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Role of Strategic Leadership on Strategy Implementation in Public Universities in Kenya- A Case Study of JKUAT Main Campus

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Abstract:

Strategic leadership on Strategy implementation has influenced almost every facet of life among the organizations. Strategic leadership on Strategy implementation has influence almost every facet of life among the organizations. Strategy implementation is the sum total of the activities and choices required for the execution of a strategic plan. Formulation of strategy by a firm's management is a challenging task but the implementation and operationalization of the strategy is even more challenging. Leaders in all organizations are aware of the need to strategically plan the future of their organizations as well as to partake in the effective implementation of these crafted strategies. A leader is viewed in this study as a managerial employee who is tasked to oversee the successful execution of strategic initiatives. Leadership and specifically strategic leadership have been identified as one of the key drivers of effective strategy implementation. The leadership's role is all important because its agenda for action and conclusion about how hard or fast to push for change are decisive in shaping the character of the implementation and moving the process along. Strategic leadership is the ability to influence a group towards the achievement of goals, and successful strategy implementation thus depends upon the leadership skills of working through others, organizing, motivating, culture building, establishing strategic controls, and creating strong fits between strategy and how the organization does things to ultimately achieve organizational goals. This study was to examine the roles role of strategic leadership on strategy implementation in public universities in Kenya. The study was carried out at JKUAT Main Campus. To achieve this, the study focused on three main objectives that include; to examine the role of organizational culture, to find out the influence of strategic communication and to examine the influence of strategic direction in strategy implementation. This research adopted a descriptive Research design. Target population in this research were the JKUAT university management totaling to 98 respondents. The target population included Principles, directors, Dean of students and chairmen of departments. A sample size of 79 respondents was considered for the study. Data was collected with the help of questionnaires that were distributed to the respondents and later picked by the researcher. The research found out that strategic leadership plays a critical role in the effective implementation of strategy. It was found out that organizational culture affects implementation of strategy by-communication by- and strategic direction by - It is recommended that strategic leadership in public universities should be biased towards strategy implementation. In addition, strategic leaders should drive the public universities to strategy implementation success if these universities are to survive and create wealth for all stakeholders.

1. Introduction

1.1. Background of the Study

Multinational, continental and national organizations across the globe are in continual strategic realignment to dynamic and turbulent environments they operate in. A number of factors determine the direction of achievement of strategy implementation. Ongong'a (2014) for example talks of the role of leadership in strategic planning and management as a factor influencing strategy implementation, organizational culture, technology, employees' training among others. According to Wheelen and Hunger (2008) "Strategy implementation is the sum total of the activities and choices required for the execution of a strategic plan. It is the process by which objectives, strategies and policies are put into action through the development of programs, budgets and procedures." For these activities and choices to be effectively made for example, strategic leadership is vital. Formulation of strategy by a firm's management is a challenging task but the implementation and operationalization of the strategy is even more challenging. Hrebniak (2006) argued that strategy implementation is a formidable challenge and that politics and resistance to change provide a major setback.

The strategic planning management and strategy implementation is widely pronounced today in the developed and is getting its deep roots too into the developing countries. Victor Ukpolo (2014) in his study Strategy implementation in fast growing Africa-America linked universities shows that, universities like; Walden University, Southern University, Rutgers University, North Carolina State University, University at Albany etc. have adopted new strategies that are aimed at structurally placing them at an advantageous performance as per the 21st changes. According to him, top management has a role to play in the success of the said strategies in all the studied universities. He cites role performed by the strategic leader/manager to include: resources identification, human resources development, vision and mission development, communication of the various strategy and many more.

Mapetere (2012) in his journal on Strategic Role of Leadership in Strategy Implementation in Zimbabwe's State Owned Enterprises argues that, Leaders in all organizations are aware of the need to strategically plan the future of their organizations as well as to partake in the effective implementation of these crafted strategies. A leader is viewed in this study as a managerial employee who is tasked to oversee the successful execution of strategic initiatives. While issues of strategic planning have presented challenges to strategic leaders, it is in the area of strategy implementation where these leaders have encountered a number of challenges. Strategy implementation is only successful when it is backed by effective leadership.

Globally, a number of scholars have investigated the influence strategic leadership in the implementation of successful development strategies in a number of institutions of learning. Fuller (2012) for example, in the year 2012, he studied The Leader's Role in Strategy Implementation in Liverpool University and gave a number of roles performed by the leader. In the responses gotten from 197 respondents who made his sample population for his study, factors like: developing a vision and mission, setting goals and objectives, crafting a strategy, executing the strategy, and evaluating performance scored strongly on a scale of measure. This shows that strategic leadership is essential in the success of a strategy in such an institution. Similarly, Kalali *et.al* (2011) argues that, failure of strategic plan implementation in institutions of learning in Iraq today consists of sixteen factors of which leadership role counts up to 71%. According to him, minus proper leadership, universities and colleges in Iraq will continue to lack mission, vision, work ethics, and strategic plans for development, resources, better structures, well defined culture and many more.

Another study which was conducted in 5 Iranian Universities offering medicine degree by Abdulwahid *et.al* (2013) explored the factors which cause the failure of strategy plan implementation in public health sectors. In their study, they argue that leadership role is important in formulation and strategic plan implementation and if the strategic leader is not involved in strategy implementation, leadership is not able to create a vivid vision for any strategic program. Mapetere (2012) adds to this by arguing that besides vision creation, leadership in an organization helps in identifying the relevant resources like the proper men and women for the strategy strides, foster proper communication, invest in developing desirable organizational culture and many more.

Across Africa, the idea of strategy implementation is not new but there have been a number of challenges that have been experienced in a number of organizations, firm, schools and other institutions that offer various services like universities, banking institutions, insurance companies etc. In SA for example, leadership has been charged with a number of responsibilities in strategic plans development and implementation (Jooste & Fourie, 2011). In their study entitled, the role of strategic leadership in effective strategy implementation: Perceptions of South African strategic leaders in Public Universities, Jooste and Fourie (2011) further argue that leadership, and specifically strategic leadership, is widely described as one of the key drivers of effective strategy implementation and lack of leadership; specifically strategic leadership by the top management of the organization and higher institutions in SA, has been identified as one of the major barriers to effective strategy. They continue to show that, it is the leader's ability to anticipate, envision, and maintain flexibility and to empower others to create strategic change as necessary.

Useem (2011) also shows that, several identifiable actions characterize strategic leadership in public colleges and universities in SA that positively contributes to effective strategy implementation, namely: Determining strategic direction, establishing balanced organizational control, effectively managing the organization's resource portfolio, sustaining an effective organizational culture, Emphasizing ethical practices. Therefore, Strategic leaders have a role to play in each of the above-mentioned strategic leadership actions. In turn, each of these strategic leadership actions positively contributes to effective strategy implementation (Hitt *et.al* 2007).

Regionally, strategic leadership for strategy implementation has been and still is pronounced in one major university in Uganda-Makerere University. According to Olum (2011), the strategic perspective regarding the way in which an institution is managed considers its external environment. In so doing, it specifies clear goals and objectives and moves away from routine management tasks by considering, in a systematic way, longer-term considerations of the very future of the organization. However, he continues to add that for the strategy to be successful, this environment must be clearly tied to proper and relevant management. In his studies, he sees management as the pillar of success of any strategy in institutions of learning in Uganda since the management is the one to contract/hire relevant personnel, source and allocate the various resources, develop and create the required culture for success, have the dream for the institution and many more.

Clement (2014) also did a research on the role of management in strategic development in Uganda Management Institute, Mbarara University of Science and Technology, Makerere University Business School, Makerere University etc and found out that management was very vital in the formulation of policies, M & E, sourcing for resources, communication the institutions' mission, vision and future plans, developing the success culture and many more. This has been in a way up to date been the centre of operation in all the universities in Uganda today.

Strategy implementation has ever been a new idea in universities in Kenya. Murage (2010) did a study on the role of management interventions in strategy implementation in Universities in Rift valley including Egerton, Kabarak, Moi, East Africa Nazaren among others and argues that, Management approaches to strategy implementation can be placed on a continuum with prescriptive planning at one end and process approaches at the other. Prescriptive planning involves moving from strategies to action planning, through the

process of setting objectives and performance controls, allocating resources, and motivating employees (Freeman, 2010). In contrast, the process approach emphasizes that successful implementation depends on people changing their behavior. This involves changing the assumptions and routines of people in the organization, including managers (Miller *et.al* 2004). Many organizational behavioral studies support the process view which focuses on managing interpersonal & intra-group conflicts that can derive defensive behaviors, personality differences and poor communication (Balogun, 2006).

In their paper making strategy work (Yang *et al.* 2009) established that there are two types of implementation studies: those highlighting the importance of individual factors for strategy implementation and those that emphasize the big picture of how such factors interrelate and form a strategic implementation environment. The first stream involving individual factors that influence strategy implementation include strategy formulation process, strategy executors; managers and employees, organizational structure, communication activities, level of commitment for the strategy, consensus regarding, relationship among different departments and different strategy levels, the employed implementation tactics and the administrative system in place. The second stream of research analyzes multiple factors together within a single arguably comprehensive framework or model.

Magutu *et.al* (2010) in their work that focused on successful strategy implementation in 4 selected universities in the Rift valley and the three public universities in Nairobi/Thika region focused on three categories of roles executed by strategic leadership in strategy implementation. According to them, the single factors of leadership/management are summarized into soft, hard and mixed factors. Soft factors or people oriented factors include the people or executors of the strategy, the communication activities including content and style issues as well as the closely related implementation tactics and the consensus about and commitment to the strategy. Hard or institutional factors include organization structure and the administrative systems. The way in which the strategy was developed and articulated contains hard and soft factors alike and is thus considered a mixed factor. Relationship among different departments and different strategy levels also is treated as a mixed factor.

1.1.1. Jomo Kenyatta University and Strategy Implementation

The Jomo Kenyatta University of Agriculture and Technology is having its main campus strategically situated in Juja 36 Kilometers North East of Nairobi, along Nairobi-Thika Highway. It was started in 1981 as a middle level college the Jomo Kenyatta college of Agriculture and Technology (JKCAT) by the government of Kenya with the assistance from the Japanese Government that designed most of its today's curriculum, location and to the greater extent gave financial assistance (Kenya- Higher Education, 2015).

