

Autocratic Leadership Style and Strategy Implementation in Non-Governmental Organizations in Uasin Gishu County, Kenya

Dr. Shitseswa E. Ayub

Masinde Muliro University of Science and Technology, Kenya

Abstract: *An organization needs to constantly define its strategic plans, or its direction of operations, and making informed decisions on allocating its resources to pursue its strategies. The purpose of the study was to determine the influence of autocratic leadership style on strategy implementation in Non-Governmental Organizations (NGO) within Uasin Gishu County. The study was guided by three theories which were resource dependency theory, organizational culture theory and leadership theory. The researcher adopted descriptive survey research design. The study targeted a total population of 445 staff comprising senior management, supervisors and support cadre from various NGOs within Uasin Gishu County. The study findings may be important not only to NGOs in Eldoret, Uasin Gishu County but also to other managers in other sectors. It would help them understand the factors influencing strategy implementation and how to overcome them. The results obtained showed that autocratic leadership had high effect on strategy implementation with a coefficient of 0.488.*

Keywords: autocratic leadership style, strategy implementation, NGO

1. Background to the Study

Strategy leadership in the management structures of organizations has been identified as one of the possible barriers to the effective implementation of strategy. Subsequently, strategic leadership is also widely regarded as one of the key drivers of strategy implementation (Barend, 2016). Implementing strategy poses the tougher more time-consuming management challenge and practitioners are emphatic in saying that it is a whole lot easier to formulate a sound strategic plan than it is to implement. A well-crafted and executed strategy has the potential of putting a firm on the competitive roadmap and increases her chances of success through superior performance. Unfortunately, most organizations all over the world today, struggle with strategy implementation to the extent that the past studies have documented that organizations fail to implement between 60 and 80 percent of their strategic plans.

A survey in China in the health sector revealed that out of the 100% surveyed organizations 83% organizations failed in implementation of their strategy smoothly and only 17% organizations were successful in implementation (Ansoff, 2007). The main reasons for strategy implementation failure were improper monetization political influence, lack of responsibility acceptance, idle human resources and incremental budget rather than activity base budget. In Iran a failure rate of 70% is reported and is attributed to unclear strategy, non-acceptor organizational culture, resource limitation, improper management team and divergent organizational structure (Arumonyang, 2009).

Leaders in complex organizations are now responsible for creating and nurturing conditions which will enable fast, innovative adaptations to change. Indeed, leaders and managers are responsible for change strategy, implementation, and monitoring, thus they function as change agents. However, they must take into consideration that there is a part of unknown, which they will never

control. As a result, the challenge of managing change is one of the most essential and enduring roles of leaders while current rapid organizational changes has made effective leadership more imperative. Despite the numerous theories, models, and multi-step approaches, leaders continue to lack a clear understanding on the implementation of strategic plans, its antecedents, effective processes or the ability to successfully implement organizational change and how to engage members in change initiatives, therefore this leaves a gap that was fulfilled by the proposed study.

A study by Loveren, (2007) examined how employees' perceptions of leadership, decision-making, and relationships are associated with their perception of a development operations' effectiveness in the University of South Florida. The results indicated that employees' perceptions of leadership, decision-making, and relationships are strongly related to their perceived job satisfaction, trust, commitment, and control mutuality and consequently their perception of the development operation's effectiveness. The reviewed study surveyed the respondents via email while the proposed study surveyed the respondents through face to face discussion using written questions. Furthermore, the reviewed study examined how employees' perceptions of leadership, decision-making, and relationships are associated with their perception of a development operations' effectiveness while the proposed study established how leadership styles influences implementation of strategies among NGOs in Uasin Gishu County thus filling the gap.

A study carried out by Reilly, Caldwell & Self, (2010) in South Africa sought to assess the effects of leaders' alignment on strategy implementation. They established that leaders behavior influences group and organizational behavior, but we know less about how senior leaders ensure that strategic plans is implemented as well as ensuring that group and organizational members implement their decisions. Furthermore, they found that it was only when

leaders' effectiveness at different levels was considered in the aggregate that significant performance improvement occurred. Therefore, most of the NGOs have multiple layers of leaders, implying that any single leader does not lead in isolation. Hence, this study focused on how the consistency of leadership effectiveness across hierarchical levels influenced the implementation of a strategic initiative in realization to vision 2030.

