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 study sought to establish how autocratic leadership, leiszez-faire leadership and democratic leadership affects strategy implementation at the National Treasury (Ministry of Finance). The study also sought to establish the effects of transactional leadership and transformational leadership on the strategy implementation at National Treasury (Ministry of Finance). The researcher adopted a descriptive research study as there are variables that cannot be quantified. Through stratified random sampling method the researcher selected 210 respondents out of a total of 439 respondents from the three levels of management from the National Treasury of Kenya. Data was collected through the administering of questionnaire to the respondents. Descriptive analysis methods that include quantitative and qualitative techniques of data analysis used to analyze the collected data and the findings were presented through charts, tables and graphs for simple understanding of the findings. The study recommended that there is also 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 out-of-the box thinking among the staff. The study established that autocratic leadership, leiszez-faire leadership and democratic leadership affects strategy implementation also transactional leadership and transformational leadership effects the strategy implementation at National Treasury. The study also recommended that there is also 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 are expected to solve problems on their own and that there is also need for more collaboration between the top management and the junior management and that senior management accepts opinions and suggestions from junior staff. Last but not least, there is need for the treasury sets 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.

Key words: Autocratic leadership, Laissez-faire leadership, Democratic Leadership, Transformation Leadership, Transactional Leadership, Strategy implementation
Background of the Study

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.

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.

Role of the National Treasury in the Devolved System of Government is to Strengthen financial and fiscal relations between the National Government and County Governments and encourage support for county governments in performing their functions, assist county governments to develop their capacity for efficient, effective and transparent financial management, prepare the annual Division of Revenue Bill and the County Allocation of Revenue Bill and Provide logistical support to intergovernmental institutions overseeing intergovernmental fiscal relations.

Specific Objectives
The study was guided the following specific objectives:

i. To examine effect of autocratic leadership on strategy implementation at the National Treasury (Ministry of Finance).

ii. To establish how leissee-faire leadership affect strategy implementation at the National Treasury (Ministry of Finance).

iii. To find out effect of democratic leadership on strategy implementation at the National Treasury (Ministry of Finance).

iv. To examine effect of transactional leadership on strategy implementation at the National Treasury (Ministry of Finance).

v. To establish the effects of transformational leadership on the strategy implementation at the National Treasury (Ministry of Finance).
LITERATURE 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 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.

For the transactional theories to be effective and as a result have motivational value, the leader must find a means to align to adequately reward or punish his follower, for performing leader-assigned task. In other words, as stated by Kouzes and Posner (2014), transactional leaders are most efficient when they develop a mutual reinforcing environment, for which the individual and the organizational goals are in sync. The transactional theorists state that humans in general are seeking to maximize pleasurable experiences and to diminish un-pleasurable experiences. The Transactional Leadership, also known as managerial leadership, focuses on the role of supervision, organization, and group performance; transactional leadership is a style of leadership in which the leader promotes compliance of his/her followers through both rewards and punishments. Strategy implementation can highly be achieved if individuals are rewarded for their achievement in delivering certain tasks and duties.

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).

Given the importance of strategy implementation, different styles of leadership may be more appropriate for certain types of decision-making. In situations where the leader is the most knowledgeable and experienced member of a group, an authoritarian style of leadership would be most appropriate for better results. On the other hand, in other instances where group members are skilled experts, a democratic would be more effective (Bass, 2015).Authoritative or autocratic style of leadership which variables to be focused on by this study is based on this principle where the managers as the leaders make decision depending on the situation and expected the subordinates to follow without questioning.

Participative Theory

A 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 and Wilson (2003). Participative leadership theory suggests
that the ideal leadership style is one that takes the input of others into account. These leaders encourage participation and contributions from group members and help group members feel more relevant and committed to the decision-making process. This theory is applicable in democratic type of leadership that the opinion of the subordinate is welcomed Howell and Avolio (2013).

