

## **THE MEDIATING ROLE OF STRATEGY IMPLEMENTATION ON THE RELATIONSHIP BETWEEN INTEGRATIVE LEADERSHIP AND PERFORMANCE OF AIRFIELDS IN KENYA**

<sup>1\*</sup>Saronge Ngala Bonnyventure, <sup>2</sup>Dr. John Cheluget, Ph.D & <sup>3</sup>Dr. Michael Ngala, Ph.D

<sup>1\*</sup>Management and Leadership, School of Management and Leadership, The  
Management University of Africa, Kenya

<sup>2</sup>Lecturer, School of Management and Leadership, Management University of Africa

<sup>3</sup>Lecturer, School of Business and Economics, Cooperative University of Kenya

### **ABSTRACT**

**Background of the Study:** Multi-actor or integrative leadership embraces the leadership skills, traits, behaviors, styles and situational variables, which describes the effectiveness of a leader. Integrative leadership brings together diverse groups and organizations in semi-permanent ways and typically across sector. Currently, the leadership researchers are more interested in developing and testing integrative leadership models which synthesizing the existing literature on leadership effectiveness. However, little has been done on the moderating role of strategy implementation and on the relationship between integrative leadership and organizational performance.

**Objective of the Study:** This study sought to examine the relationship between integrative leadership and organizational performance. The moderating role of strategy implementation on the relationship between integrative leadership and organizational performance.

**Research Methodology:** This study utilized a mixed-method approach by using quantitative and qualitative data. The study also used a cross-sectional survey study. The target population consisted of 60 airfields in Kenya that are licensed by Kenya Airports Authority. Structured questionnaires were used to collect primary and secondary data.

**Results and findings:** The study findings indicated that there is a significant relationship between integrative leadership and the performance of Airfields in Kenya. The results also indicated that there is a significant mediating effect of strategy implementation on the relationship between integrative leadership and the performance of airfields in Kenya. The

mediation effect was established to be partial given that the causal relationship is still significant with the introduction of strategy implementation.

**Recommendations:** The study recommended that the researchers recommend that it is important for the airfields to be pragmatic in their approach when dealing with employees, enhance teamwork and win the hearts of the staff since their actions determine the success in strategy implementation that eventually leads to superior performance.

**Keywords:** *Integrative leadership, Strategy Implementation, Organizational performance and Airfields*

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## 1.1 INTRODUCTION

Leadership is persuasion not domination, and so true leadership only occurs when others willingly adopt the goals of a group as their own (Frohlich & Oppenheimer, 2015). Leaders in all organisations are aware of the need to strategically plan the future of their organisations as well as to partake in the effective implementation of these crafted strategies (Hrebiniak, 2006; Frohlich & Oppenheimer, 2015). Leadership is also a process of influencing activities of an organized group, movement, inspiration, outcomes or change process (Herman & Chiu, 2014; Northouse, 2021). The challenge of strategy implementation is to fulfill the appropriate leadership role of aligning and balancing strategic controls, in terms of both information and behavior. Successful strategic plan implementation requires a large commitment from executives and senior managers.

Successful strategy implementation helps to improve company overall performance and gains its competitive advantages (Wibowo, Astana & Rusdi, 2015). However, a good strategy formulated only serves its purpose if it is successfully implemented (Wibowo *et al.*, 2015). Zaidi, Zawawi and Nordin (2019) argues that for a successful Strategy implementation process, training of employees is important in the strategic action plan for positive employees' performance to be realized. Strategy implementation is effective only when the strategic action plan is clearly defined (Mohamed *et al.*, 2013). A successful strategy implementation is a key for any organization's survival (Rajasekar, 2014). Implementation practices play a major role in controlling and monitoring of strategy by gauging performance against plan, frequently reviewing strategy into action and building an organization culture which should be aligned to the strategy. It is generally acknowledged that strategy implementation and planning are critical in achieving performance (Khademfar & Amiri, 2013).

