the implementation process. It is also important to adopt common themes that shape the organization culture towards desired strategy (Odiek, 2010).

According to Glueck (2000), the organization culture is at the centre of the success of implementation of strategic plans. There is a need for middle level colleges in Kenya to gain understanding of the organizational culture existing in the institution (Carney, 2004; Wright et al., 2005).

IV. Democratic Leadership Styles

The democratic leadership style consists of the leader sharing the decision-making abilities with group members by promoting the interests of the group members and by practicing social equality. This has also been called shared leadership. The point of focus is sharing; the manager shares decision-making with the subordinates. Even though he/she invites contributions from the subordinates before making a decision, he/she retains the final authority to make decisions (consultative). The manager may also seek discussion and agreement with teachers over an issue before a decision is taken (consensus). He/she may allow the subordinates to take a vote on an issue before a decision is taken (democratic). He/she coaches subordinates and negotiates their demands

Subordinates are given a free hand to do the task their own way while the head teacher acts as a facilitator in problem solving and decision-making processes. Communication is two-way because subordinates have ample opportunity to suggest ideas and their suggestions are highly valued (Lussier & Achua 2001). It is ineffective when the subordinates perceive the manager as a leader who is interested in peace and harmony so much so that he/she would not emphasize accomplishment of a task at the expense of his good relationships with subordinates (Hersey & Blanchard 1993). Hersey and Blanchard (1993) describe this style as collaborating and facilitating. Democratic leaders engage in supportive communication that facilitates interaction between leaders and followers. The Democratic leader assumes that followers are capable of making informed decisions and he does not feel intimidated by suggestions provided by followers but believes that the contribution of others improve the overall quality of decision making. Examples include a group leader soliciting ideas from group members and a district manager asking a sales person for recommendations regarding the display of a new product.

Oyetunyi (2006) posits that the four leadership styles under the Likert management model are derived from the four management functions of planning, decision-making, communicating and controlling. Oyetunyi (2006) further argues that Likert's proposition is that a manager be categorized as authoritative-coercive, authoritative-benevolent, consultative or participative based on how he/she makes decisions, communicates, organizes and carries out other management functions and the amount of involvement he/she allows from followers in the decision-making process. While according to Oyetunyi (2006), the participative style is the most effective, Goleman et al. (2002) indicates that the authoritative-coercive management style is the least effective in most situations, as followers are emotionally affected by intimidation and therefore, the school climate is affected negatively. Naturally, when the climate is negative, teaching and learning is impaired and hence the resultant academic performance is poor.

V. Autocratic leadership styles

The manager retains most authority for himself/herself and makes decision with the mind that the staff will implement it. He/she is not bothered about attitudes of the staff toward a decision; he/she is rather concerned about getting the task done. He/she tells the staff what to do and how to do it asserts himself/herself and serves as an example for the staff. This style is viewed as task-oriented

This kind of leadership style portrays the manager as an authoritative leader. He/she demands compliance with orders without explaining the reason behind them. He/she uses threats and punishment to instil fear in the employees, sets goals for the school and his/her decisions has to be accepted without questioning. The manager does not have confidence in his subordinates. As a result, they are monitored at all times, and he/she focuses on followers' mistakes rather than on what they did well. Employee management interaction is limited and it is characterized by fear and mistrust (Hersey & Blanchard, 1988) and he/she rarely praises; rather he/she criticizes a lot, leading to followers' loss of confidence in him/her and become less committed to their work (Goleman, Boyatzis & Mckee, 2002).

As a result, employees disregard the process in a subtle way by giving excuses when they have to carry out their duties. Teachers are dissatisfied with their work and this leads to informal grouping for opposing the goals of the school (Hersey & Blanchard, 1988). Paisey (1992) warns against this type of leadership behaviour as managers of successful organizations emphasize consultation, teamwork and participation.

VI. Participatory leadership

Palmer et al (2001) defines a transformational leader as one who motivates followers to do more than they originally expected to do. Transformational leader broaden and change the interest of their followers, and generate awareness and acceptance of the purpose and mission of the group. They stir their followers to look

beyond their self-interest for the good of the group. Palmer found that transformational leadership is positively related to the ability to monitor and manage emotions.

Transformational leadership consist of charismatic, inspires and motivation. Followers have complete faith in charismatic leaders, feel proud to be associated with them, and trust their capacity to overcome any obstacle. Inspirational leadership involves the arousal and heightening of motivation among followers. Barbuto (2005) defines transformation leadership as inspiring changing mind of the workers to work towards a given goal. Transformational leaders garner trust, respect and admiration from the followers.