**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 and Avolio (2013).

The assumptions of contingency theory are that there is no universal or one best way to manage, the design of an organization and its subsystems must 'fit' with the environment, effective organizations not only have a proper 'fit' with the environment but also between its subsystems and lastly that the needs of an organization are better satisfied when it is properly designed and the management style is appropriate both to the tasks undertaken and the nature of the work group Howcroft and Wilson (2003).

The leadership style that the organizations adapt will ensure that the strategies are implemented in public sector. The application of the various leadership styles such as Laissez-faire leadership, democratic Leadership and autocratic leadership in the areas that are necessary will ensure that the public organization implement their strategies effectively.

<table>
<thead>
<tr>
<th>Autocratic leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Less Staff Involvement</td>
</tr>
<tr>
<td>• No Team work</td>
</tr>
<tr>
<td>• Staff ideas are not entertained</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Laissez-faire leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Hands-off with minimal direction</td>
</tr>
<tr>
<td>• Expected to solve problems on their own</td>
</tr>
<tr>
<td>• Complete freedom for junior staff to make decisions</td>
</tr>
</tbody>
</table>
Research Design

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. A structure is used to restructure the research, to show how all the major parts of the project, which include samples or groups, measures, treatments or programs, and methods of assignment that work together to try to address the central research questions. Descriptive designs result in a description of the data, either in words, pictures, charts, or tables, and indicate

**Dependent Variable**

**Independent Variable**

**Fig.2.1 Conceptual Framework**

**Democratic Leadership**
- Leaders Influence the Employees to achieve the required Change
- Senior management accepts opinions and suggestions
- The is more collaboration between the top management and the junior management

**Transformation Leadership**
- Leaders Influence the Employees to achieve the required Change
- Responsive to Situation
- Is focused on organization objectives

**Transactional Leadership**
- Rewards and Incentives
- Punishments on performance results
- Motivates and stimulates

**Strategy implementation in Public sector**
- Macro-Economic Growth
- Mobilization and allocation of resources
- Effective management of government Resources
whether the data analysis shows statistical relationships or is merely descriptive. The study was based on the effect of leadership styles on strategy implementation in public sector with reference to the National Treasury (Ministry of Finance), was used to produce results that are broad, credible and conclusive. The research is quantitative in nature and relies on primary data obtained from the staff at the National Treasury (Ministry of Finance).

**Population of the Study**

Target population is the entire group of people that is of interest to the researcher. It is also a whole set of individuals who meet the sampling criteria Brinks (2002). 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 targeted population are the staff to National Treasury 2018: Senior Management Staff (J/G: Q-S), Middle Management Staff (J/G: M-P) and Lower Management Staff (J/G: J-K). N= (There are 439 members of staff in the senior management, middle management and lower management levels at the National Treasury (National Treasury of Kenya, 2016). Therefore; 439/1+439 (0.0025) =209.2 and the Population Sample = 210 Members of staff.

**Sample and Sampling Technique**

Sampling is the process by which a relatively small number of individual, object or event is selected and analysed in order to find out something about the entire population from which was selected. A sample is a small proportion of targeted population selected using some systematic form. A sample is a group of cases, participants, events or records consisting of portion of the target population, carefully selected to represent that population Cooper and Schindler (2006). The researcher used stratified random sampling method because it enables generalization of a larger population with a margin of error that is statistically determinable Mugenda and Mugenda (2003). Out of 19 Senior Management Staffs (J/G: Q-S) 7 were randomly selected. From the targeted 97 Middle Management Staffs (J/G: M-P) 37 were selected randomly and lastly from the targeted 323 Lower Management Staffs (J/G: J-K) 166 were selected randomly.