Various studies have been done in an effort to establish the relationship between strategy implementation and performance. The organization needs trained and motivated managers,

responsive systems and structure to ensure organization optimal performance (Macmillan & Tampoe, 2010). Successful strategy implementation is anchored on leadership skills that, in turn, enable the firm managers to inspire their workforce and create synergy that propel organization to beat competition in the market. Zaribaf and Bayrami (2010) categorize the importance of leadership into three key roles, namely: Managing the strategic process; managing relationships, and managing manager's trainings. However, in this study, the indicators of strategy implementation were; strategy communication, alignment to thinking, strategy management leadership, strategy execution management and the progress reviews

### **Integrative Leadership**

Integrative leadership refers to a shared activity with shared responsibility (Shaikh, Akaraborworn, 2017). Integrative leadership has also been defined as shared and collective leadership, in which the person succeeds by collaborative working with one another (Alban-Metcalf & Alimo-Metcalf, 2010). Crosby and Bryson (2010) views integrative leadership as efforts of bringing together diverse groups and organization in semi-permanent ways and typically across sector boundaries- to remedy complex public problems and achieve the common good. Currently the leadership researchers are more interested in developing and testing integrative leadership models which synthesizing the existing literature on leadership effectiveness (Fernandez, Cho & Perry, 2010).

Several researches have been done integrative leadership and its relationship with workplace outcomes (Fernandez, Cho & Perry, 2010; Morse, 2010; Silvia & McGuire, 2010; Njoroge, Gachunga & Kihoro, 2015). The model and framework include leadership skills, behaviours, styles and traits. Also included are factors such as situational and moderating that together explain the leadership effectiveness. Some scholars look at leadership knowledge for leadership effectiveness and have similarly tested the integrated leadership models with workplace outcomes (Morse, 2010; Silvia & McGuire, 2010; Fernandez, Cho & Perry, 2010; Ismail, Hussain & Rashid, 2011; Njoroge, 2015; Soria, Snyder & Reinhard, 2015).

Metcalf and Metcalf (2010) see integrative leadership as a collective and shared leadership, in which leaders succeed through collaborating with others. Integrative Leadership is a holistic, and responsive approach to leading oneself, others and the organization. Integrative leadership challenges most people to be better leaders in their own lives and in those of others. It proposes a complete paradigm shift in the process and model of transcending a newer style of leadership. Crosby and Bryson (2010) conceptualized integrative leadership as one that brings together

diverse groups in semi-permanent ways and across sector boundaries to resolve complex problems while achieving common good. Fernandez, Cho and Perry (2010) stated that integrative leadership is a combination of certain leadership roles, performed by bringing together the efforts of both employees and managers at varied levels of hierarchy and may include change diversity and integrity. Within the model and framework of integrative leadership one may find leadership skills, styles, behaviors, traits, situational and moderating factors that explain the leadership effectiveness (Fernandez, 2004; Yukl, 2002). Hernandez, Eberly, Avolio and Johnson (2011) argue that integrative leadership must include psychological and behavioral attributes of not only leaders but followers too. Integrative leadership is not only bounded by partnership working but also has greater applicability (Eubanks, Brown & Ybema, 2012).

### **Strategy Implementation**

The top priority of strategy implementation in an organization is developing a responsive internal organization structure, nurturing of the requisite skills and competencies and ensuring that the right people are selected for key positions (Kachaner, King & Stewart, 2016). The strategy is a continuous evolutionary process that involves long-term planning (Kryger, 2018). Strategy implementation is the hardest process in strategic planning because it involves translation of strategy into actual action plan (Zaidi *et al*, 2019). Strategy implementation is tedious and complicated (Kachaner *et al.*, 2016).

A successful implementation will enhance the employees' performance resulting in better company performance (Cândido & Santos, 2015). Strategy implementation can influence companies' performance, including the employees' performance (Gębczyńska, 2016). With good employees' performance, companies will be able to increase company efficiency and productivity (Ahmad, Farrukh & Nazir, 2015). Isik, Unal and Unal (2017) avers that firm's profitability is optimized by the firm size. The level of performance and competitive position of an organization increases when the management implements effective strategies (Awino, 2013; Okwachi, Gakure & Ragui, 2013). Strategy implementation demands for strong administrative and managerial talented skills with foresight to make clear changes and plans during the implementation process (Rajasekar, 2014). The implementation of effective strategies has a substantial impact on the performance of organizations (Spyropoulou, Katsikeas, Skarmeas & Morgan, 2018). For the strategy to be successfully implemented, it has to be identified as measurable, mutually agreed, well understood and concise of appropriate policies to guide the decision making (Spyropoulou *et al.*, 2018). Some of the determinants

likely to influence strategy implementation in this paper include; strategy communication, alignment to thinking, strategy management leadership, strategy execution management and progress reviews.