On the role of leaders and planning, UNESCO (2012) argues that plans for the establishment of JKCAT were muted way back in 1997. The first group of students was admitted on 4th May 1981. JKCAT was formally opened on 17th March 1982. The first graduation ceremony was held in April 1984 with Diploma certificates presented to graduates in Agricultural Engineering Food Technology and Horticulture as noted in their website (JKUAT, History profile, 2009). JKCAT was chartered through a legal notice, under Kenyatta University Act (CAP 210C). The name of JKCAT officially changed to Jomo Kenyatta College of Agriculture and Technology (JKUAT). It was finally established as a university through the JKUAT act, 1994 and inaugurated on 7th December 1994. Like other public Universities, JKUAT has in the recent past formed more constituent colleges. Jomo Kenyatta University of Agriculture and Technology (JKUAT) also did initiate the parallel degree programme more than 10 year ago. It has also formed partnerships that are categorized into partner's affiliations and collaboration. While there are no much studies done on the university touching on the role of strategic leadership strategy implantation on firms, organization or institutions have shown that leadership plays common roles; a case that could be true with JKUAT. The Ministry of Education (2012) for example shows that one major area to be focused on in our universities for general improvement and change is the management. According to the paper, leadership should come up with a vision, strategic plans, look for alternative sources for funding, develop a standard communication strategy among all the spheres come up with achievement culture and many more that will see their continued success.

1.2. Statement of the Problem

A study by Allio (2005) found that a discouraging 57 percent of firms were unsuccessful at executing strategic initiatives over the past three years in 2004. According to the White Paper of Strategy Implementation of Chinese Corporations (2006), strategy implementation has become "the most significant management challenge which all kinds of corporations face at the moment". The survey reported in that white paper indicates that 83 percent of the surveyed companies failed to implement their strategy smoothly. According to Atkinson (2006), more than 50 percent of the new strategies developed by organizations in Europe are not implemented. Farias and Johnson (2000) found out in their study that only about 50 percent of all large-scale change interventions are successful. The high failure rate in implementation as discussed above calls for need to investigate the factors that influence the strategy implementation in organizations. This calls for in-depth investigation on management as a role in the success of said strategies in organization as a central factor.

In his work that focused on factors influencing strategy implementation in public universities, Wasike (2010) shows that, in Kenya the trend is no different from that in other countries in relation to strategy implementation. Strategy formulation in the country is as old as the country's independence, yet the country has still lagged behind in various areas of development and service delivery. Since then public organizations including Public Universities have fully adopted strategy as way of management. In line with the changes in government policies, universities have also re- positioned themselves to focus on Kenyan vision 2030 by reviewing their strategic plans (JKUAT Strategic plan 2009-2012) although implementation challenges have been experienced due to management/leadership hick-ups.

Ofori (2011) did a study on Influence of Leadership in Strategic Planning in Public Universities: A Developing Country Perspective, while Mapetere (2012) Strategic Role of Leadership in Strategy Implementation in Zimbabwe's State Owned Enterprises, the situation is different in Kenya whereby a number of scholars have focused on general factors or determinants of strategy implementation. This for long now has created a gap that is intended to be filled by this research. In spite of the fact that most Universities have various strategies on programmes, quality research, Innovation, commercialization, Business incubation, ICT among others, they are hardly implemented successfully due to poor management/leadership. This has left the as the public universities have continuously been accused of producing graduates who have very little to offer to the industry, some are even unable to write a proper application letter to seek employment. Due to this issues surrounding the link between strategic leadership and success of strategy, this study therefore sought to establish the roles role of strategic leadership on strategy implementation in public universities in Kenya, a case study of JKUAT main campus

1.3. Research Objectives

1.3.1. General Objective

The main purpose of this study was to examine the role of strategic leadership on strategy implementation in public universities in Kenya, a case study of JKUAT Main Campus

1.3.2. Specific Objectives

This study was guided by the following objectives:

- i. To examine the role of organizational culture in strategy implementation in Jomo Kenyatta University.
- ii. To find out the influence of strategic communication in strategy implementation in Jomo Kenyatta University.
- iii. To examine the influence of strategic direction in strategy implementation in Jomo Kenyatta University.

1.4. Research Questions

The study was guided by the following research questions:

- i. What is the role of organizational culture development in strategy implementation in Jomo Kenyatta University?
- ii. What is the influence of strategic communication in strategy implementation in Jomo Kenyatta University?
- iii. What is the influence of strategic direction in strategy implementation in Jomo Kenyatta University?

1.5. Scope of the Study

The scope of this study was confined to JKUAT with specific focus on the departments operating within which was evaluated in relation to the study subject. Focus was on the university management as they are the strategic leaders in the university. Rating by employees of the action taken by the university management in the university were also taken into account. Data was collected within two weeks and was limited to finding out the role strategic leadership plays in strategy implementation at JKUAT main campus.

1.6. Justification of the Study

The study was significant in that it was of benefit in the following categories;

The top management in all the department that are in one way or the other involved in drafting or facilitating the implementation of strategies can use the report in making sound strategic decisions and give the way forward.

The study is of significance to other leaders in other organizations like insurance firms, banks and other universities like the various campuses under JKUAT who could replicate the study to find out the extent to which various leadership roles interact to influence the implementation of various adopted policies and strategic plans and therefore enable the success in their performance.

Academically, the findings of the study may be used as a reference for future research work by scholars who are interested in this area of study. The study may also stimulate the desire among other academicians to carry out more research on specific factors that influence the implementation of strategies in different institutions thereby developing suitable case studies that may be used in institutions of higher learning. It is worth noting that limited similar research has been done in this area, thus, making the research valuable in terms of literature resources providence to the scholarly world.

2. Literature Review

2.1. Introduction

This section summarizes the literature that is already in existence regarding the roles role of strategic leadership on strategy implementation in public universities in the world and Kenya. It presents an overview of previous work on related topics that provide the necessary background for the purpose of this research. It further organizes the work into various sub-topics that are strongly guided by the four given objectives. Theoretical framework has been infused in the study to give us the background of strategy implementation and the independent, dependents and extraneous variables have been summarized by use of a conceptual framework.

2.2. Theoretical Framework

There are many studies that are that have focused their attention on explaining strategy implementation, the influence of management and its importance. The aspects of strategic implementation and related ideologies are discussed by various authors and scholars under different contexts and places. The varying opinions and altitudes have been discussed under different theories in recent studies.

2.2.1. The Eight S’s Model

This model was put forward by Higgins is of the views that the executives must align the cross functional organizational factors; structure, system and processes, leadership style, staff, resources and shared values with the new strategy so that the strategy opted can succeed (Higgins, 2005). All these factors tinted above in the Eight S model are vital for successful strategy execution. Higgins (2005) continue to say that the key here is that all the factors falling in the Contextual Seven S’s must be aligned to achieve best possible strategic performance. Importantly organization’s arrows should be pointing in the same direction that is they should be aligned with one another. The other six contextual S’s should point in the similar direction as of the strategy (Higgins, 2005). For better understanding of the model it is essential to know and understand as what the Eight S’s offer.

2.2.2. Transformational Leadership Theory

Transformational leadership theory was introduced by leadership expert McGregor Burns (1978)by distinguishing between ordinary (transactional) leaders, who exchanged tangible rewards for the work and loyalty of followers, and extraordinary (transformational) leaders who engaged with followers, focused on higher order intrinsic needs, and raised consciousness about the significance of specific outcomes and new ways in which those outcomes might be achieved(Barnett, McCormick &Conner’s, 2001; Judge & Piccolo, 2004)

Transformational leaders are able to inspire followers to transcend their own self-interests and are capable of having a profound and extraordinary effect on followers. Transformational leaders build subordinates’ respect and trust by ,behaving in a fair manner and doing what is right rather than what is expedient; by increasing followers’ awareness of the mission or vision toward which they are working and raising followers’ expectations of what they can achieve, thereby motivating them to pursue the group’s goals; by encouraging their followers to look at old problems from new and differing perspectives, giving rise to followers’ creative thinking and innovation; and, lastly by granting individualized attention to their followers, considering their needs and abilities, playing an especially important role in the followers’ growth and development (Robbins & Judge, 2005; Zacharatos, Barling, & Kelloway, 2000)

2.3. Conceptual Framework

The conceptual framework outlines the dependent, independent and intervening variables as discussed in the literature review and elaborated in the figure below. It helps one to understand the relationship between the variables of the study.

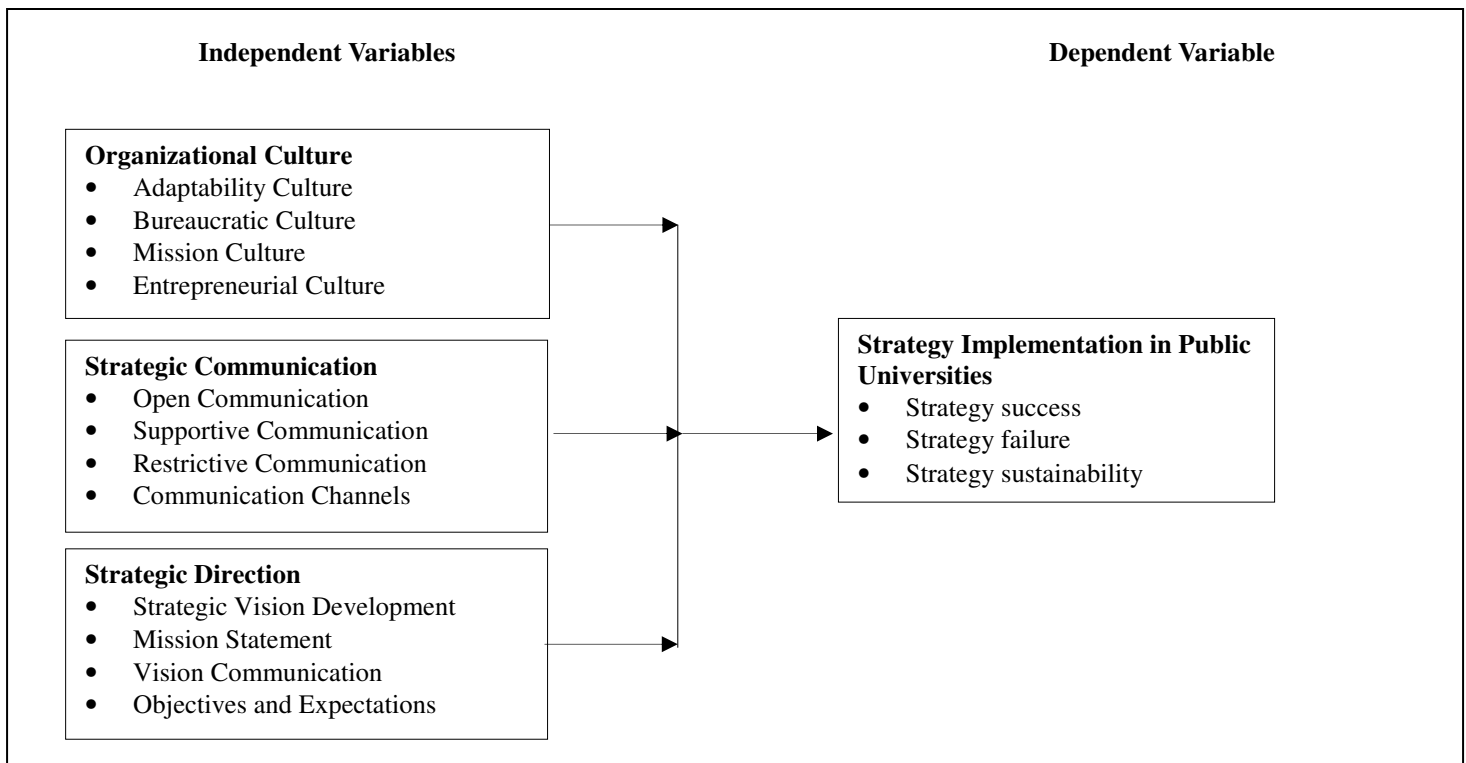


Figure 1: Conceptual Framework

2.3.1. The Role of Organizational Culture in Strategy Implementation

In her studies, the Impact of Organizational Culture on Strategy Implementation, Aanya (2015) writes that, Organizational culture includes the shared beliefs, norms and values within an organization. It sets the foundation for strategy. For a strategy within an organization to develop and be implemented successfully, it must fully align with the organizational culture. Thus, initiatives and goals must be established within an organization to support and establish an organizational culture that embraces the organization's strategy over time.