**Data Collection Instrument**

The researcher used a structured questionnaire as primary data collection instrument. The questionnaire was considered appropriate because it is more convenient to administer and to collect data to enable the achievement of the objective of the study. The primary data to be collected in the study include data on the effect of leadership styles on strategy implementation in State Departments with reference to the National Treasury of Kenya (Ministry of Finance). The questionnaire contained close ended questions and has various sections. The first part contained questions on the bio data of the respondent and the other sections contained questions on the specific objectives of the study. A “drop-and-pick latter” approach was employed in administering the questionnaire and helping the researcher in assisting the respondents in case of any issues in filling the questionnaires and to ensure maximum or high response rates. The questionnaires underwent a test run to ensure effective data capture and reliability before the official roll out.
**Data Collection Procedure**

The researcher sought a letter of introduction from Jomo Kenyatta University of Agriculture and Technology to be presented to the respondents. This helped the researcher to gather information easily and the respondent to be involved in the study was informed through writing. A drop and pick method was applied while administering the questionnaires to all the respondents. On the other hand face to face interviews was conducted in the case of In-depth interviews to be carried on the top management category of the respondents. The pilot study was undertaken to pretest data collection instrument for validity and reliability. A pilot study is necessary for testing the reliability of data collection instruments. In a heterogeneous population the testing of the study instruments should include representation of all the different units in the population Coopers and Schindler (2006).

**Data Processing and Analysis**

The collected data from the primary sources were systematically organized in a manner to facilitate analysis. Data analysis involved preparation of the collected data, coding, editing and cleaning of data so as to facilitate processing. The collected data was analyzed through qualitative and quantitative analysis methods. Inferential statistics through SPSS helped to draw conclusion on the relations between variable and the nature of relationship. Tables, charts and percentages graphs were used for data presentation through the help of Microsoft Excel package. Pearson correlation analysis and multiple regression model was used, which will take the form of:

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \epsilon \]

Where: \( Y \) = Strategy Implementation at State Departments in Kenya with reference to National Treasury (Ministry of Finance).  
\( X_1, X_2, X_3, X_4 \) and \( X_5 \) = Independent Variables  
\( X_1 \) = Autocratic Leadership  
\( X_2 \) = Democratic Leadership  
\( X_3 \) = Leissez-faire Leadership  
\( X_4 \) = Transactional Leadership  
\( X_5 \) = Transformational Leadership  
\( \epsilon \) = Error Term  
\( B_1 \) … \( B_5 \) = Regression co-efficient of five variables

**Results**

**Table 4.1 Response Rate**

<table>
<thead>
<tr>
<th>Response rate</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td>158</td>
<td>75.2%</td>
</tr>
<tr>
<td>Non Response</td>
<td>52</td>
<td>24.8%</td>
</tr>
<tr>
<td>Total</td>
<td>210</td>
<td>100%</td>
</tr>
</tbody>
</table>
Demographic Responses

The study targeted the staff at National Treasury of Kenya. The findings of the study indicated that out of the 210 respondents who were sampled for the study, 75.2% participated in the study, where 62.0% of them were male while 38.0% were female, this indicates that the study was gender representative although from the findings the study it can be conclude that there are more male staff than the female staff at National Treasury of Kenya. On the other hand the findings of the study also indicated that 17.7% were 18-25 years old, 40.5% were 26-35 years old, 25.3% of the respondents were 36-45 while 16.5% of the respondents were 46 and above. This indicated that most of the staff at the National Treasury of Kenya were aged between 26 to 40 Years which was also an indication that the staff were in their prime years.

The findings of the study also indicated that 12.7% had gone up to secondary level of education, 19.0% had College certificates in different areas, 51.9% of the respondents had attained a University degree and above, while 16.5% of the respondents had other qualifications that were not specified. This indicated that most of the respondents had the required knowledge on the issues under investigation and therefore the answers provided were reliable.

When the study sought to establish how long the staff had worked at National Treasury of Kenya, the findings of the study indicated that 29.7% of the respondents had worked at the Treasury for less than 2 years, 48.7% had worked there for 2-5 years while 21.5% had worked in the organization 6 and above years. This indicated that most of the staff at the National Treasury of Kenya had the required experience with the operations of the state department and therefore were conversant with the strategy implementation.