In Kenya, Chege (2018) carried out a study on the effect of leadership styles on implementation of strategic plans in Small and Medium Enterprises (SMEs) in Nairobi. The study findings indicated that autocratic leadership had the highest effect of implementation of strategic plans with a coefficient of 0.488, followed by democratic leadership with a coefficient of 0.384 and laissez faire with a coefficient 0.269. The reviewed study was on the effect of leadership styles on implementation of strategic plans in Small and Medium Enterprises (SMEs) whereas the proposed study focused on the effects of leadership styles on the implementation of strategies in Uasin Gishu County. Hence, the proposed study seeks to assess how NGOs use leadership styles to maximize strategy implementation.

A study was conducted by Koech and Namusunge (2012) on the effect of leadership styles on performance of States Corporation, a case of Mombasa, Kenya. One of the key variables was laissez faire leadership, transactional and transformational leadership style. The result of the study showed that laissez faire leadership is not significantly correlated to organizational performance. Based on the findings the study recommended that manager should discard laissez faire leadership by becoming more involved in guiding their subordinates, managers should formulate and implement effective reward and recognition system during strategic plans implementation. The reviewed study was on the effect of leadership styles on organization performance but not on the strategic plans implementation for the attainment of vision 2030 among NGOs within Kisumu region hence, filling the gap.

In the society where information and knowledge are expanding exponentially, a new model may assist leaders which incorporate the stakeholders into the decision-making process. Whether a leader is classified as a charismatic, a shared, a distributive, a collaborative or an authoritative leader, a new focus may be necessary in order to be successful in the new global environment. The proposed study is set to find out how these leadership styles influences the implementation of strategies for the attainment of vision 2030 among NGOs in Uasin Gishu County.

Although NGOs in Eldoret develop grandiose strategies, the implementation remains elusive. Today, organizations in Kenya operate under increasingly competitive and an ever-changing environment. In order to survive and deliver services effectively, they require engaging in effective strategic management process. Chege (2018) argued that all organizations must grapple with the challenges of the changing environment in which they operate. Hence, not much attention has been given to the challenges of effective strategy implementation among NGOs in Eldoret, Uasin Gishu County in Kenya. This forms the basis of the study, to

seek and find out the influence of strategy leadership on strategy implementation among NGOs in Eldoret, Uasin Gishu County.

2. Theoretical Review

Theory X and Theory Y

According to McGregor (1960), theory X and theory Y consists of two alternative set of assumptions. Theory X is an authoritarian style of leadership where Theory X assumes that employees find working unpleasant and usually avoid working if possible. Employees in theory X must be directed and even threatened to deliver in order to achieve the organization goal. Theory X also assumes that employees avoid responsibilities and the employees lacked motivation. Theory Y is a participative style of leadership and theory Y is more likely to have its roots in the recent knowledge of human behavior. Theory Y says that threatening and external controls are not the only ways to make people work better to achieve organizational

This theoretical model relates to the research as it focuses on two of the variables that were under study, that is, autocratic leadership style (Theory X) and democratic leadership style (Theory Y). However the research extended McGregor theory's contribution to knowledge by examining the effect of Theory X and Theory Y on strategy implementation.

The Dynamic Capability View of the Firm

The Dynamic Capabilities View (DCV) of a firm which was launched by David Teece in early 1990s is based on the works of Teece and Barney (1991). The framework is an advancement of the Resource-Based View (RBV) of the firm which views resources as the key to superior organization performance and competitive advantage. The dynamic capability view is based on the concept that organizations will always attempt to renew their resources in a way that suits the changes taking place in a dynamic environment. According to Teece *et al.* (1997), the dynamic capability framework examines how firms are able to integrate, build, and reconfigure their specific competencies (internal or external) into new competencies that match changes taking place in a turbulent environment.