Seyed et al (2012) argue that, nowadays, no organization can go on its mission and last in the world of competition without maintaining a strong advantageous culture. The study on the effects of organizational culture was started in 1980s, today is matching itself with new human values and styles of development which have brought new era in enterprises.

Perez et al. (2004) believes there is a consensus on the idea that organizations making the effort to introduce a culture which encourages communication among their members and motivates employees to question fundamental beliefs will achieve a favorable working atmosphere. The pervasiveness of an organization's culture requires that management/leadership recognize underlying dimensions of their corporate culture and its impact on employee-related variables such as satisfaction, commitment, cohesion, strategy implementation, performance, among others (Lund, 2003).

Many studies have tried to prepare some conceptual models and test the effect of organizational culture (Lund, 2003; Mehta & R. Krishnan, 2004; Zabid & Sambasivan, 2004; Navanjo-Valencia *et.al.*, 2011). A noticeable influence of a powerful culture clears up on the subject of strategy implementation. As well as the formulation of a strategy seems critical, its execution should be considered vital. Only organizations which implement almost all their strategy achieve good records on profitability.

In his work entitled Organizational culture and strategy implementation in top 5 universities in the USA, Bruce (2007) argued that, Strategy implementation does not occur in a vacuum. There are several factors that come into play when implementing strategy. Peters, (1982), in the 7s framework argue that effective organizational change is the relationship between strategy, structure, systems, style, skills, staff and shared values (super ordinate goals). Pascale, (1981) describe strategy, structure and systems as 'hard' meaning that they are easily measurable, explicit and predictable while shared values, management style, staff and skills are seen as soft because they are less tangible, predictable and implicit.

The root of culture/performance link therefore can be traced back to the Hawthorne Studies that discovered the presence of an informal social system and shared assumptions and beliefs amongst the workers in organizations; institutions of learning included. The studies revealed the presence of "organizational culture" even though not termed so during the investigation (Marietta, 1996). Denison (1990) suggests in his general management framework of universities in Asia and Latin America that effectiveness is a function of values and beliefs (culture) held by organization members, policies and procedures (behaviour), translating the core values and beliefs into policies and practices in a consistent manner and the interrelation of core values and beliefs, organizational policies and practices and the business environment of the organization.

In her studies entitled, the Effects of Organizational Culture on Strategy Implementation in Commercial Banks in Kenya Muthoni (2014) argues that, a culture that is grounded in strategy supportive values, practices and behavioural norms adds to the power and effectiveness of a company's strategy execution effort. For example, if a firm like a bank, a university or a cargo handling one wants to execute a low cost leadership strategy then a culture of frugality and thrift would be useful; a culture built around pleasing customers would entail fair treatment, operational excellence and employee empowerment which facilitate execution of strategies aimed at high product quality and superior customer service

Also, companies/institutions that have innovation and technological leadership strategies would require a culture of taking initiative, challenging status quo, exhibiting creativity, embracing change and willingness to collaborate as created by the top strategic leadership (Comerford, 1985 cited by Buul, 2010).

While studying the role of leadership in strategy implementation in universities in Zambia and other universities in China, Thompson and Martin (2010) argue that, all the managers in firms/institutions across the globe should understand that there should be a good alignment between cultural norms and the behaviours needed for good strategy execution; if there is misalignment then culture becomes a hindrance because the behaviours and actions are contrary to the set strategy. Culture bred resistance to actions and behaviours needed for good execution if widespread pose a formidable hurdle that has to be cleared by the management for strategy execution to succeed.

A tight culture strategy that is developed by strategic leaders fit furthers an organization's execution of strategy, provides clear guidance on 'how we do things around here', produces significant peer pressure to conform to the acceptable norms and promotes strong employee identification with and commitment to a company's vision, performance targets and strategy (Comerford, 1985).

According to Muthoni (2014), strategies are normally formed within the existing organization culture; it therefore has to be adjusted to fit into the new strategies. Owing to diversity in terms of race/tribe, origin and religion within today's organizations, the major task in strategy implementation is to create common values, define ethical criteria, and create workplace support strategies and a high achievement motive in the culture of the organization.

In summary, Dauber, Fink, and Yolles (2012) have summarized the categories at which the organizational culture could be enhanced by strategic managers in the 21st century. They show that, there are many types of organizational culture. However, the ones which are believed to have immense influence on strategy implementation in learning institutions are adaptability culture, mission culture, bureaucratic culture and entrepreneurial culture.

According to them, Adaptability culture is culture characterized by strategic focus on the external environment through flexibility and change to meet customer needs. The culture encourages entrepreneurial values, norms, and beliefs that support the capacity of the

organization to detect, interpret, and translate signals from the environment into new behaviour responses. In adaptability the culture of risk taking is valued and rewarded. Harison (2004) sees an adaptive leadership as one whose roles are open to continual redefinition and where coordination is achieved by frequent meetings and considerable lateral communications. Barnat (2005) describes an adaptive cycle where managers solve three fundamental organizational problems, i.e. entrepreneurial, engineering, and administrative. Related to the above is the bureaucratic culture. Mapetere (2012) argues that bureaucratic culture emanates from bureaucratic organization whose features were described by German Sociologist; Weber (1864 -1920). In analyzing bureaucratic organizations, Weber delineated the essential elements of bureaucratic organizations and devoted considerable attention to the cultural values and modes of thought that gave rise to modern bureaucracies. Bureaucratic structures and processes reflected what Weber took to be the dominant cognitive orientation of modern societies i.e. rationality (Bruce, 2007). For example, failure or success of a strategy is not attributed to spirits of success or some sort of supernatural believes but rational causes such as adequate communication and flexible approach to change. The culture of rational approach being an important element in bureaucratic culture could therefore be useful in enabling an organization to achieve strategic goals (Barnat, 2005).

Muthoni (2012) has focused on the reasons as to why leadership should strengthen mission culture. According to her, Mission describes an organizations' reason for existence. This has been supported by (Hughes 2005) who argued that, minus strategic leadership in developing the mission of a firm or institution, the organization will be directionless. Nazir and Mushtaq (2008) found that mission is the most important cultural trait that today's organizations need to focus on. In organizations embracing mission culture, strategic leaders concentrate on establishing and communicating a clear mission and purpose for the organization and allowing employees to design their own work activities with this mission. Leaders play the role of coaches in giving general direction, but encourage individual decision-making to determine the operating details to execute the plan.

Kipkebut (2010) did a study in Kabarak University, KEMU, EAN and catholic university in Kenya. He found out that, universities with well-defined management had a mission statement that was well structured and followed by the management and other stakeholders like the junior workers and students. This was found to be a motivation in the success of the institutions; thus easy achievement of the said strategy.

A research studying the success of strategies in 2 universities in SA and 4 in Kenya, Global Business and Management Research (2012) talks of entrepreneurial culture. According to the findings of the research, in the entrepreneurial culture, one strong leader takes bold, risky action on behalf of his organization. Strategy making is dominated by active search for new opportunities.

Power is centralized in the hands of the vice chancellor for example. Strategy moves forward in the entrepreneurial organization by taking large bold decisions. Growth is the dominant goal of entrepreneurial organization (Mintzberg 1988 cited by Hatch & Zilber, 2011). According to Brown (2004) and Ahmadi *et.al.* (2012) entrepreneurial culture presents more work than a job. It is a lifestyle. Employees are more like a team in most companies, and in some cases, they are even like a family. Salama (2011) highlighted ways in which organizations can exercise entrepreneurial culture by indicating that the focus should be on treating people with respect, a simple premise which threads through each and every complicated issue that can arise within an organization. Respect and trust provide the necessary base for a vibrant and sustainable corporate culture.

2.3.2. The Influence of Strategic Communication in Strategy Implementation

According to Peng and Littlejohn (2001) as cited by Mbaka and Mugambi (2014) effective communication is a key requirement for effective strategy communication in an organization that eventually leads to strategy implementation. Organization communication plays an important role in training, knowledge dissemination and learning during the process of strategy implementation. Therefore, effective communication should clearly explain the new responsibilities, duties and tasks which will be done by targeted employees. The strategic leadership should ensure every staff member understands the strategic vision, the strategic themes and what their role will be in delivering the strategic vision. It is important that all employees are aware of expectations. How are they expected to change? What and how are they expected to deliver? Each individual must understand their functions within the strategy, the expected outcomes and how they will be measured.

In the same note, Rapert and Wren (1998) as cited by Mbaka and Mugambi (2014) found out that organizations where employees have easy access to management throughout open and supportive communication climates tend to outperform those with more restrictive communication environments.

Focusing on the role of communication is Nyakeriga (2015). In her research entitled, factors influencing strategic plan implementation in the newly established public universities in Kenya, she argues that many researchers have emphasized the importance of adequate communication channels for the process of strategy implementation as provided by the strategic leader. Alexander (1985) as cited by Nyakeriga (2015) notes that communication is mentioned more frequently than any other single item that promotes successful strategy implementation in any organization or institution in the world since ancient times. Communication includes explaining what new responsibilities, tasks, and duties need to be performed by the employees in order to implement the strategy. It answers the why behind the changed job activities, and explains the reasons why the new strategic decision was made. She also quotes Rapert and Wren (1998) who find that organizations where employees have easy access to management through open and supportive communication channels outperform those with more restrictive communication environments. This should be adopted by all the university managements across the country for an effective success of the said strategy.