Bass suggested four components of transformational leadership as: first, is intellectual stimulation where the leader challenge the status quo and encourage followers to explore new ways of doing things and opportunities. The second component is individualized consideration where the leader offers support and encouragement to individual followers in order to foster supportive leadership. The leader keep lines of communication open so that followers feel free to share ideas. The third component is inspiration motivation where the leader is able to articulate ideas to the followers. The leaders are able the leaders are able to help followers experience the same passion and motivation to fulfill their goals. The fourth component is idealized influence where the leader serves as a role model for followers because they emulate the leader and internalized his ideals.

Leadership traits exhibited by a leader is gender-rooted (Collard 2001) and that a link between leadership, culture and gender exists (Littrel and Nkomo 2003) Men for instance are said to display direct task-oriented analytical and autocratic styles .Despite disproportionate numbers between males and females in leadership (Skewed in men's favour). Literature shows that leadership styles or model a leader adapts, gender and sex are the determinants (Makura, 2011). Men and women are said to differ in their actual social behaviour and in the way they are expected to behave in society. Their styles are similar but behaviours differ and are situational. Females display communal (Feminine) styles whereas males display competitive (Masculine) behaviours (Yuki 1989). People's perception and practices have not changed from looking at women through male lenses. Whatever leadership and management style adapted by a school head has implication on variables such as staff morale and consequently organizational effectiveness. Hence a leader could manipulate the environment, relationship and styles in order to come out with the best leadership styles (Hoy & Miskel, 2005). Hospitals are run by individuals that possesses qualities that must transform inputs but at the same time ensuring bureaucratic sustenance, attributed to effective school curriculum implementation and performance.

VII. Laissez faire

Laissez-faire leadership is called delegate leadership where the leader takes back seat towards decision making and allowing his team to take care of their own course of actions (Tripathi, 2004). The Laissez-faire leadership is characterized by very little guidance from the leaders and complete freedom for followers to make decisions. Leaders provide the tools and the resources needed while group members are expected to solve problems on their own. The leader only sits down together with the team to discuss possible decisions that could be adopted. It is believed that people excel when they are left alone to respond to their responsibilities and obligations in their own ways (Taylor et al, 2002). This type of leadership is effective in situations where group members are highly skilled, experienced, motivated and capable of working on their own.

Allocation of resources is an impact of strategy on performance. This is based on the fact that the major purpose of reviewing divisional plans at the corporate level is to make effective allocations of capital, manpower, and other scarce resources among divisions. Often the capital appropriation requests of the divisions add up to more than headquarters can provide. An organization's strength should be leveraged upon to explore a business advantage. The major weapon to outwit competitors is strategic thinking. Organizations need to devise a channel through which they can break established competitive barriers. Insightful strategy leads to superior edge and business growth (William, 1994). This should be visible and discernible in the performance of the organization. The practice of strategy planning has today gained prominence worldwide and across businesses, public and private. Various writers have argued that effective strategy implementation facilitates effective organization performance. The prescriptive strategic management literature implies that there is a positive association between strategy implementation and organization performance. The aim of Strategy implementation is to improve the effectiveness of management, deliver results and impact for an organization. This in turn led to direct improvement in performance. Strategy implementation is a critical success factor in performance

Resource allocation is a quantitative plan that sets out organizations' sources and application of funds within a specified period commonly one year. Kaplan and Norton (2005) indicated that once an organization has developed its short term plan, it can project the operating and financial consequences of that plan over short run planning horizon usually one year. He continued to elaborate that planners are interested in developing estimates of cash flows and resource requirements so that they can arrange to meet capacity and financing requirements in a systematic way.

Resource allocation is pegged to strategic corporate plan, a document that stipulates an organization’s long term plan to achieving its strategic goals. A strategic plan covers a longer period of time, for instance five years. Resource allocation takes place at the second level of strategic management process, which is strategy implementation. At this level, organizations establish annual objectives and allocate resources so that formulated strategies can be executed. David (2009) noted that strategy formulation without being implemented does not serve any useful purpose. Thompson and Strickland (1989) viewed implementation as acting on what has to be done internally to put the formulated strategy into place to achieve the targeted results. Hunger and Wheelen (1995) noted that strategy implementation is the process by which management translates strategies and policies into action through the development of programs, budgets and procedures.

Organizations are careful when allocating resources to their activities due to the scarcity of resources. David (2009) indicated that no organization has unlimited resources therefore strategists must decide which alternative strategies will benefit the organization best. Allocation of resources is done through a budgetary process and involves assessing the organizations revenues and expenditure for the activities covered in a period. It is important to note that the budget which is a quantitative plan has a big impact on the organizations performance and profit generation.