### **Organizational Performance**

The concept of organizational performance is given a priority in modern-day businesses since all businesses are formed with the aim of making profits (Barend, 2016). Sorooshian, Norzima, Yusuf and Rosnah (2010) argue that the level of performance of a manager is a key aspect of management because all scholars relate the success of any business with the competence of the manager. The intangible assets scorecard, success dimensions, performance pyramids and hierarchies, performance prism, and the balanced scorecard have been developed as these models are able to capture both the financial and non-financial drivers of performance (Chenhall, 2008). Rajasekar (2014) argues that strategies are instrumental in organizational operations because they are implemented for purposes of enhancing performance. A successful strategy implementation remains a major challenge in most of business organisations.

Naranjo-Valencia, Jiménez-Jiménez and Sanz-Valle (2016) grouped organizational performance into the following categories; business performance, financial performance and organizational effectiveness. The success of any organization is in the efficiency of each of its individual employees; thus, performance can be seen as a function of leadership (Mastrangelo et al., 2014). Once the factors on which performance depends are manipulated, performance is almost assured. Key factor that contributes to organizational performance include leadership competencies and according to Mastrangelo et al. (2014), competent leaders influence their followers. The organizational leadership plays a vital role in the achievement of organizational goals and objectives achieved through creating a conducive environment that influences employees' behaviors, attitudes, and motivations.

Performance is seen as an output aligned with set objectives and profitability and may be explained in terms of behavioral expectation and results. Wadongo, Odhuno, Kambona and Othuon (2010) asserted that the financial performance is key to performance measure due to its importance to shareholders and the market. The financial success is a good measure of a firm's performance because it shows its ability to operate above all its costs. Scott, Carr-Chellman, Hammes (2020) however say that a firm's performance should not only be measured by financial performance but also by operational and market indicators. Mokhtar, Yusoff and Ahmad (2014) used four constructs of performance: new product success, customer retention,

growth of sales and investment return to measure market orientation and business performance. Mugambi (2017) state that implementation of strategic plans was very vital such that without collaborated efforts; the benefits of the strategic plan could not be realized. King'oo (2017) did a study on strategy implementation in manufacturing firms in Kenya and concluded that it is affected by several factors like leadership, technology, capabilities in human resource and the organizational structure.

According to Luxford and Price (2019), the survival useful strategy implementation relies on the skilled employees and efficient internal organization systems. For implementation of strategy to be successful, the firm needs to create a center of attention, encourage and maintain gifted management team and workers with appropriate intellectual capital, competency and skills (Mwangi, 2017). The workers need to be motivated to achieve business objective, which are very important to attain complete implementation. Assisting workforce to increase the abilities, skills and knowledge concerned in strategy implementation needs focus to the employment practice and education (Mwangi, 2017).

## **1.2 OBJECTIVE OF THE STUDY**

To determine the mediating role of strategy implementation on the relationship between integrative leadership and organizational performance.

### **Theoretical Review**

This paper was founded on Full Range Leadership Theory and supported by The McKinsey 7-s Model and the Resource-Based View Theory.

#### **Full Range Leadership Theory (FRLT)**

Full Range Leadership Theory was developed by Bernard Bass in 1985 when he proposed an integrative model of organizational leadership as an extension of the transformational theory developed by James McGregor Burns in 1978. The integrative leadership theory was named the Full Range Leadership theory (Romascanu, Gheorghe & Stanescu, 2017). This range of leadership includes three elements that are in a continuum namely; laissez-faire, transactional leadership and transformational leadership. The Full Range Leadership Theory (FRLT) originated from a Bass' (1985) initiative to modify Burns' (1978) theory by integrating transactional and transformational leadership styles.