Aten and Howard-Grenville (2012) argue that, just like any trade blocks succeed out of communication, effective communication is a fundamental requirement for any effective strategy implementation in institutions of learning too. Organizational communication plays an important role in training, knowledge acquisition and applied learning during the process of implementation. In fact,

communication is vital in every aspect of strategy implementation, as it relates in to the organizational context, organizing processes and the implementation objectives.

Nielsen (1983) contends that firms must achieve consensus both within and outside the organization in order to successfully implement business strategies. The agreement among top, middle and operating level managers will result to successful implementation of the strategy. If there is no understanding among them, it may create obstacles to successful strategy implementation. This therefore can be achieved when there is a proper link between the three levels of management via proper communication channels.

While studying the reasons as to why the said 2010-2014 proposed Makerere university development strategy failure, Mapetere (2012) identified lack of communication among the strategy makers and staff and management of the university. This can either be lack of communication or poor communication. Schaap (2006) as cited in Mbaka & Mugambi (2014) also in his research findings in the Casino Industry found out that failure to communicate the vision and strategic objectives to employee's means that the strategy makers are not giving information for everybody to understand what they are supposed to do with it. New objectives are outlined but not communicated throughout the organization as to how the new objectives should look and what steps are supposed to be taken. Poor communication among team members is responsible for poor decisions in implementations. Expectations and opinions are not shared openly, thoroughly and effectively.

Jooste and Fourie (2009) argued that there are many organizations which have various strategies but due to lack of commitments of the policy makers and lack of strategic leadership these strategies do not generate the fruitful results. One way via which leadership for example failed in the multinational organization offering education in Africa is via poor channels of communication, poor messages development and poor systems through the messages are fused in. The other reasons behind the failure of strategy are lack of interest and efficient leadership to implement. Mapeter et al (2012) stated that the reasons which cause failure of the strategies and despite having the best strategies, they could not bring forth results in Zimbabwe was only on account of negative leadership behavior which shows the strategy executive people were not liable, they were less committed to the strategy. Lack of creative strategic vision in the organization they could not motivate and boot up morals of staff to obtain the determined objectives, communication among the middle level management and high level management in organization remained very low. Therefore, just like in other areas noted by the various scholars, leadership has a role of coming up with a strategic communication model that aims at reaching everyone in the JKUAT Mombasa for successful strategy implementation.

This should be embraced because studies in upcoming universities like Eldoret University, Bondo University, and South Eastern Kenya University have shown that there is a lack in communication from the management and strategy implementers. For example, in her study 'Factors influencing strategic plan implementation in the newly established public universities in Kenya,' Nyakeriga (2015) argues that, in South Eastern Kenya University, there is lack of communication between the strategy formulators and the employees. Employees are not well informed about the strategies and the various tasks they are supposed to perform. In certain cases, the employees are not even aware of the vision and the mission of their organizations. This has been blamed just like in almost all the universities in Kenya to be a reason as to why strategies fail to be implemented effectively.

2.3.3. The Influence of Strategic Direction in Strategy Implementation

According to Robbins, Judge and Campbell (2010) one of the major activities that should be performed by management/a strategic leader in strategy success is determining strategic direction. According to them, the top management team must develop a clear vision for the organization. The development, articulation and communication of an exciting vision are critical tasks of the strategic leadership of the organization. They need to "paint a picture" of where the organization will be in 5-10 years and get staff to buy into and commit to this future. The vision will seek to push and stretch employees beyond their current expectations. The vision serves as a destination for the organization and therefore as a guide for strategy formulation and implementation. In addition, the vision propounded by the senior management team should outline the core values and ideology that the organization intends to "live by". If it is to have any impact, the vision must be communicated and reinforced throughout the organization and over time. For example, Mullane (2002) cited by Dauber, Fin and Yolles (2012), discusses the need to translate the generalities of the vision into measurables – or specific targets – with commitment from all management levels and areas of the business.

While studying the A Configuration Model of Organizational Culture in 5 universities in Pakistani and Finland, Dauber, Fink and Yolles (2012) focused on exploiting and maintaining core competencies as some essential directional role that should be focused on by the strategic manager. According to them, core competences can be described as the resources and capabilities of a firm that serve as a source of competitive advantage over its rivals; they are those things the firm has or does that allow it to set itself apart from competitors. Senior management must ensure that the firm's core competences are maintained, invested in and developed over time to ensure they remain relevant. Relatedly, senior management need to ensure the firm's competences are part of the building blocks of the competitive strategy of the firm and that they are leveraged effectively in implementing that strategy. The direction on how they should be identified, obtained and maintained should come from the management.

In his study in firms in Europe in mid-2005, Thompson et al (2007) would additionally suggest that senior management need to put constructive pressure on the organization to continually improve performance as a major directive for strategy success. In his reasoning, he argues that this directional achievements can be accomplished by: Nurturing a results-oriented work climate, Promoting an enabling culture, Setting stretch objectives and expectations, Promoting the use of tools such as benchmarking, business process reengineering, TQM, and Six Sigma, Emphasizing Ethical Practices etc.

Strengthening on ethical direction role as provided by the strategic leader as one deliverable that is needed for strategy success is the report by the Global Business and Management Research (2012). According to the report, the effectiveness of the implementation of a firm's strategies improves when based on strong ethical foundations and in a culture that promotes ethical behaviours. In the absence of such an ethical culture staff and management may act opportunistically, taking advantage of their positions to benefit themselves. To create and ensure a strong ethical ethos in the organization, senior management must themselves set an excellent ethical example. They must also build a compliance and enforcement process around ethical behaviour.

In another relevant example, Pirayeh, Mahdavi and Nematpour (2011) did a Study of Organizational Culture Influence (Based on Denison's Model) on Effectiveness of Human Resources in Karun Oil & Gas Production Company in Australian argued that the management should be in the fore front of identifying a strategic vision, mission, objectives, come up with specific communication codes and above all define specific codes of ethics. In the same note, CEOs like the campus directors or Vice chancellors in our universities should develop and communicate a code of ethics, provide ethics directional training to employees, form an ethics committee to give guidance on ethics matters, openly encourage employees to report possible infractions and many more.

Global Business and Management Research (2012) shows that taking ethical issues seriously can lead to: Increased motivation of employees, attracting higher caliber talent, bringing the sense of belongingness, ensuring personal differences taken into account and many more that lead to eventual success of institutional strategies. Mullane (2002) adds that, enhanced reputation in the marketplace, or customer and supplier goodwill.

Ng'ethe (2013) did a research on Determinants of Academic Staff Retention in Public Universities in Kenya and strongly emphasized that one major direction that should be given by the strategic leader in universities today is creating strategic plans. The senior management team like the VC, DVCs and campuses principals in universities must come together to review, discuss, challenge, and finally agree on the strategic direction and key components of the plan. Without genuine commitment from the senior team, successful implementation is unlikely.

According to Messah (2014), strategic group members in their direction development must challenge themselves to be clear in their purpose and intent, and to push for consistent operational definitions/direction that each member of the team agrees to. This prevents differing perceptions or turf-driven viewpoints later on. A carefully chosen, neutral facilitator can be essential in helping the team to overcome process, group dynamics, and interpersonal issues.

Nyakeriga (2015) adds that, a common way to begin is to review the organization's current state and future possibilities using a SWOT (strength, weakness, opportunity, and threat) analysis as the basis direction for strategy vision development etc. This involves identifying strengths and core capabilities in products, resources, people, and customers and gives them direction on what should be done for strategy success in newly established universities like Eldoret University for example.

According to Wasike (2010), top management in Kenyan public universities (VCs, DVCs, Principals, Deans, HODs and many more) is for example largely responsible for the determination of organization structure direction (e.g., information flow, decision-making processes, and job assignments). Management must also recognize the existing organization culture and learn to work within or change its parameters. Top management is also responsible for the design and control of the organization's reward and incentive systems, as a direction for strategy implementation. This is an idea that is almost true with all the universities in the country, a fact that this research intends to find out.

2.4. Empirical Review

This section gives a summary of the literature as done by other scholars in the world and across the country.

2.4.1. Perspectives to Strategy Implementation in Organizations

Burkus (2014) in his study, 'the myths of creativity' argues that strategic management is often divided into two phases: strategy planning/design and strategy implementation. The role of implementation is to guarantee that the – often abstract – strategic plans designed by the strategic apex of an organization become manifested in to everyday work. Without adequate attention and resources for implementation by the top managers, there is thus an obvious danger that the new strategy never reaches the operational core of the organization.

Deiser (2011) argues that, this is important since there are numerous examples of cases where carefully planned strategies have failed because of a lack of appropriate implementation. Therefore, the strategy planning process should always involve concrete means for the implementation as well. From this perspective, strategy planning and implementation are, in fact, not phases but continuum of strategic management.

Beer and Eisenstat (2000) cited by Denti and Hemlin (2012) argue that Strategy implementation always consumes organization's financial and human resources. In addition, successful strategy implementation quite often requires important changes in, for instance, organizational structures, management and Human Resource Management practices, as well as in values and organizational culture. Moreover, it is very difficult, perhaps even impossible; to implement a strategy that the operational core of an organization is able to understand as such. Therefore, a strategy should not be too abstract; when designing the new strategy, members of strategic apex should try to use the same concepts and similar kind of thinking as those in operational core do, as well as try to look the strategy from their perspective. As a consequence, it should be possible for the members of operational core to interpret the strategic aims in right ways (Mantere *et al.* 2003).

From previous studies, the bigger the organization the further the strategic apex is from the operational core. In large and hierarchical organizations, it is usually more difficult to implement strategy; the strategic message might thus just stop to some level in the middle

line and therefore never reach the bottom of the pyramid'. Moreover, in the worst-case scenario, it might take a long time before the upper management of the organization even realizes this. Even in smaller and less hierarchical organizations like Jomo Kenyatta University, there usually is a middle line – at least one layer of middle managers – between the strategic apex and the operational core. It is these middle lines, and the middle managers in particular, that are in most cases responsible for transmitting strategic messages forward inside organizations (Aaltonen & Ikävalko, 2002).

According to Hitt, Miller and Colella (2009) while the CEO of a company or the sector of a university might, for instance, organize a briefing for the employees concerning a new strategy, at the end, those responsible for making sure that the strategy is actually followed in the everyday work of the organization are the middle managers. Without middle managers there would be a gap between the strategic apex and the operational core, and it would be more or less impossible to implement strategies.

In their work, Näsi and Mantere (2002) as cited by Northouse (2010) divide strategy implementation into four dimensions: organization, communication, motivation and monitoring. These four dimensions need strict and up to date leadership process. For example, while the general instructions for carrying out these tasks might come from the upper management of an organization like a campus director, it is the middle managers and immediate superiors who are responsible for executing those. It is thus their job to communicate the strategy, organize the work according to the strategy, motivate their subordinates to follow the strategy, and finally keep watch that the strategy actually materializes in the everyday work.