The DCV framework is based on the assumption that firms with greater dynamic capabilities will always outperform those with smaller dynamic capabilities. Therefore, operations in a dynamic environment call for firms to continuously renew, re-engineer and regenerate their internal and external firm's specific capabilities in order to remain competitive. Dynamic capabilities are hard to develop and difficult to transfer because they are tacit and are often embedded in a unique set of relationships and histories of a firm. Ordinary capabilities, according to RBV, are about doing things right whereas dynamic capabilities are about doing right things at the right time based on unique processes, organizational culture and prescient assessments of the business environment and technological opportunities surrounding a firm. Strong dynamic capabilities include processes, business models, technology, and leadership skills needed to effectuate high performance sensing, seizing, and transforming an organization.

This theory is relevant in this study because leadership skills that govern how leaders behave faced by different circumstances are dynamic in nature and resides in a manager himself. The practices of these skills differ from one organization and another and sometimes success is largely attributed to the capabilities of leadership existing in an organization at any one time. Organizational leadership, being dynamic in nature, determines the kind and type of strategies formulated, how the implementation process is conducted and whether an organization succeeds or fails based on commitments.

3. Empirical Review of Literature

Autocratic Leadership Style and Strategy Implementation

Bushardt, et al (2011) studied the relationship among participative management style, strategy implementation, success and financial performance in the food service industry. The study was done in United States of America. The measurements used were organizational structure, level of involvement and implementation success. The findings of the study were that higher levels of action plan implementation success for restaurants firms were more likely to use participation in decision making and plan execution. Small firms are likely to use an approach with greater participation than larger firms.

According to Kaplan and Norton (2010), a strategy is a set of hypotheses about cause and-effect. In order to contribute to alignment on either the input or the output side of strategy, you must have a firm grasp of the major, time-lagged, cause-and-effect relationships that link strategic drivers and Critical Success Factors to strategic outcomes. These relationships largely result from a somewhat subconscious process that simply occurs when one has a synthesizing mind and chooses to become immersed in both the action and the data. Covey would categorize this process as continuous sharpening of the saw.

The strategy literature claims that between 50% and 80% of strategy implementation efforts fail, strategy execution is commonly the most complicated and time-consuming part of strategic management, while strategy formulation is primarily an intellectual and creative act involving analysis and synthesis. Thus, it is important to study the properties of successful strategy implementation. The implementation of strategies was a key driver of the emergence of strategic management in late 20th century (Cater, & Pucko, 2010). A study by Egelhoff, (2001) investigated whether organizations are looking for great strategy or great strategy implementation by analyzing Asian firms that have competed successfully by focusing on the implementation of not so distinctive strategies instead of attempting to develop unique strategies.

By comparing US and Japanese semiconductor industries, a study by Egelhoff (2001) established that the frequent repositioning of American firms had a greater impact on other American companies and a lesser impact on Japanese firms that are busy implementing their long-term product line and market segment strategies. According to Zaribaf, & Bayrami, (2010) the majority of large organizations had

problems with strategy implementation. The literature supports the view that unlike strategy formulation, strategy implementation cannot be achieved by top management alone; it requires the collaboration of everyone inside the organization and, on many occasions, parties outside the organization. While formulating a strategy is normally a top-down endeavor, implementing it requires simultaneous top-down, bottom-up, and across efforts.

The challenges of strategy implementation are illustrated by the unsatisfying low success rate (only 10 to 30 percent) of intended strategies (Gerald, AdamCobb (2010). The primary objectives are somehow dissipated as the strategy moves into implementation and the initial momentum is lost before the expected benefits are realized. Successful implementation is a challenge that demands patience, stamina and energy from the involved managers. The key to success is an integrative view of the implementation process. Awino (2007) identified four challenges areas affecting successful strategy implementation. Awino, (2007) indicated lack of fit between strategy and structure; inadequate information and communication systems; and failure to impart new skills. He identified most challenges as concerning connecting strategy formulation to implementation; resource allocation; match between structure with strategy; linking performance and pay to strategies; and creating a strategy supportive culture.