FRLT is a comprehensive leadership theory that encompasses transformational, transactional and laissez-faire leadership styles (Avolio, Bass & Jung, 1999). The three-dimensional



approach that yields the FRLT justifies the integration of diverse leadership styles in exercising strategic leadership in an organization. In particular, the theory demonstrates the rationale for a strategic leadership styles approach that integrates the nine leadership factors associated with transformational (five factors), transactional (three factors), and laissez-faire (one factor) in pursuit of desired performance.

These leadership styles of the FRLT are still currently being examined in different organisational contexts (Chen, Yuan, Cheng, & Seifert, 2016; Deichmann & Stam, 2015; Jin et al., 2016; Mathieu & Babiak, 2015). Building upon the concept of charismatic leadership, the theory of transformational leadership was conceived by Burns (1978) which was further extended by Bass (1985). Charisma is considered to be a major component of transformational leadership. Full range leadership is a multidimensional thinking or construct that combines transactional, transformational and laissez-faire leadership (Antonakis, Avolio & Sivasubramaniam, 2003; Avolio, Avey & Quisenberry, 2010).

Full range leadership theory has been established as the primary and most generally investigated theory on leadership since the advent of transformational and charismatic leadership models in the mid-1980s (Northouse, 2021). Mathieu and Babiak (2015) claim that laissez-faire leadership is a form of destructive leadership. FRLT is thus seen as a leadership theory which is applicable to diverse organisational settings (Bryman & Lilley, 2009). The endeavor to focus on this perspective aligns with the appeal for a more nuanced approach to laissez-faire leadership (Wong & Giessner, 2018), as the consequences may be contextual (Yang, 2017; Yang & Li, 2017). By gaining a better grasp of these processes, the study contributes to a better understanding of how the negative impacts of laissez-faire leadership can be mitigated, thereby giving guidance for practitioners. This theory formed a foundation on the integrative leadership variable.

### **The McKinsey 7-s Model**

This theory was discovered by Robert Waterman and Tom Peters in the 1980s (Poithiyadath & Wesley, 2014). It has outlined the seven attributes or elements that any firm ought to have to succeed (Ravanfar, 2015). The model is one of most used strategic management tools in assessing a firm that is performing very well and producing desired results (Singh, 2013). In addition to that, the model improves the firm performance by evaluating the impacts of future dynamics (Alshaher, 2013). The seven Ss are categorized as either soft or hard elements. The

hard elements are, namely, systems, structure, and strategy while soft element include staff, style, skills and shared value (Binfor & Garbrah, 2013).

One of the key elements is the strategy (ies) that are the tactical for allocation of available resources with the main objective of attaining the desired objectives (Teh, 2013). The other element being the structure which is the linkage of the various functions and roles with the firm. The process of applying Mc Kinsey 7s involves assessing the elements that have challenges and gaps and aligning them to overall strategic intent with the senior management coming up with a well formulated strategic plan outlining what the firm aim for (Baishya, 2015). Moreover, management also resolve on the best actions to be made for the organization to work efficiently. The relevance of this model to the study is that it gives the necessary tools for assessing the strategy implementation capabilities' effectiveness.

### **Resource-Based View Theory**

The theory proponent is Wernerfelt, (1984) and is primarily about on how firms utilize their available resources to attain competitive advantage. These resources are human capital, physical resources like plant, machinery, buildings, and technological and financial resources. All these resources need to be mobilized and allocated maximally to achieve the set strategic targets. According to Hitt, Ireland and Hoskisson (2011), resources can be categories into three groups, comprising human, physical as well as organisational capital, including talented and skilled managers, finances, patents, skills of individual workers, and capital equipment. Resources alone may not be sufficient towards driving competitive advantage, but resources must be integrated in task delivery to enhance the capability of the organisation. Hitt *et al* (2011) further emphasise that rare resources of the organisation as well as its capability give the foundation for strategy development. RBV theory was used in this study to answer the question on how resource allocation influences strategic plan implementation on performance of airfields.

The relevance of this theory is allocation of the resources at the airfields as a key capability of strategy implementation. Resource's allocation is a key independent variable of the strategy implementation capabilities. Considering this, the strategies formulated are successfully implemented if the resources are adequate. Also, these resources should be analysed and utilized optimally (Barney, 2002), with resultant effect of this optimal resource allocation is improved organizational performance.