In his argument, Wasike (2010) shows that, the above signals the need for balancing strategic planning with implementation based strategies and studies. Strategy implementation is connected with organizational change. All organizations resist change and try to maintain status quo, sometimes even if it yields unsatisfactory results. Resistances to change are a multifaceted phenomenon which introduces delays, additional costs and instabilities into the process of introducing change.

Also, inappropriate systems utilized during the process of operationalization, institutionalization and control of the strategy are often sources of challenges during strategy plan implementation. The process of institutionalization relies heavily on the organization configuration that consists of the structures, processes, relationships and boundaries through which the organization operates (Johnson & Scholes, 2003). The relationship consists of interactions, influence, communication and power dynamics, among other elements that occur in a systematic or a structured manner.

Poor Strategy plan implementation are also found in sources external to the organization, the challenges will emanate due to changes in the macro-environment context, namely Economic, Politico-Legal, Social, Technological and Environmental. Efforts to implement the strategy can be greatly impaired by challenges arising from the industry forces that include powerful buyers, powerful supplies and stiff rivalry from the competitors. Changes in the degree of integration of major competitors, industry's vulnerability to new or substitute products, changes in magnitude of the barriers of entry, number and concentration of suppliers, nature of the industry's customer base and the industry's average percentage utilization of production capacity are likely to impact on implementation (Wasike, 2010).

2.5. Summary of Literature Review

According to various literatures in existence from various scholars, strategy implementation has greatly evolved since the 1980s and later on the issue of strategic planning and management has been borrowed by almost every firm/organization in the world. The study has established that in Philippines, China, SA, Uganda and many more have had organizations keenly focus on the implementation of strategies as determined by the strategic manager/leader. The study has focused on the theoretical frame work underpinning strategic leadership in strategy implementation, perspectives to strategy implementation in organizations, organizational culture, human resource development, strategic communication, and, finally strategic direction's influence in strategy implementation. A conceptual framework has been included to give a summary of independent variables, dependent variable and finally the intervening variables have been included

2.6. Research Gap

Multinational, continental and national organizations across the globe are in continual strategic realignment to dynamic and turbulent environments they operate in. A number of factors determine the direction of achievement of strategy implementation. Due to this, a number of scholars have done a number of studies. For example: Ongong'a (2014) did a study on the role of leadership in strategic planning and management as a factor influencing strategy implementation, organizational culture, technology, employees' training among others, Mapetere (2012) in his journal did a study on Strategic Role of Leadership in Strategy Implementation in Zimbabwe's State Owned Enterprises, Fourie (2011) did a study on the role of strategic leadership in effective strategy implementation: Perceptions of South African strategic leaders in Public Universities, Nyakeriga (2015) did a study on Factors Influencing Strategic Plan Implementation In The Newly Established Public Universities In Kenya, Messah (2014) did a study on the Factors Affecting the Implementation of Strategic Plans in Government Tertiary Institutions: A Survey of Selected Technical Training Institutes etc. From the studies done by these scholars, it is evident that little research has touched on the role of the strategic leader in strategy implementation more specifically in the newly established satellite campuses of public universities in the country like Jomo Kenyatta university; a gap that is to be filled by this research.

3. Research Methodology

3.1. Introduction

This chapter presents in a sequential flow the plan of activities that were undertaken by the researcher to accomplish the study. The chapter was sectioned into; research design, population of the study, sample design, data collection, data analysis and ethical consideration.

3.2. Research Design

The study adopted a descriptive research design. Berg (1998) states that descriptive research is concerned with finding out who, what, where and how of a phenomenon which is the concern of the study. The purpose of descriptive research is to describe, document aspects of a situation as it naturally occurs (Kothari, 2004). The researcher used descriptive design because it describes the state of affairs as it exists; no attempt is made to change the behavior or conditions, one measure things as they were. The purpose of using descriptive research was because it seeks to obtain information that describes exiting phenomena by asking individuals about the implementation of strategies.

3.3. Target Population of the Study

The target population for this study consisted of mainly the principals, directors, dean of students, and chairmen of departments. These categories of the population made part of the university management and are constantly involved in policy implementation.

Category	Population	Sample Size
Principals	13	11
Directors	20	16
Dean of students	20	16
Chairmen of departments	45	36
Total	98	79

Table 1: Target Population
Source: JKUAT Main Campus (2015).

3.4 Sample size and Sampling Technique

The study used purposive sampling. According to Mugenda and Mugenda (1999) a smaller group is obtained from the accessible population. The exact sample size consisted of university management. From the target group a representative sample size was obtained by applying the formula $n = N / [1 + N(e)^2]$

Where: n is the sample size; N is the target population and e is the precision level (0.05) also known as (5%) (Glenn, 2012)

$$n = N / (1 + N e^2)$$

$$n = 98 / (1 + 98 * 0.05^2) = 79$$

3.5. Data Collection Instrument

Primary data were collected using structured questionnaires consisting of both closed and open-ended questions. Orodho (2004) defines a questionnaire as an instrument used to gather data, which allows a measurement for or against a particular viewpoint. He emphasizes that a questionnaire has the ability to collect a large amount of information in a reasonably quick space of time. The questionnaire was administered through 'drop and pick later method' a variation of the mailed questionnaire. The questionnaire was divided into two parts, Part A and Part B. Part A is meant to capture the background information while Part B intended to capture data relevant to the objectives of this study.

3.6. Data Collection Procedure

A questionnaire was used since it was the best tool for this study that aims at investigating the role of strategic leadership in strategy implementation in public universities with specific focus on JKUAT Main campus. The questionnaire was prepared on the basis of a review of literature on in Kenya and the rest of the world. Data collection tools were piloted and suggestions made before finalizing the questionnaire.

The study utilized a self-administered questionnaire and equally referred to the existing secondary data. The researcher got a permit from the graduate school and ministry of science and technology. Necessary prior appointments were made and the researcher emphasized that the information given was specifically for the study and it would be private and confidential and that names were not necessary.

3.7. Validity and Reliability of Research Instruments

Validity is a measure of how well a test measures what it is supposed to measure. It is the degree to which results obtained actually represent the phenomenon under investigation (Kombo, 2012). Reliability is the measure of the degree to which a research instrument yields consistent results after a repeated trial (Mugenda & Mugenda, 2003).

3.7.1. Validity of the Research Instrument

Oppenheim (1992) refers to validity as the quality that a procedure or instrument or a tool used in research is accurate, correct, true and meaningful. The research used content validity as a measure of the degree to which the data collected using the questionnaire represents the objectives of the study. The instrument was verified by the supervisor and other two senior lecturers in the JKUAT, Main campus. Also, fellow colleagues who have passed through the same programme previously verified the instrument.

3.7.2. Reliability of the Research Instrument

Mugenda (2003) says that reliability is concerned with estimates of the degree to which a research instrument yields consistent results after repeated trials. The instruments were piloted in 10 respondents and the procedure repeated in two weeks. Reliability was determined by a test-retest administered to 10 subjects not included in the sample. Input from invaluable sources were obtained during the study that is useful in modifying the questionnaire before a final set of questions was produced. By use of Cronbach's formula, an alpha value of greater than 0.7 was acceptable.

3.8. Data Analysis

Quantitative data obtained from the open ended questions was sorted out and later was coded to facilitate quantitative analysis. The coded data was analyzed by use of descriptive statistics comprising of frequency tables. Data analysis was done by use of SPSS version 20.0. The research questions were tested with use of multiple regression formula presented bellow

$$Y = \beta_0 + B_1X_1 + B_2X_2 + B_3X_3 + e$$

Where;

Y = Strategic Leadership

β_0 = Constant

X1 = organization culture

X2 = Strategic communication

X3 = Strategic direction

e = error term.

4. Research Findings and Discussion

4.1. Introduction

This chapter presents analysis of the data on the role of strategic implementation in public universities in Kenya- a case study of JKUAT main campus, Kenya. The chapter also provides the major findings and results of the study and discusses those findings and results against the literature reviewed and study objectives. The data is mainly presented in frequency tables, means and standard deviation.

4.2. Response Rate

The study targeted 79 employees of Jomo Kenyatta University of Agriculture and Technology, main campus in Kiambu County, Kenya. From the study, 62 out of the 79 sample respondents filled-in and returned the questionnaires making a response rate of 78.5% as per Table 2 below.

	Frequency	Percentage
Respondent	62	78.5
Non-respondent	17	21.5
Total	79	100

Table 2: Questionnaire Return Rate

According to Mugenda and Mugenda (2003) a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent; therefore, this response rate was adequate for analysis and reporting.

4.2.1. Data Validity

The researcher asked experts, three academicians, to assess the scales' content validity. Accordingly, the researcher made changes on the first draft in terms of eliminating, adding or rewording some of the items included in that draft.

4.2.2. Reliability Analysis

Prior to the actual study, the researcher carried out a pilot study to pre-test the validity and reliability of data collected using the questionnaire. The pilot study allowed for pre-testing of the research instrument. The results on reliability of the research instruments are presented in Table 3 below.

Scale	Cronbach's Alpha	Number of Items
Organizational Culture	0.764	6
Strategic Communication	0.709	5
Strategic Direction	0.723	5

Table 3: Reliability Coefficients

The overall Cronbach's alpha for the three categories which is 0.712. The findings of the pilot study show that all the four scales were reliable as their reliability values exceeded the prescribed threshold of 0.7 (Mugenda and Mugenda, 2003).

4.3. Background Information

The background information was gathered based on the gender, age, highest level of education and working experience.

4.3.1. Gender

The study sought to establish the gender of respondents. The study results showed that 72.6% were male and 27.4% were female with a mean score of 1.27 and a standard deviation of 0.450 as shown in Figure 2 below. This shows that the majority of respondents were males.

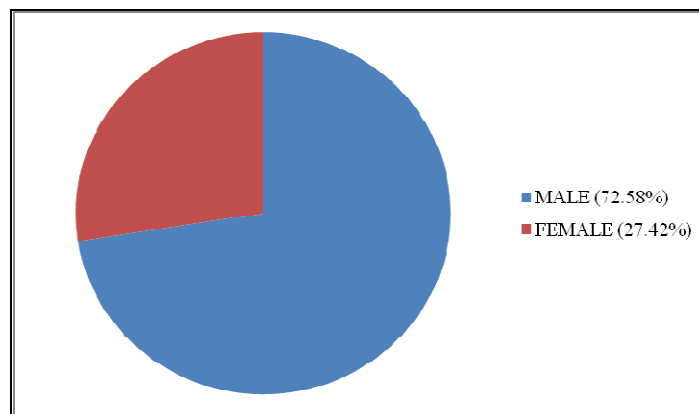


Figure 2: Genders of Respondents

4.3.2. Age

The study sought to establish the ages of respondents. The study results revealed that respondents between the ages of 18-30 years were 22.6%, between 31-40 years were 25.8%, between 41-50 years were 25.8%, between 51-60 years were 19.4% and respondents over 61 years were 6.5% with a mean score of 2.61 and a standard deviation of 1.219 as shown in Figure 3 below. This shows that the majority of the respondents were those who were between 31-40 years and between 41-50 Years.