Murigi (2013) conducted a study on influence of head teachers' leadership styles on pupils' performance in Muranga, Kenya and one of the leadership style variables was autocratic leadership style. The measures used in autocratic leadership were punishment, task oriented, commands and supervision. According to findings of the study autocratic leader focused in their managerial role as they were task oriented (mean = 4.9) and getting things done (mean=4.2). The study observed that the autocratic leader motivated the staff through punishment. The study revealed that autocratic leadership was the least significant in influencing performance.

This study focused on the three main leadership styles according to Avolio & Bass definitions (2004). The transformational leadership style is the process in which leaders change their associates' awareness of what is important, and move them to see themselves and the opportunities/challenges of their environment in a new way.

These leaders proactively seek to optimize organizational innovation and development at individual, group and organizational levels Secondly, the transactional leadership style exhibits behaviors associated with constructive and corrective transactions. The constructive style is labeled Contingent Reward while the corrective style is labeled Management-by-Exception. Transactional leadership defines expectations and promotes performance to achieve these levels and thirdly, the passive/avoidant leadership style is more passive and "reactive" in nature. It does not respond to situations and problems systematically and has a negative effect on desired outcomes expected by the leaders. It is similar to laissez-faire leadership styles - or "no leadership at all".

Teece (2014) 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. 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. Thompson and Strickland (2007) further stated that strategic leadership keeps organizations innovative and responsive by taking special plans to foster, nourish and support people who are willing to champion new ideas, new products and product applications.

Barend (2016) identified leadership in an organization as one of the main factors influencing strategy implementation by providing a clear direction, up to date communications, motivating staff and setting up culture and values that drives organizations to better performance. Galbraith and Schendel (2002) identified various roles played by leaders during strategy implementation process and classified them as a commander (a leader who attempts to formulate an optimum strategy), an architect (a leader who tries to design the best way to implement a given strategy), a coordinator (a leader who attempts to involve other managers to get committed to a given strategy), a coach (a leader who attempts to involve everybody in the strategy implementation efforts) and a premise-setter (a leader who encourages other managers to come forward as champions of sound strategies).

A study in South Africa concluded that leadership and especially strategic leadership's role of providing direction during strategy implementation is important in influencing organization performance (Jooste, & Fourie, 2009). Noble and Mokwa (2009) found out that manager's commitment to strategy (which refer the extent to which a manager comprehends and supports the goals and objectives of a strategy) and individual manager's role performance (the degree to which a manager achieves goals and objectives of a particular role) positively influences the success of strategy implementation effort and performance in an organization. Bourgeois and Brodwin (2008) identified a variety of leadership styles which are practiced by leaders during strategy implementation and found out that leadership approaches to strategy implementation varies from being an autocratic leader to a more participative style that involves active engagement of various stake holders in the implementation process.

According to him, the five main categories of leadership styles practiced during strategy implementation include commander, collaborative, coercive, cultural, and organizational change. Ling *et al.* (2008) identified that there is a significant relationship between transformational CEOs and NGOs strategy implementation. Aziz *et al.* (2013) tested the three most common leadership styles commonly practiced by NGOs which include the transactional, transformational, and passive avoidant (Laissez-faire) leadership styles and found out that among the three leadership styles, the transformational leadership has the highest influence and is directly related to the performance in NGOs strategy implementation. The findings are consistent with a study by Naeem & Tayyeb (2011) in Pakistan which found a positive correlation between the

transformational leadership style and NGOs strategy implementation and a weak positive correlation between transactional leadership style and NGOs strategy implementation.

Daft (2011) indicate that the selection of the top leader of an organization is determined by the success and competitive advantage of the organization. Strategic and top leaders have the responsibility of understanding their organization environment considering what may happen in their next years. This is because strategic leaders are key people that look forward to a set of direction for the future pushing their employees to move in the same direction (Marriott *et al.* 2014). However, strategic leaders have encountered problems of strategic planning in the area of strategy implementation. Implementing a strategy has proven to be more difficult than formulating a consistent strategy which has been seen to be fairly easy (Hrebiniak, 2006). To deal with these challenges in strategy implementation backing it up with effective leadership is very important (Allio, 2005). Dinwoodie (2013) adds that identifying and focusing on leadership challenges of an organization is facing, is key in leading strategically.