### **Empirical Review**

Strategy implementation is an important component of the strategic planning process (Pride & Ferrell, 2003). This is because implementation turns the strategies and plans into actions to accomplish organizational objectives. Kotler et al (2011) asserts that implementation addresses the who, where, when and how to carry out the organizational activities so as to attain better results.

In a global perspective, different scholars have done studies and tried to define how strategy implementation is done. Ramadan (2015) conducted a study on the impact of strategy implementation drivers on project effectiveness in non-governmental organizations in the City of Warsaw, Poland. The strategy implementation independent variables used in the study included leadership, culture, organizational structure and resource allocation and how they impact on project effectiveness. The study adopted quantitative approach to investigate the strategy implementation drivers on project effectiveness. Twenty-five (25) non-governmental organizations were involved in the study and fifty-one (51) employees of NGOs involved in the study responded to the questionnaires that were distributed on the basis of convenience. Inferential statistics was used to analyse data where regression analysis was done to test the impact of strategy implementation drivers on project effectiveness in the NGOs. The findings indicated that leadership styles, organization culture, structures adopted by the organization and resource allocation have a strong positive impact on project effectiveness. While Ramadan conducted the study in Poland, which is a relatively developed country, the research that informed this paper was conducted in Kenya which is ranked among the developing countries.

Rajasekar (2014) has examined the factors affecting effective strategy implementation in electricity distribution companies in the sultanate of Oman. In the study, implementation parameters were based on the role of leadership, the role of culture and the role of organization structure in strategy implementation. One hundred and fifty (150) questionnaires were distributed to electricity distribution companies that include: Mazoon, Majan, Muscat, Rural area and Electricity holding company. One hundred and twenty-five (125) questionnaires were responded to and data obtained in a five (5) point Likert scale analysed by descriptive statistics using SPSS version. The study adopted a survey research design and the findings indicated that leadership is by far the most important factor influencing successful implementation of strategy in the (service industry) electricity distribution companies.

Kihara (2017) examined the influence of strategy implementation on the performance of manufacturing small and medium firms in Kenya. The study employed a mixed design engaging both qualitative and quantitative approach. The sample size was obtained using systematic random sampling. Questionnaires were used to collect data which was then analysed using the descriptive and inferential statistics. The hypotheses were tested using the bivariate correlations and regressions. The study findings revealed that there existed a positive and significant influence between strategy implementation and performance.

Mudany (2020) analysed the relationship between strategy implementation, capital structure, macro environment and performance of energy sector institutions in Kenya. The study was premised upon the institutional theory. The study employed a cross-sectional survey design and adopted a positivist paradigm. Questionnaires were used to collect primary data. The reliability of the questionnaires was tested using 'split-halves' and 'internal consistency'. The study results revealed that there was a statistically significant relationship between strategy implementation and performance. Additionally, the study indicated that the introduction of either capital structure as a mediator or macro environment as a moderator was equally had a statistically significant influence on the relationship between strategy implementation and organizational performance.

Njoroge, Machuki, Ongeti and Kinuu (2015) studied the effect of strategy implementation on performance of Kenya state corporations. The study was anchored on positivistic paradigm and employed a descriptive cross-sectional survey approach. Structured questionnaires were used to collect data. Correlation and multivariate regression analysis were used to analyse and interpret data. The findings revealed that strategy implementation had a statistically significant influence on all the indicators of performance as used in the study.

Nyakego (2017) examined the relationship between strategy implementation, planning typologies and performance of universities in Kenya. Explanatory research design was used. The study was premised upon positivistic paradigm. Structured questionnaires were used to collect data. The sample size was obtained using stratified and simple random techniques. Descriptive and inferential statistics were used to code and analyse data. The study results indicated that there was a statistically significant relationship between strategy implementation and performance. The study findings also revealed that planning typology significantly moderated the relationship between strategy implementation and performance. However, the moderating variable was the planning typologies and strategy implementation an independent variable. This study examined the moderating effect of emotional intelligence on the

relationship between integrative leadership and performance in the airports in Kenya. The mediating effect of strategy implementation on the relationship between integrative leadership and performance of airfields in Kenya.