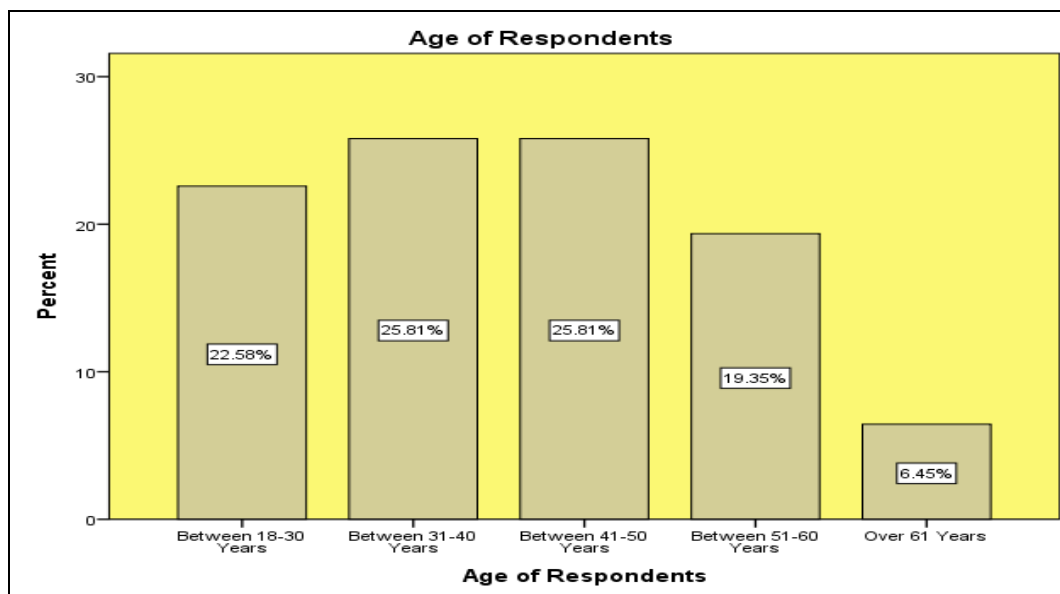


Figure 3: Ages of Respondents

4.3.3. Highest Level of Education

The study sought to determine the highest level of education of respondents. The study results revealed that, respondents that have a bachelor's degree were 50%, master's degree were 29% and those with PhD were 21% with a mean score of 3.71 and standard deviation of 0.797 as shown in Figure 4 below.

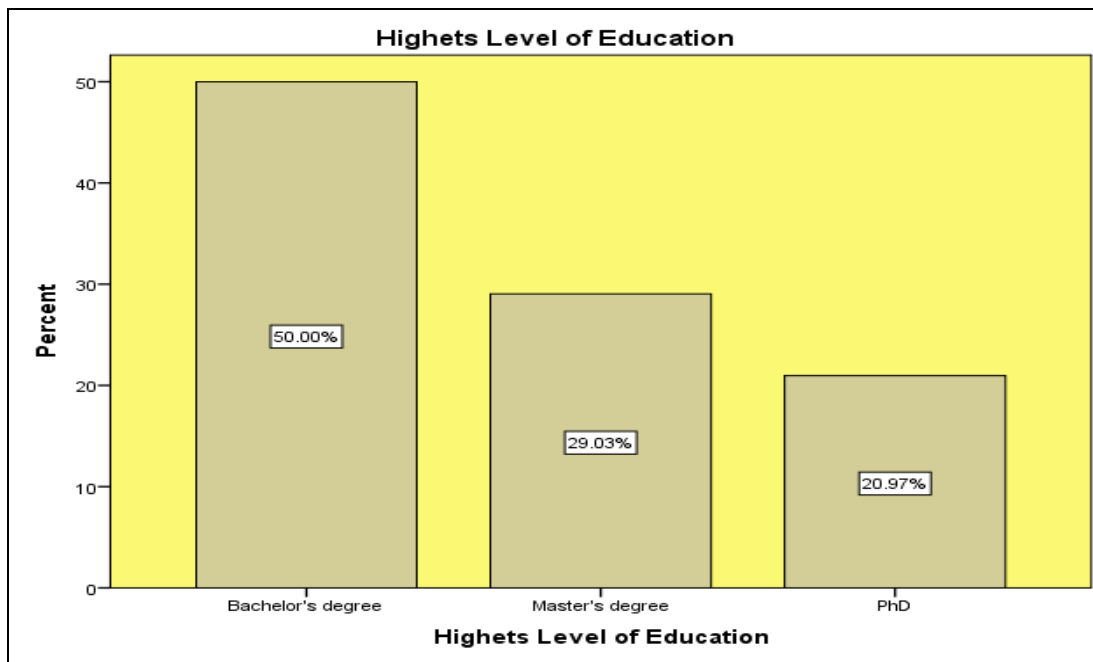


Figure 4: Highest Level of Education

4.3.4. Working Experience

The study sought to establish the working experience of the respondents. The study results showed that respondents who have worked for less than 1 year were 8.1%, between 1-2 years were 27.4%, between 2-4 years were 22.6%, between 5 years and above were 30.6% and part time were 11.3% with a mean score of 3.10 and a standard deviation of 1.169 as shown in Figure 5 below.

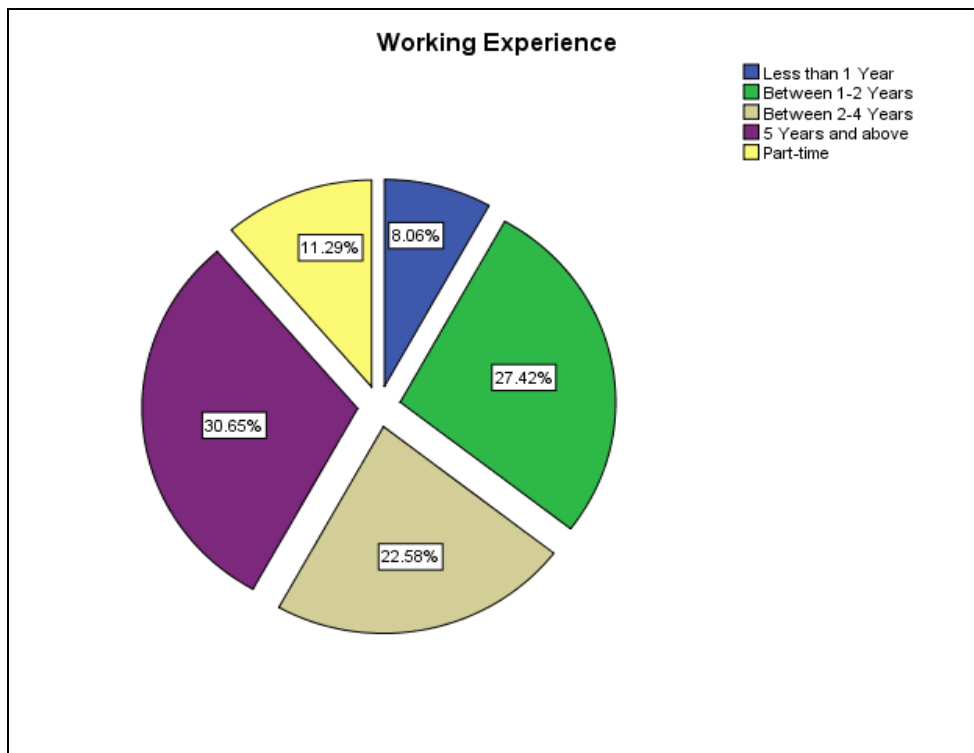


Figure 5: Working Experience

4.4. Analysis of Objectives

In the research analysis the researcher used a tool rating scale of 5 to 1; where 5 was the highest and 1 the lowest. Opinions given by the respondents were rated as follows, 5 = Strongly Agree, 4 = Agree, 3 = Weakly Agree, 2 = Disagree and 1= Strongly Disagree. The analysis for mean and standard deviation were based on this rating scale.

4.4.1. Organizational Culture

The study sought out to establish the influence of organizational culture in the strategy implementation at JKUAT main campus. The study results showed that 64.5% of the respondents answered Yes, 14.5% answered there are not sure whereas 2% answered No with a mean score of 1.56 with standard deviation of 0.822 as shown in the Figure 6 below.

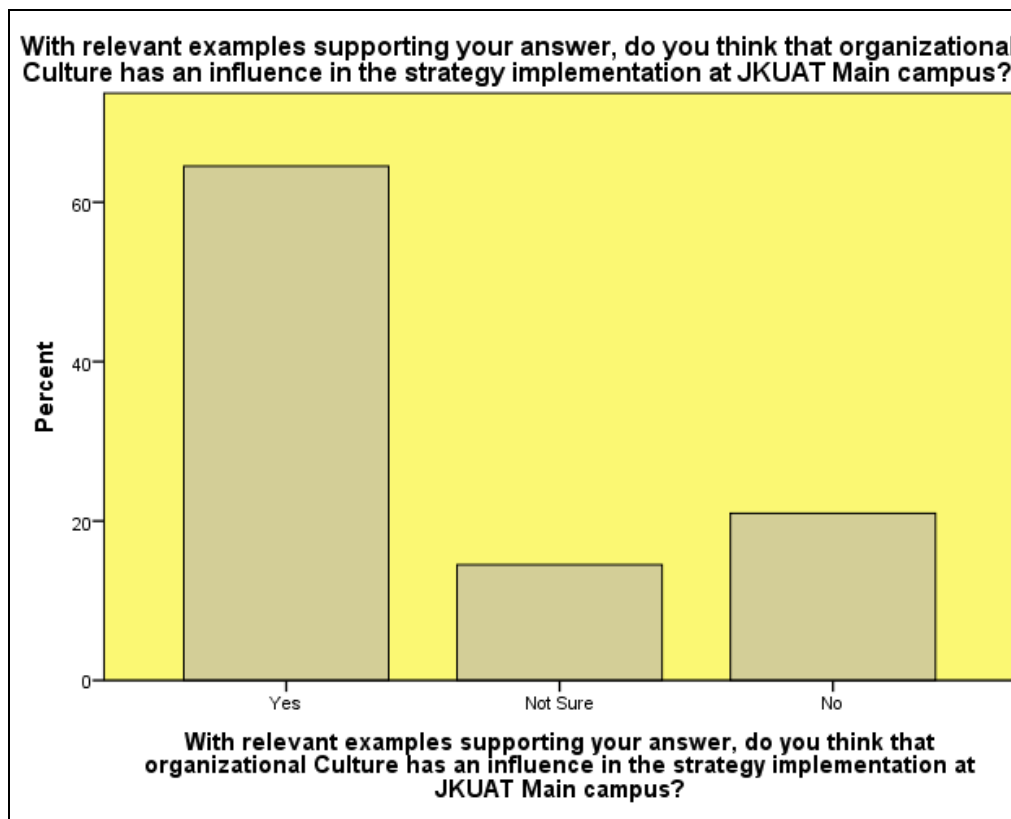


Figure 6: Organizational culture supports strategy implementation

The study sought to establish whether JKUAT strategic leadership is doing enough in enhancing organization culture at the campus. The study results revealed that 71% agreed Yes that strategic leadership is doing enough in enhancing organization culture while 29% answered No with a mean score of 1.29 and a standard deviation of 0.458 as shown in Figure 7 below.