Inferential Statistics

Table 4.9 Bivariate Linear Correlation Analysis: Effects of leadership styles on Strategy Implementation

<table>
<thead>
<tr>
<th></th>
<th>X1</th>
<th>X2</th>
<th>X3</th>
<th>X4</th>
<th>X5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy Implementation</td>
<td>Pearson Correlation</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>N</td>
<td>158</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Autocratic leadership</td>
<td>Pearson Correlation</td>
<td>.170*</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>N</td>
<td>158</td>
<td>158</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leissey-faire leadership</td>
<td>Pearson Correlation</td>
<td>.196*</td>
<td>.189*</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>N</td>
<td>158</td>
<td>158</td>
<td>158</td>
<td></td>
</tr>
<tr>
<td>Democratic Leadership</td>
<td>Pearson Correlation</td>
<td>.229**</td>
<td>.082</td>
<td>.070</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>N</td>
<td>158</td>
<td>158</td>
<td>158</td>
<td>158</td>
</tr>
<tr>
<td>Transactional leadership</td>
<td>Pearson Correlation</td>
<td>.073**</td>
<td>.174*</td>
<td>.007</td>
<td>.282**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>N</td>
<td>158</td>
<td>158</td>
<td>158</td>
<td>158</td>
</tr>
<tr>
<td>Transformational leadership</td>
<td>Pearson Correlation</td>
<td>.090</td>
<td>.204*</td>
<td>.097</td>
<td>.004</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>N</td>
<td>158</td>
<td>158</td>
<td>158</td>
<td>158</td>
</tr>
</tbody>
</table>
The aim of the study was to analyze the relationship between leadership styles on strategy implementation were discussed under five variables namely autocratic leadership, leiszez-faire leadership, democratic leadership, transactional leadership as independent variables. Table 4.31 shows the bivariate linear correlation between the various independent variables: leadership styles factors (autocratic leadership, leiszez-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 leiszez-faire leadership in influencing Strategy Implementation at the National Treasury. The findings of the study shows that strategy implementation (X2) has a significance influence on Strategy Implementation at the National Treasury (r=.196, < .013). This suggests that strategy implementation at the National Treasury can be improved if the right leiszez-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 indicates 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 shows that transformational leadership has a positive and significant influence on Strategy Implementation at the National Treasury (r=.090P< .009). Therefore transformational leadership is equally essential in enhancing Strategy Implementation at the National Treasury. The finding of the study shows 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 4.10 Effect of leadership styles on strategy implementation: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.474&lt;sup&gt;a&lt;/sup&gt;</td>
<td>.225</td>
<td>.199</td>
<td>.52022</td>
<td>.000</td>
</tr>
</tbody>
</table>

The table 4.24 shows the regression results that indicate a significant influence of the leadership style factors of (Autocratic Leadership, Democratic Leadership, Leiszez-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, Leiszez-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, Leiszez-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, Leiszez-faire Leadership, Transactional Leadership and Transformational Leadership) would have very high percentage influence on the Strategy Implementation at the National Treasury of Kenya.

Table 4.11 Effect of leadership styles on strategy implementation: ANOVAAa

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Regression</td>
<td>5</td>
<td>2.383</td>
<td>8.805</td>
<td>.000&lt;sup&gt;b&lt;/sup&gt;</td>
</tr>
<tr>
<td>1</td>
<td>Residual</td>
<td>153</td>
<td>.271</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>53.050</td>
<td>158</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a.Dependent Variable: Strategy Implementation
b. Predictors: (Constant), Leadership Styles