A company’s ability to marshal the resources needed to support new strategic initiatives has a major impact on the strategy implementation process. Organizational units must have budgets and financial resources for executing their parts of the strategic plan effectively and efficiently. Too much funding wastes organizational resources and reduces financial performance (Strickland, 2008). Too little funding slows progress and impedes the efforts of organizational units to execute their pieces of the strategic plan proficiently.

The greatest strategic challenge in budgetary allocations is that in organizations that are not for profit, budgetary allocations are made to benefit the management of the organization and not the key stakeholders hence business failure. Thompson et al (2008) indicated that diversifying into related businesses where competitively valuable strategic fit benefits to perform better finally as part of the same company than they would have performed as independent enterprises, thus providing a clear avenue for boosting shareholder value. Another challenge in the implementation of strategies through budgets is that there is always competition for capacity between strategic tasks and operating ones, which in most cases is resolved in favour of the later. In many organizations, the strategic budget is not separated from the operating budget (Ansoff, 1990). Helde and Johannessen (2002) indicated that organizations have financial resources, physical resources, human resources and technological resources. Once developed, plans raise hopes and expectations: but nothing really happens until resources, mainly through budgets, are committed. Limited financial resources are a key issue in successful strategy implementation.

VIII. Methodology

This study employed a descriptive survey design. The design was relevant as it covered a broad category of high level, middle and low level managers. It also helped in gathering knowledge that enhanced the understanding of the design process, application, methods and context. The study targeted 340 employees in the various departments. The researcher used questionnaires as data collection instrument. Cronbach’s alpha was used to assess the reliability coefficient of the research instruments that gave an average of 0.761. The research data was analyzed using descriptive statistics and inferential statistics. For closed questions, the researcher used the statistical package for social sciences (SPSS) to code, enter, and compute the measurements of the multiple regressions for the study. Descriptive statistics such as frequency distribution, and percentages were used to analyze the data and correlation analysis was conducted to determine the relationship between dependent and independent variables.

IX. Effects of Management style on implementation of strategic plan

The study sought to find out the effects of management style on implementation of strategic plan at Ainamoi County Hospital.

Table 1 Management style on Implementation of Strategic Plan

Management Style	Resp	SD	D	UN	A	SA	Mean	SD	Skewness	Kurtosis
Well performing hospitals have their managers get views of other employees	F	77	90	0	0	0	4.4611	.49998	.158	-1.999
We are allowed to participate in decision making when it comes to strategy implementation	%	46.1	53.9	0	0	0				
Autocratic implementation of strategy leads to poor performance	F	40	60	10	25	32	3.3054	1.46737	-.450	-1.276
	%	24.0	35.9	6.0	15.0	19.2				
	F	5	2	0	90	70	1.6946	.80445	2.157	6.944
	%	3.0	1.2	0	53.9	41.9				

The hospitals allow the employees to make some decisions on their own during work performance.	F	50	90	0	17	10	3.9162	1.11622	-1.332	1.054
	%	29.9	53.9	0	10.2	6.0				
Persuasive leadership leads to well performing hospitals	F	5	2	0	60	100	1.5150	.82766	2.533	7.915
	%	3.0	1.2	0	35.5	59.9				

Well performing hospitals have their managers get views of other employees; the respondents were as follows; 46.1% strongly disagree, 53.9% disagreed. It had a mean of 4.4611, standard deviation of 0.49998, skewness of 0.158 and a kurtosis of -1.999. It is desirable that for the normal distribution of data the values of skewness should be near to 0. The values for asymmetry and kurtosis should between -3 and +3 are considered acceptable in order to prove normal univariate distribution. From the above findings the value of and kurtosis and skewness were within the range and were considered acceptable.

On whether employees are allowed to participate in decision making when it comes to strategy implementation the response were as follows; 24% strongly disagreed, 35.9% disagreed, 6% were undecided, 15% agreed and 19.2% strongly agreed. It had a mean of 3.3054, standard deviation of 1.4673, skewness of -0.450 and a kurtosis of -1.276. From the above findings the value of skewness and kurtosis were within the range and were considered acceptable.

If autocratic implementation of strategy leads to poor performance, the responses were as follows; 3% strongly disagreed, 1.2% disagreed, 53.9 % agreed and 41.9% strongly agreed. It had a mean of 1.6946, standard deviation of 0.8044, skewness of 2.157 and a kurtosis of 6.944. For this case skewness were within the range and were considered acceptable whereas skewness was above and not accepted.

Whether hospitals allow the employees to make some decisions on their own during work performance the response were as follows; 29.9% strongly disagreed, 53.9% disagreed, 10.2% agreed and 6% strongly agreed. It had a mean of 3.9162, standard deviation of 1.116 skewness of -1.332 and a kurtosis of 1.054. It is desirable that for the normal distribution of data the values of skewness should be near to 0 therefore both skewness and a kurtosis were accepted.