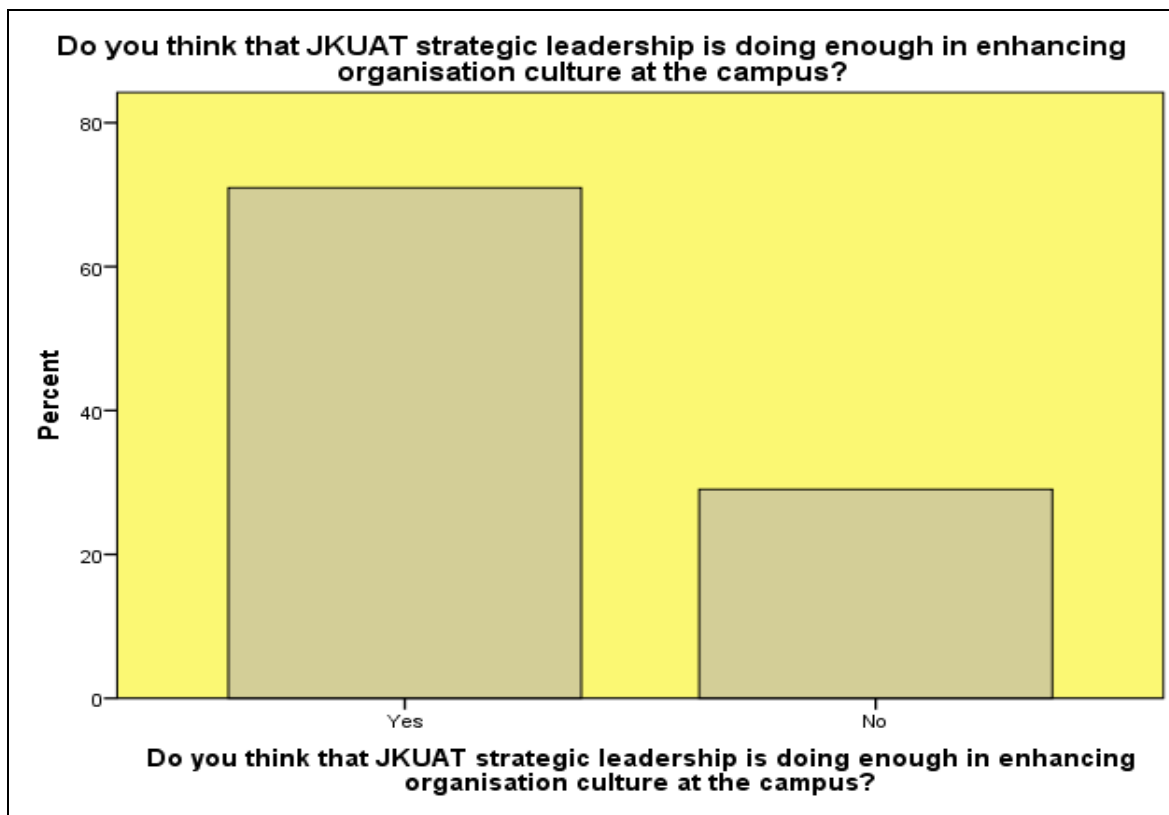


Figure 7: Strategic Leadership is enhancing organization culture

Descriptive Statistics			
	N	Mean	Std. Deviation
JKUAT strategic leaders have embraced adaptability culture effectively	62	3.81	1.291
Bureaucratic culture has been positively favoured for strategy implementation	62	2.69	1.182
The mission culture has been clearly developed and fostered by leadership	62	3.50	1.238
Entrepreneurial Culture is core in the strategic leadership's operations	62	4.06	1.213
Valid N (listwise)	62		

Table 4: Organization Culture

The first objective of the study was to establish the influence of organization culture on strategy implementation at JKUAT main campus. Respondents were required to respond to set questions related to organizational culture and give their opinions. The opinion statement that JKUAT strategic leaders have embraced adaptability culture effectively had a mean score of 3.81 with a standard deviation of 1.291. The opinion statement that bureaucratic culture has been positively favored for strategy implementation had a mean score of 2.69 with a standard deviation of 1.182. The opinion statement that the mission culture has been clearly developed and fostered by leadership had a mean score of 3.50 with a standard deviation of 1.238. The opinion statement that entrepreneurial culture is core in the strategic leadership’s operations had a mean score of 4.06 with a standard deviation of 1.213 signifying a high level of agreement, (Ahmadi, Salmzadeh, Daraei & Akbari, 2012), agree with this statement that entrepreneurship is the nerve centre of strategic leadership in any organization.

4.4.2. Strategic Communication

The second objective of the study was to establish the influence of strategic communication on strategy implementation at JKUAT main campus. Respondents were required to respond to set questions related to strategic communication and give their opinions. The study sought to establish whether respondents think that strategy implementation at JKUAT is influenced by strategic communication. The results of the study showed that 77.4% of the respondents agreed that strategic communication is influences strategic implementation as shown in Figure 8.

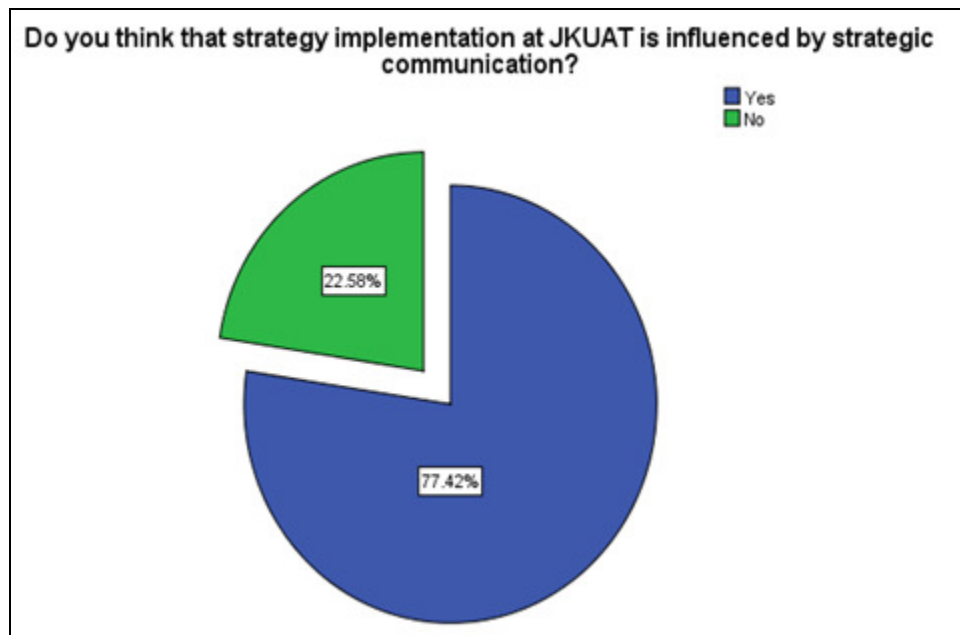


Figure 8: Strategic communication

Descriptive Statistics			
	N	Mean	Std. Deviation
JKUAT leadership encourages open communication for strategy success	62	3.87	1.324
Leadership has ensured supportive communication for strategy success	62	3.42	1.287
Restrictive communication has been an issue with management lately	62	3.29	1.206
Communication channels have an influence in strategy implementation	62	3.94	1.291
Valid N (listwise)	62		

Table 5: Strategic Communication

The opinion statement that JKUAT leadership encourages open communication for strategy success had a mean score of 3.87 with a standard deviation of 1.324. The opinion statement that leadership has ensured supportive communication for strategy success had a mean score of 3.42 and a standard deviation of 1.287. The opinion statement that restrictive communication has been an issue with management lately had a mean score of 3.29 with a standard deviation of 1.206. The opinion statement that communication channels have an influence in strategy implementation had a mean score of 3.94 with a standard deviation of 0.891 signifying a high level of agreement. Argenti, (2015) argues that strategic communication builds stronger links between the “what” and the “how” of content being communicated to stakeholders.

4.4.3. Strategic Direction

The third objective of the study was to establish the influence of strategic direction on strategy implementation at JKUAT main campus. Respondents were required to respond to set questions related to strategic direction and give their opinions. The opinion statement that do you support the idea that strategic direction provided by management has an influence in strategy implementation, 77.4% answered Yes and 22.6% answered No with a mean score of 1.23 with a standard deviation of 0.424 as shown in Figure 9 below.