The table 4.29 above that shows 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 that 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 4.12 Effect of leadership styles on strategy implementation: Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>3.105</td>
<td>.634</td>
<td>4.899</td>
<td>.000</td>
</tr>
<tr>
<td>Autocratic</td>
<td>.039</td>
<td>.083</td>
<td>.036</td>
<td>.468</td>
</tr>
<tr>
<td>Leadership</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leissee-faire</td>
<td>.393</td>
<td>.102</td>
<td>.294</td>
<td>3.852</td>
</tr>
<tr>
<td>Leadership</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Democratic</td>
<td>.047</td>
<td>.084</td>
<td>.041</td>
<td>.555</td>
</tr>
<tr>
<td>Leadership</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transactional</td>
<td>.189</td>
<td>.097</td>
<td>.153</td>
<td>1.945</td>
</tr>
<tr>
<td>Leadership</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transformational</td>
<td>.482</td>
<td>.082</td>
<td>.457</td>
<td>5.894</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Strategy Implementation

The Table 4.17 shows a regression results that indicates that all the leadership style  
(X₁: \( \beta_1 =0.393, P< .000 \)), (X₂: \( \beta_2 =0.047, P< .005 \)), (X₃: \( \beta_3 =0.189, P< .045 \)) and (X₄: \( \beta_4 =0.482, P< 0.000 \)), and would have a significant influence on Strategy Implementation at the National Treasury of Kenya  except Autocratic Leadership (X₅: \( \beta_5 =0.039, P< .641 \)) 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, Leissee-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. 

\[ Y= 3.105+0.039 X1+0.393 X2+0.047X3+ 0.189X4+ 0.482X5 \]

This indicates 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 leissee-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, leissee-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.
Summary of the findings

5.2.1 How does autocratic leadership affect the strategy implementation at the State Departments in Kenya?
The study had sought to establish whether autocratic leadership affect the strategy implementation at the State Departments in Kenya, the finding of the study indicated that 62.7% of the respondents felt that there was little or no input from subordinate staff members, 58.9% of the respondents felt that senior management makes almost all of the decisions, 56.3% were agreed that leaders in the organization dictate all the work methods and processes while another 53.8% of the respondents were in agreement that junior members of staff are rarely trusted with decisions or important tasks. These management style benefits employees who require close supervision.

The findings of the study in this part also indicated that 52.5% of the treasury work tends to be highly structured and very rigid, 60.1% of the respondents felt that creativity and out-of-the-box thinking tends to be discouraged while 42.4% of the respondents felt that rules are important in the organization and tend to be clearly outlined and communicated. The finding of the study indicated that among the factors of autocratic leadership little or no input from subordinate staff members would have more influence on strategy implementation at State Department compared to other factors of autocratic leadership covered by the study.

What are effects of laissez-faire leadership on strategy implementation at the State Departments in Kenya?
When the study sought to establish the effects of laissez-faire leadership on strategy implementation at the State Departments in Kenya, the findings of the study indicated that 55.7% of the respondents felt that the leadership is hands-off with minimal direction and supervision from the manager to the staff. This confirms the findings by Robbins (2014) that pointed 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. The findings of the study also established that 53.6% of the respondents agreed that there is very little guidance from leaders while another 65.2% of the respondents were in agreement that there is complete freedom for junior staff to make decisions.

The findings of the study also indicated that 67.7% of the respondents felt that leaders provide the tools and resources needed, 57.6% of the respondents felt that junior staff members are expected to solve problems on their own while 73.5% of the respondents felt that power is handed over to the subordinate, yet leaders still take responsibility for the groups decisions and laissez-faire style produces no leadership or supervision efforts from managers, which can lead to poor production, lack of control and increasing costs. The finding of the study indicated that among the factors of laissez-faire leadership, power is handed over to the subordinate, yet leaders still take responsibility for the group’s decisions and actions would have more influence on strategy implementation at State Department compared to other factors of laissez-faire leadership covered by the study.