Persuasive leadership leads to well performing hospitals, the response were as follows; 3% strongly disagreed, 1.2% disagreed, 35.5% agreed and 59.9% strongly agreed. It had a mean of 1.5150, standard deviation of 0.8276, skewness of 2.533 and a kurtosis of 7.915. From the above findings the value of and kurtosis were within the range and were considered acceptable. Whereas the values of skewness and kurtosis were above and therefore it did not prove a normal univariate distribution

From the above findings it concurs with studies done by Cummings and Worley (2005) who viewed that the duty of implementing challenging strategic initiatives must be assigned to executives who have skills and talent to handle and can be counted on to turn conclusion and actions into results to meet the established targets. Hussey (1998) argued that it is imperative to ensure that the people who carry out the action have the required skills and knowledge.

Thompson (2007) effective strategy implementation depends on competency of human resources and effective integration of systems. Managers should break down barriers to effective communication across functional and hierarchical boundaries; often bringing clients into the communication loop as well as information systems should provide accurate and timely information to the people who need it for decision making. Manyasi (2009) revealed that managers do not use a proactive approach to crises management during strategy implementation.

X. Correlations

From the study Pearson product moment correlation was used to assess the linearity among the variables of the study which include; Democratic leadership, Participatory leadership, Autocratic leadership and Lassies faire. From the results in table 2 below there was positive relationship between the dependent and independent variables of the study.

Table 2: Correlations

		Management Style	Resource Allocation	Organization Culture	Organization Structure	Organization Performance
Democratic leadership	Pearson Correlation	1	.525**	.585**	.373**	.311**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	167	167	167	167	167
Participatory leadership	Pearson Correlation	.525**	1	.951**	.850**	.819**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	167	167	167	167	167

Autocratic leadership	Pearson Correlation	.585**	.951**	1	.839**	.825**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	167	167	167	167	167
Lassies faire	Pearson Correlation	.373**	.850**	.839**	1	.985**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	167	167	167	167	167
Organization Performance	Pearson Correlation	.311**	.819**	.825**	.985**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	167	167	167	167	167

** . Correlation is significant at the 0.01 level (2-tailed).

Multiple linear regression analysis was also computed to check on the influence of various leadership styles on organisation performance. The findings of analysis are given in Table 3.

Table 3 Regression Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig
1	(Constant)	2.531	.699		3.623	.000
	Autocratic leadership	-.376	.058	-.094	-6.484	.000
	Lassies faire leadership	-.243	.045	-.207	-5.349	.000
	Democratic leadership	.339	.055	.247	6.148	.000
	Participatory leadership	1.137	.026	.989	43.828	.000

The regression equation used to link the dependent and independent variable was as follows; $Y=b_0 + b_1X_1+ b_2X_2 +b_3X_3 +b_4X_4+\epsilon$
 $Y=- .376X_1 + -.243X_2 + .339X_3 +1.137X_4 +\epsilon$

Where y = Organization performance

X₁= Democratic leadership

X₂= Participatory leadership

X₃= Autocratic leadership

X₄= Lassies faire

The coefficients in Table 3 indicate the corresponding change in the dependent variable when a change of one unit is effected in the independent variable. Thus, a unit change of autocratic leadership had a negative effect on organization performance of -37.6%; a unit change in laissez faire leadership would lead to -24.3% organization performance, and a unit change in Participatory leadership would result in a 33.9% of organization performance and 1% improvement of participatory leadership would result in a 113.7% on organization performance.

XI. Conclusions

The study concludes that effects of leadership style on implementation of strategic plan were as follows: Well performing hospitals have their managers get views of other employees, the hospitals had to allow employees participate in decision making when it comes to strategy implementation. Autocratic implementation of strategy leads to poor performance. The hospitals also need to incorporate the employees to make some decisions on their own during work performance lastly persuasive leadership leads to well performing hospitals.

XII. Recommendation on Policy and Practice

Management should provide a leadership role in ensuring that all the stakeholders are committed towards implementing the strategic plan. Top managers should undergo executive capacity building sessions to realization that their corporate objectives are easily attained through team work and not through strict supervision and instructions like autocratic leadership. This can be done through organization leadership by converted barriers to encouraging teamwork and winning support from all the staff concerned. In addition it can be recommended that organizations should give its employees opportunities to explore, and experiment, limited delegation leadership which creates an industrial organization culture that fosters original behaviour necessary

for strategy implementation, this will help organizations remove strategy implementation barriers such as lack of employee participation, empowerment, involvement and communication

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