According to Pearce and Robinson (2005), strategy implementation is part of strategic management which also includes strategy formulation and control of plans. Strategic management is viewed as a set of decisions and actions designed to achieve an organization's mission, vision, strategy and strategic objectives within the business environment they operate. Thompson and Strickland (2003) adds that strategy process that turns a formulated strategy into actions ensuring the vision and mission of the organization is achieved as planned. This is also backed up by Schein and Edgar (2004) who indicate that strategy implementation as the most significant management challenge that most corporations.

Speculand (2014) stated that strategy implementation provides a competitive advantage for organizations and it is essential for them to bridge their current strategy implementation gaps. Strategy gaps are missing steps seen to exist in most organizations. Strategy gaps are seen as a threat to the future performance of organizations seen to impact to the efficiency and effectiveness of senior executives and their management team (Hamel and Prahalad, 2003). Oracle is one organization that adopted a program called leading to win that supported its leaders to implement strategy bridging their strategy implementation gaps. The program focused on the leaders learning the skills of collaboration and implementing strategy and the leaders were able to execute their strategies well after the training (Speculand, 2014).

Autocratic leaders are usually rigid in their thinking and perceptions. They believe that employees have minimal abilities and capabilities and need close supervision and direction, and that controls are needed to assure their compliant behaviour. The autocratic leaders believe their style is highly efficient. According to Ronald (2011), this style of leadership results in minimal or no innovation, and virtually no personal or organizational change, growth and development. Cooperation, commitment and achievement

are stifled. Most individuals are familiar with the autocratic leader because such leaders are prevalent even today. It is generally not considered one of the best methods of leadership; however, the autocratic leader definitely is the preferred style in the military, police, and other organizations where individuals may be in dangerous situations.

4. Methodology

This research employed descriptive survey research design that describes the phenomena in its natural setting without interferences. There are a total of 35 NGOs in Eldoret town. However the target population of this study consisted of NGOs based in Eldoret and operating in the sectors of Youth (Family Care Health Options Kenya), Relief (Kemar Relief and Development Organization (KERDO), Micro-Finance (Micro-farming Development and management Centre), Welfare (Joyful Women) and Health (AMPATH). The main reason for this choice of 5 NGOs was that those NGOs in Eldoret were most likely to exhibit all or most of the strategic implementation processes studied. The choice of the five NGOs is that they have a well-established structure and strategies. Also the findings from the five NGOs would be generalized to other NGOs because they operate under the same environment. A total population of 445 from the management, supervisors and support staff was targeted.

5. Research Findings

From the 102 questionnaires that were administered, 100 of them were duly filled and returned representing response rate of 98%. This researcher sought to find out the leadership style which respondents thought was most effective in the strategy implementations.

From the responses, the most effective leadership style was democratic chosen by the majority 80 (80%) of respondents, while authoritarian style and laissez faire each scored 10%. The leadership styles included in the study was subjected to descriptive analysis as a test of effects on company performance where the respondents were asked in their opinion to indicate leadership style that would lead to the most effective implementation of strategies in their NGOs. The majority of the respondents selected democratic style to others. The findings have confirmed that various management styles are favored by organizations for their effective implementation of strategies and they are in line with findings of scholars such as Mintzberg (2004) who concluded that different leadership styles exist in organizations for effective strategy implementations.

Influence of Management Styles on Strategy Implementation among NGOs

The study sought to determine the extent to which various management styles influence strategy implementation among NGOs. The respondents were therefore asked to indicate their level of agreement with the following statement based on; SA Strongly Agree; A Agree; D Disagree; U Undecided SD strongly disagree, while for the sake of mean interpretation, 5= SA Strongly; 4=A Agree; 3= D Disagree; 2=U Undecided 1=SD. Table 2 shows the response.