Using a mixed method approach, Abass, Munga and Were (2017) conducted a study on the relationship between strategy implementation and performance in county governments of Kenya. The study employed questionnaires to collect primary data. The sample size was obtained using simple random sampling. The study findings revealed that some of the indicators of strategy implementation (organizational structure; leadership styles; organizational culture) had a statistically significant association with organizational performance. However, there was an insignificant association between resource availability and performance.

Mungai (2017) looked at the relationship between E-government strategy implementation and performance of the public sector in Kenya. Management Information Systems Theory was the anchor theory. Positivistic philosophy was adopted in the study. Descriptive research design was adopted. The sample size was obtained using multistage sampling and disproportionate stratified sampling. Interview guide and semi- structured questionnaires were used to collect primary data. Data was analysed using descriptive statistics and inferential statistics. Content analysis was used to analyse qualitative data. The study results indicated that there was a statistically significant relationship between E-government strategy implementation and performance.

Waititu (2016) studied the relationship between strategy implementation and performance in commercial banks in Nairobi County Kenya. The study was guided using a mixed research design. Data was analysed using descriptive and inferential statistics. All the indicators of strategy implementation (communication systems, inspirational leadership, functional organization structure and culture) had a statistically significant relationship with performance. Similarly, Mwanthi (2018) linked strategy implementation with organizational performance in Kenyan universities. Cross-sectional design was adopted. Primary data was obtained using semi- structured questionnaires containing closed-ended questions. The study findings revealed that the indicator of strategy implementation (strategy communication, organizational leadership, employee participation, and resource allocation) had a positive influence on the performance. Cherop, Korir, Tarus and Torois (2015) examined the relationship between strategy Implementation and Firm Performance among Manufacturing Firms in Kenya. Structured questionnaires were used to collect data. Study findings indicated that there

was a significant relationship between strategy implementation and firm performance of the manufacturing firms.

Hantiro and Maina (2020) looked at the relationship between strategy implementation and performance of tana river county government. The study adopted descriptive survey research design. The study obtained the sample size using proportionate stratified sampling. Qualitative and quantitative data was used. The data was analysed using the descriptive and inferential statistics. The strategy implementation indicators (organizational structure, organizational culture, resource allocation, communication) were found to have a significant relationship with organizational performance.

Katamei, Omwono and Wanza (2015) looked at the challenges of strategy implementation on performance and revealed that leadership, cultural receptivity; structural factors and communication had a statistically significant influence on the strategy implementation. The study adopted descriptive research design. The sample was obtained using stratified random sampling. Data was collected using questionnaire and interview guide. Data was analysed using descriptive statistics. Mailu, Ntale and Ngui (2018) examined the relationship between strategy implementation and organizational performance in the pharmaceutical industry in Kenya. Descriptive survey research design was utilized. Data was collected using questionnaires and the analysed using descriptive statistics. The relationship between the study variables was tested using multiple regressions. The study findings indicated that there was a statistically significant influence of strategy implementation on organizational performance.

Orugun, Nafiu and Aduku (2017) studied strategy implementation and its effect on superior performance and competitive advantage of SMEs. The study used survey research method. Using convenience sampling technique, the sample size of selected SMEs was obtained. Questionnaires were used to collect data which was then analysed using descriptive and inferential statistics. The study findings indicated that strategy implementation of SMEs has significant effect on superior performance. Nwachukwu, Zufan and Chladkova (2020) linked employee commitment to strategy implementation and strategic performance. Data was collected from the selected employees using survey method. The study findings indicated that employee commitment to strategy implementation and organisational policy have direct positive and significant relationship with strategic performance. Additionally, the organisational policy was found to moderate the relationship between employee commitment to strategy implementation and strategic performance. Obeidat, Al-Hadidi and Tarhini (2017)

assessed the factors affecting strategy implementation. Questionnaires were used to collect data. The study results suggested that four of the operational process factors, namely, resource availability, communication, operational planning in addition to control and feedback, strongly affect the success of strategy implementation.