How does democratic leadership affect strategy implementation at the State Departments in Kenya?
The findings of the study indicated that 70.3% of the respondents agreed that democratic leadership affect the strategy implementation at National Treasury of Kenya, 46.2% of the respondents felt that the senior management accepts opinions and suggestions from junior staff this stresses that democratic leaders show consideration and concern for others by empathetic listening and understanding. The findings of the study also showed that 36.1% of the respondents agreed that senior management invites junior staff to take a part in organizational decision-making. The findings of the study established that 47.5% of the respondents felt that power is handed over to the subordinate, yet leaders still take responsibility for the groups’ decisions and actions. Team leader is typically responsible for making the best final decision. The findings of the study also indicated that 57.6% of the respondents felt that there is more collaboration between the top management and the junior management.

What are effects of transactional leadership on the strategy implementation at the State Departments in Kenya?
The findings of the study also established that 66.5% of the respondents felt that transactional leadership effects strategy implementation at National Treasury of Kenya, 65.2% of the respondents felt that the organization sets expectations and rewarding the staff for meeting them. Transactional leadership managers and team members set predetermined goals together, and employees agree to follow the direction and leadership of the manager to accomplish those goals. The findings of the study also indicated that 68.4% of the respondents felt that in most cases senior management anticipate problems, monitor progress and issue corrective measures.

The findings of the study indicated that 51.9% of the respondents agreed that the management encourage following of rules and doing things correctly, 63.2% of the respondents agreed that rewards and penalties in the organization are not clearly defined for workers while 60.1% of the respondents agreed that creativity in the organization is limited since the goals and objectives are already set. Transactional leadership in most cases discourages creativity among the employees since the management is tasked with making all critical decisions leaving no room for employees to contribute concerning thoughts and ideas and having them approve to everything as instructed by their leaders. While there were variations in responses among the factors of transactional leadership covered by the study, senior management does not interfere with workflow unless an issue arises indicated the most influence on strategy implementation at the National Treasury of Kenyan while the factor with the least influence was the management encourage following of rules and doing things correctly.

What are effects of transformational leadership on the strategy implementation at the State Departments in Kenya?
The findings of the study establish that 62.0% of the respondents agreed that transformational leadership effects on strategy implementation at National Treasury of Kenya, 39.9% of the respondents felt that the leaders and the employees develop a challenging and attractive objectives to be obtained and 66.5% of the respondents agreed that the senior management has tied the National treasury vision to a strategy for its achievement. The findings of the study indicated that 46.2% of the respondents agreed that
feeling that the leadership develops the vision specify it and translate it to actions and 60.1% of the respondents agreed that the leadership help in the realization of the organization vision through small planned steps and small successes in the path for its full implementation. Leadership to achieve the required performance expectations they set up goals and incentives that push their assistants to higher levels of performance and providing opportunities for individual and professional growth for every employee.

The findings of the 60.0% of the respondents agreed that the treasury sets goals to be achieved through various leaderships, 51.3% of the respondents felt that the Treasury as part of its strategy implementation plans and assigns duties that are led by certain leaders and 55.7% of the respondents agreed that all the tasks and activities in strategy implementation process are evaluated after the allocated duration. This indicated that as much as Strategy implementation factors indicated high percentage agreement there was more agreement with the fact that the Treasury as part of its strategy implementation plans and assigns duties that are led by certain leaders.

The findings of the study also established that 61.4% of the respondents felt that the leadership style adapted by the management contribute to the achievement of the Macro-Economic Growth projections, 54.4% of the respondents felt that the leadership style adapted determine how resources are mobilized and allocation by the treasury while 15.9% of the respondents felt that the leadership style adapted did not determine how resources are mobilized and allocation by the treasury.

**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 affects 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 the decisions they make. There is also 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. There is also need to encourage more creativity and out-of-the box thinking among the staff.

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 to make them be able to make decision. For effective implementation of the strategies in the state departments 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. On the other hand, there is also need for junior staff members are expected to solve problems on their own.

There also need for power is to be handed over to the subordinate, even though leaders still take responsibility for the group’s decisions and actions. There is also need for more collaboration between the top management and the junior management and 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 the study on the role of various management staff on the implementation of various strategies. There is also need for study on the resources required for strategy implementation.

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