Table 1: Influence of Management Styles on Strategy Implementation among NGOs

Statement	SA	A	U	D	SD	Mean
My leaders have skills and abilities required to ensure effectiveness in the implementation of the strategic plans	6(6%)	3(3%)	0(0%)	43(43%)	48(48%)	2.185
My leaders creates and nurtures conditions which will enable fast implementation of the strategic plans	17(17%)	14(14%)	5(5%)	35(35%)	29(29%)	3.204
My leaders has ensured transformational change in the Organization that has enhances implementation of the strategic plans	16(16%)	14(14%)	3(3%)	31(31%)	3(3%)	3.852
My leaders have clear understanding on the strategy implementation or the ability to successfully implement organizational change	33(33%)	21(21%)	5(5%)	25(25%)	16(16%)	3.926
My perceptions of leadership and decision-making affects my commitments into the implementation of the strategic plans	49(49%)	31(31%)	2(2%)	10(10%)	8(8%)	4.648
The fact that whether a leader is classified as a charismatic, a shared, a distributive, a collaborative or an authoritative leader, a new focus may be necessary in order to successfully implement strategic plans	57(57%)	38(38%)	0(0%)	5(5%)	0(0%)	4.759
Leaders' behavior influences group and organizational behavior	46(46%)	30(30%)	3(3%)	10(10%)	11(11%)	4.574

Source: Survey Data 2020

According to the findings in Table 2; the results indicated that majority of the leaders (91%) in NGOs in Uasin Gishu County do not have skills and abilities required to ensure effectiveness in the implementation of the strategic plans while only 9% of the respondents agreed that their leaders have skills and abilities required to ensure effectiveness in the implementation of the strategic plans. In addition, 32% of the respondents agreed that their leaders creates and nurtures conditions which will enable fast implementation of the strategic plans while 63% of the respondents disagreed with their colleagues.

Furthermore, the findings established that 67% of the leaders in NGOs within Uasin Gishu have not ensured transformational change in the organization that has enhances implementation of the strategic plans despite the fact that 30% of the respondents supporting that the leaders in NGOs within Uasin Gishu have ensured transformational change in the organization that has enhances implementation of the strategic plans. On the other hand, nearly half; 41% of the leaders lack clear understanding on the strategy implementation or the ability to successfully implement organizational change while only 54% of the respondents believed that their leaders have clear understanding on the

strategy implementation or the ability to successfully implement organizational change.

Majority of the respondents; 81% affirmed that their perceptions of leadership and decision-making affects their commitments into the implementation of the strategic plans while 17% were on the contrary opinion meaning that their perceptions of leadership and decision-making do not affect their commitments into the implementation of the strategic plans. Another influence of leadership styles on the implementation of the strategic plans in NGOs in Uasin Gishu County was on the classification of leadership styles. Nearly all the respondents; 95% agreed to the fact that whether a leader is classified as a charismatic, a shared, a distributive, a collaborative or an authoritative leader, a new focus may be necessary in order to successfully implement strategic plans. Moreover, the findings confirmed that majority of the respondents; 70% agreed to the statement that leaders' behavior influences group and organizational behavior whereas only 21% of the respondents disagreed.

Effects of Autocratic Leadership Style on Strategy Implementation

The study sought to determine the extent to which autocratic leadership style influences strategy implementation among NGOs in Uasin Gishu County and the results were as shown in Table 3.

Table 2: Effects of Autocratic Leadership Style on Strategy Implementation

Statement	Mean	Std. Dev
Leader's supervision improves implementation of strategies	4.2	0.223
The management being in control of the organizations' operation improves implementation of strategies	4.0	0.471
The management is entitled to decision making without consultation thus improving implementation of strategies	3.9	0.561
The use of punishment on employees by the management improves implementation of strategies	3.7	0.374

Source: Survey Data 2020

Autocratic leadership style looked at how organizations' focus on task orientation improved strategy implementation. The results had a mean of 4.2, with high supervision improved strategy implementation, manager being in control of organization's operation improved strategy implementation, the results had a mean of 4.0, decision making by the owner without consultation improved strategy implementation with a mean of 3.9 and use of punishment on employees improved strategy implementation with a mean of 3.7. This finding agrees with Murigi (2013), who conducted a study on influence of autocratic leadership style on performance.