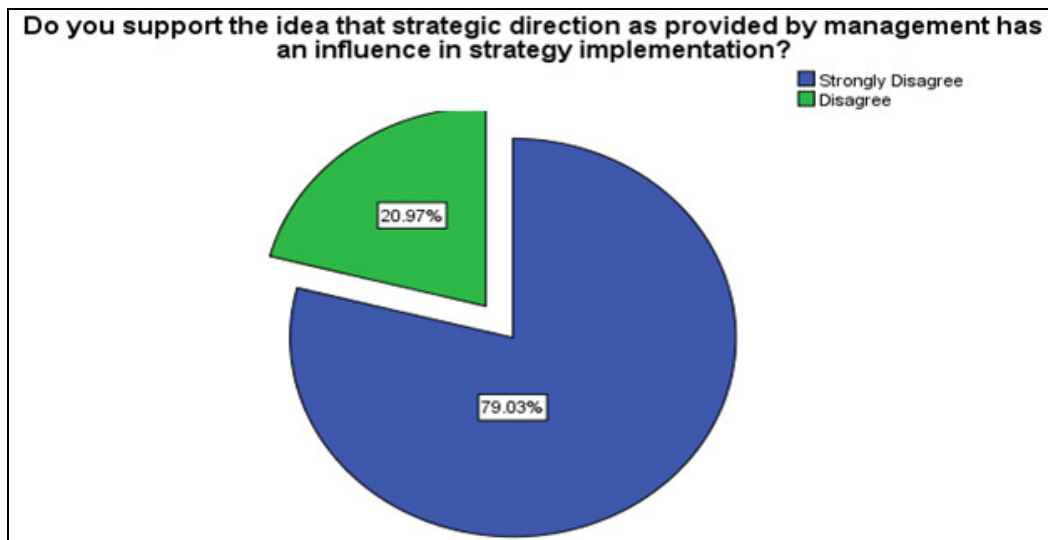


Figure 9: Strategic Direction

Descriptive Statistics			
	N	Mean	Std. Deviation
Leadership is effective in strategic vision development for strategy success	62	3.74	1.214
Leadership has a well mission statement for strategy success	62	3.06	1.279
The JKUAT vision is properly communicated for strategy success	62	3.92	1.232
Objectives and expectations have been well elaborated by strategic leader	62	3.29	1.272
Valid N (listwise)	62		

Table 6: Strategic Direction

The opinion statement leadership is effective in strategic vision development for strategy success had a mean score of 3.74 with a standard deviation of 1.214. The opinion statement that leadership has a well mission statement for strategy success had a mean score of 3.06 with a standard deviation of 1.279. The opinion statement that the JKUAT vision is properly communicated for strategy success had a mean score of 3.92 with a standard deviation of 1.232 and the opinion statement that objectives and expectations have been well elaborated by strategic leaders had a mean score of 3.29 with a standard deviation of 1.272.

4.5. Regression Analysis

The correlation analysis Table 7 shows the relationship between the independent variables, organizational culture, organization communication and organization direction the dependent variable the role of strategic leadership on strategic implementation. The analysis indicates the coefficient of correlation, r equal to 0.573, 0.252 and 0.311 for organization culture, organization communication and organization direction. This indicates positive relationship between the independent variables, organization culture, strategic communication and strategic direction and the dependent variable the role of leadership on strategic implementation.

Coefficients ^a									
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	2.715	.497		5.465	.000			
	Organizational Culture	.083	.019	.527	4.438	.000	.573	.504	.472
	Strategic Communication	.001	.027	.004	.031	.003	.252	.004	.003
	Strategic Direction	.034	.030	.133	1.146	.000	.311	.149	.122

a. Dependent Variable: Strategic Implementation

Table 7: Multiple Regression Analysis

The regression equation was:

$$Y = 2.715 + 0.083X_1 + 0.001X_2 + 0.034X_3$$

Where

Y: the dependent variable (strategic implementation).

X₁: Organization Culture

X₂: Strategic Communication

X₃: Strategic Direction

The regression equation above has established that taking all factors into account (Strategic Implementation as a result of organization culture, strategic communication and strategic direction) constant at zero strategic implementation among employees of JKUAT will be 2.715. The findings presented also shows that taking all other independent variables at zero, a unit increase in organization culture will lead to a 0.083 increase in the scores of strategic implementation among employees of JKUAT; a unit increase in strategic communication will lead to a 0.001 increase in strategic implementation among employees of JKUAT, a unit increase in strategic direction will lead to a 0.034 increase in the scores of strategic direction among employees of JKUAT. This therefore implies that all the three variables have a positive relationship with strategic implementation with organization culture contributing most to the dependent variable.

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.587 ^a	.344	.311	.39618	.344	10.159	3	58	.000

a. Predictors: (Constant), Strategic Direction, Strategic Communication, Organizational Culture

Table 8: Regression Analysis Summary

Table 8 above indicates an overall P-value of 0.001 which is less than 0.05 (5%).

This shows that the overall regression model is significant at the calculated 95% level of significance. It further implies that the studied independent variables namely organization culture, strategic communication and strategic direction have significant effect on strategic implementation in JKUAT. Table 8 shows the regression model summary indicating the coefficient of determination R Square as 0.344. This means that 34.4% of the relationship is explained by the identified three factors namely organization culture, strategic communication and strategic direction. The rest 65.6% is explained by other factors not studied in this research.

In summary the three factors studied namely, organization culture, strategic communication and strategic direction or determine 34.4% of the relationship while the rest 65.6% is explained or determined by other factors.

4.6. Analysis of Variance (ANOVA)

The study used ANOVA to establish the significance of the regression model. In testing the significance level, the statistical significance was considered significant if the p-value was less or equal to 0.05. The significance of the regression model is as per Table 9 below with P-value of 0.00 which is less than 0.05. This indicates that the regression model is statistically significant in predicting role of leadership in strategic implementation.

Basing the confidence level at 95% the analysis indicates high reliability of the results obtained. The overall Anova results indicates that the model was significant at $F = 10.159$, $p = 0.000$.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.784	3	1.595	10.159	.000 ^b
	Residual	9.103	58	.157		
	Total	13.887	61			

a. Dependent Variable: Strategic Implementation

b. Predictors: (Constant), Strategic Direction, Strategic Communication, Organizational Culture

Table 9: Analysis of Variance (ANOVA)

5. Summary of the Findings, Conclusions and Recommendations

5.1. Introduction

The chapter provides the summary of the findings from chapter four, and it also gives the conclusions and recommendations of the study based on the objectives of the study. The chapter finally presents the limitations of the study and suggestions for further studies and research.

5.2. Summary of the Findings

The objective of this study was to examine the effects the role of strategic leadership on strategy implementation in public universities in Kenya a case study of JKUAT main campus. The study was conducted on the 62 employees out of 79 employees that constituted the sample size. To collect data, the researcher used a structured questionnaire that was personally administered to the respondents. The questionnaire constituted 20 items. The respondents were the employees of JKUAT. In this study, data was analyzed using frequencies, mean scores, standard deviations, percentage, Correlation and Regression analysis.

From the study, majority of the respondents were males of the ages between 31-50 years. On education level the majorities of respondents hold a bachelor's degree and have worked for 5 years and above. Organizational culture has a great influence on strategy implementation. Majority of respondents think that strategic leadership has done enough in enhancing organizational culture.

Entrepreneurial culture is core in strategic leadership's operations. The analysis indicates that the coefficient of correlation, r equal to 0.573, 0.252 and 0.311 for organ. The coefficient of determination was 34.4%.

5.3. Conclusion

From the research findings, the study concluded all the independent variables studied have significant effect on organizational performance as indicated by the strong coefficient of correlation and a p -value which is less than 0.05. The overall effect of the analyzed factors was very high as indicated by the coefficient of determination. The overall P -value of 0.00 which is less than 0.05 (5%) is an indication of relevance of the studied variables, significant at the calculated 95% level of significance. This implies that the studied independent variables namely organization culture, strategic communication and strategic direction have significant effect on role of leadership in strategic implementation at JKUAT main campus.

5.4. Recommendations

The study recommended the following:

1. That organizational culture should be entrenched into the day to day running of the university to increase efficiency and effectiveness and providing solutions to challenges facing it in the shortest time possible.
2. That strategic communication should be translated into policy and implemented within stipulated timelines, (Argenti, 2015)

5.5. Limitations

The respondents took a lot of time in filling in the questionnaires therefore the researcher had to collect the already filled questionnaires to do the analysis because of the time constraints. This made the response rate not to be 100% as expected. The respondents were also not free to give personal information as they considered it of private nature but the researcher assured them the information will be treated confidentially and will be used purely for academic purposes.

5.6. Suggestion for Further Studies

This study focused on the role of strategic leadership on strategy implementation in public universities in Kenya a case study of JKUAT main campus. Since only 34.4% of results was explained by the independent variables in this study, it is recommended that a study be carried out on other factors that affect strategic implementation. The research should also be done in other state corporations and the results compared so as to ascertain whether there is consistency on the role of strategic leadership on strategy implementation.

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Annexure

Questionnaire

I'm a student in JKUAT Mombasa campus, carrying out an academic research project study for the partial fulfillment of the award of the degree of Masters in Business administration. I kindly request you to accurately fill the information requested as per instructions given. The information provided will be held in confidence and will be used for academic purposes only.

Section A:

Background Information

1. Your gender: Male [] Female []
2. Your age bracket (Tick whichever appropriate)
18-30yrs [] 31 - 40 Years [] 41 - 50 years [] 51- 60 years [] Over 61 years []
3. What is your highest education level? (**Tick as applicable**)
Secondary certificate [] Diploma/certificate [] Bachelors' degree [] Master degree [] PhD []
4. Working Experience
a) Less than 1 year () .b) 1-2 years () .c) 2-4 years () .d) 5 years and above () .e) Part-time ()

Section B: Questions as Per the Literature Discussed in the Objectives

I. Item on Organizational Culture.

1. a).With relevant examples supporting your answer, do you think that Organizational Culture has an influence in the strategy implementation at JKUAT Main campus?
Yes () Not Sure () No ()

Examples-----

1. b). Do you think that JKUAT strategic leadership is doing enough in enhancing organization culture at the campus?
Yes () No ()
2. On a likert scale rating indicate the extent to which you agree or disagree with the following statements? Use a scale of 1-5 where

1= strongly disagree; 2 = disagree; 3 =weakly agree; 4 =agree; 5 = strongly agree.

Statement	1	2	3	4	5
JKUAT strategic leaders have embraced adaptability culture effectively.					
Bureaucratic culture has been positively favored for strategy implementation.					
The mission culture has been clearly developed and fostered by leadership.					
Entrepreneurial culture is core in the strategic leadership's operations.					

II. Item on Strategic Communication

6. Do you think that strategy implementation at JKUAT is influenced by Strategic Communication?
Yes () No ()
7. Support your answer in 6 above with any relevant examples.
.....
.....
8. On a likert scale with: (1= strongly disagree; 2 = disagree; 3 =weakly agree; 4 =agree; 5 = strongly agree.), show how you agree or disagree with the following.

Statement	1	2	3	4	5
JKUAT leadership encourages open communication for strategy success.					
Leadership has ensured supportive communication for strategy success.					
Restrictive communication has been an issue with management lately.					
Communication channels have an influence in strategy implementation.					

III. Item on Strategic Direction

9. Do you support the idea that strategic direction as provided by management has an influence in strategy implementation?
Yes () No ().

10. Support your answer in 9 above.

11. Rate the extent to which you agree or disagree with the following statements. Use a scale of 1-5 where, 1= strongly disagree; 2 = disagree; 3 =weakly agree; 4 =agree; 5 = strongly agree.

Statement	1	2	3	4	5
Leadership is effective in strategic vision development for strategy success.					
Leadership has a well mission statement for strategy success.					
The JKUAT vision is properly communicated for strategy success.					
Objectives and expectations have been well elaborated by strategic leaders.					