According to Murigi (2013) autocratic leadership style involves the application of punishment, task oriented, commands and supervision. This implies that autocratic leader focuses in his managerial role and getting things done.

Qualitative Data

Qualitative data from interview was analyzed thematically. On the relationship between the leadership and the implementation of strategies, a number of respondents were of the view that leadership greatly affects the strategy implementations. This statement concurs to qualitative findings where one of the Human Resource Managers affirmed that,

'I think one of the challenges affecting our NGOs is due to the lack of adequate knowledge and skills that would rather help in strategy implementations' (Manager 4).

Manager 1 said that,

'I believed that as a leader I should create conducive environment that can raise other leaders which I think I have been in the forefront of doing that and this has improved our implementation techniques as far as strategic plans is concerned'.

The findings are in contrast to the sentiments echoed by Kanter, Stein, & Jick, (2012) who found that leaders have skills, abilities required for effectiveness in change implementation. Leaders in complex organizations are now responsible for creating and nurturing conditions which will enable fast, innovative adaptations to change. However, qualitative findings are concurrent to the findings by Kanter, Stein, & Jick, (2012).

One of the challenges that we face as leaders is that,

'Majority of our employees have negative attitude when it comes to the strategic plan implantation activities and this has derailed implementation', said by manager 4.

The results concurred to the study by Loveren (2007) whose results indicated that employees' perceptions of leadership, decision-making, and relationships are strongly related to their perceived job satisfaction, trust, commitment, and control mutuality and consequently their perception of the development operation's effectiveness.

In addition, one of the manager quoted that,

'I think our leaders posses different leadership styles where you find that some are charismatic, democratic and even some are dictators and this influence strategy implementation activities', manager 8.

Similarly, Ballantyne (2010) established that whether a leader is classified as a charismatic, a shared, a distributive, a collaborative or an authoritative leader, a new focus may be necessary in order to be successful in the new global environment.

Manager 7 also added that,

'Any leadership styles influences strategic plan implementation and therefore it is upon the individual leaders to acquire and practice leadership styles that will enhance implementation of the strategic plans,' Moreover, manager 10 stated that, *I think that most of the leaders in NGOs have not allowed for transformational*

change and this has seriously affected strategy implementation.

The results are in contrast to Kanter, Stein, & Jick, (2012) who found that in today's business world, organizations that support and implement continuous and transformational change remain competitive.

Furthermore, one manager said that,

'Leaders are the role models within various NGOs and that their behaviors will in one way or the other affects implementation of strategies and strategic planning activities,' manager 3.

The findings are in agreement to the study by Reilly, Caldwell and Self (2010) who established that leaders' behavior influences group and organizational behavior.

One of the manager also had the opinion that majority of the leaders have adequate knowledge in the implementation of strategies is only that they do not have time to ensure effective implementation activities (manager 2). The findings are consistent to the sentiments by Kanter, Stein, & Jick (2012) who also affirmed that leaders continue to lack a clear understanding on the strategy implementations, its antecedents, effective processes or the ability to successfully implement organizational change and how to engage members in change initiatives.

6. Summary of the Findings

The finding of the study established that autocratic leadership affect the strategy implementation at the in NGOs in Uasin Gishu County 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 in NGOs in Uasin Gishu County tend 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 study further revealed that the applicability of autocratic leadership was least felt and this confirmed the work of Murigi (2013) that found that autocratic leadership has the least influence on performance

7. Conclusions

Majority of the leaders in NGOs in Uasin Gishu County do not have skills and abilities required to ensure effectiveness in the implementation of the strategic plans. Leaders in NGOs within Uasin Gishu have not ensured

transformational change in the Organization. Moreover, more than half of the leaders lack clear understanding on the strategy implementation process or the ability to successfully implement organizational change. Finally, leaders' behavior influences group and organizational behavior influences strategy implementation in the NGOs. This study established that autocratic leadership style had high effect on strategy implementation of strategic plans.

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