Genc (2017) examined the relationship between strategy implementation, organizational culture and performance in Turkish local government. A mixed method research design was adopted. Data was obtained through questionnaires and interviews. The study used both quantitative and qualitative data. Multiple and robust moderated regression models were used in the analysis. The study results confirmed the presence of a significant positive relationship between rational strategy implementation and organizational performance. In regards to organizational culture types, only the hierarchy culture showed a consistently positive influence on performance. Zaidi, Zawawi, Nordin and Ahnuar (2018) did an empirical analysis of strategy implementation process and performance of construction companies. Quantitative technique was adopted. Data was collected using survey method. Pearson correlation analysis indicate a strong positive relationship between strategy implementation process and construction companies' performance.

Abdullah Saif, (2015), argue that a strategy is useful only when it is implemented. Having an excellent strategy is one thing and success of it is another. An organization can only benefit from the strategy in performance improvement when implementation is a success. It is accepted that whether a strategy is planned or unplanned, deliberate or emergent, it will only have the desired effect once its implemented (Awino, 2016). The successful implementation of strategies is a function of its implementation as employed by an organization and in turn affects its performance.

Permana (2017) assessed the best model of strategy implementation in Indonesian Islamic banking. Questionnaires were used to collect data and the respondents closely followed up to ensure a smooth data collection process. Data was analysed using structural equation modeling via Smart PLS and two-step analysis approach. The study findings indicated that strategic clarity, priority of strategy and scope of strategy had a significant influence on the success of strategy implementation. Additionally, scope of strategy was found to have a positive significant relationship with the success of strategy implementation. Similarly, Ngigi and Odiyo (2017) looked at the influence of strategy implementation on the Performance. Descriptive research design was employed and sample obtained from the target population using stratified random sampling technique. Data was obtained using interviews and

questionnaires. Descriptive and inferential statistics were used in the analysis. The study findings indicated that strategy implementation significantly influenced performance.

A study by Kamande and Orwa (2015) on determinants of strategy implementation and revealed that resource planning, top management commitment, stakeholders' involvement and innovation had a statistically significant influence on strategy implementation. Data obtained was analysed using descriptive and inferential statistics. Questionnaires were used to collect primary data. Imbali, Muturi and Abuga (2016) examined factors influencing strategy implementation in the tourism industry and concluded that leadership approaches, change management approach, organization culture approach and performance contracting approach and their construct elements had a significant influence on strategy implementation. Data was analysed using descriptive and inferential statistics. A case study design was adopted and questionnaires used to obtain data. Census method was used to obtain the unit of observation. Mohamed, Nusari, Ameen, Raju and Bhaumik (2019) studied the impact of strategy implementation on organizational performance. The study adopted quantitative research design. Questionnaires was used to collect quantitative data. Partial Least Squares Structural Equation Modeling-Variance was used in the data analysis. The sample size was obtained using on-probability sampling technique. The findings showed that the parameters of strategy implementation (strategy, structure, and human resources) have a significant and positive impact on organizational performance.

Njoroge, Machuki, Ongeti and Kinuu (2015) investigated the effects of strategy implementation on the performance of Kenya State Corporation. A cross sectional survey research design was used and the study population consisted of one hundred and eight (108) state corporations and ninety-eight (98) corporations picked for the study. Ninety-five (95) state corporations returned the questionnaires that were analysed and interpreted based on correlational and multivariate analysis. Strategy implementation was operationalized using twelve items, namely skills, systems, structures, management style, processes, resources, cultural values, action description, setting timelines, responsibility, defining output and reward systems. Organizational performance measurement was done on the basis social responsibility, learning and growth, customer's satisfaction, internal processes, environment and financial matters. The findings of the study indicated that strategy implementation had a significant influence on all the indicators of performance used in the research.

In another global view, strategy implementation is increasingly taking greater role in main functional areas of the organization which include marketing, accounting, quality service



delivery, management of human resources and management of information (Owuor, 2020). Nzoka (2017) states that the implementation process requires staff competency, discipline, proper planning, motivation and controlling processes. Additionally, Lyon and Lewis (2016) state that organization human resource has a great influence on strategy implementation and success since they are responsible for service delivery.

### Conceptual Framework

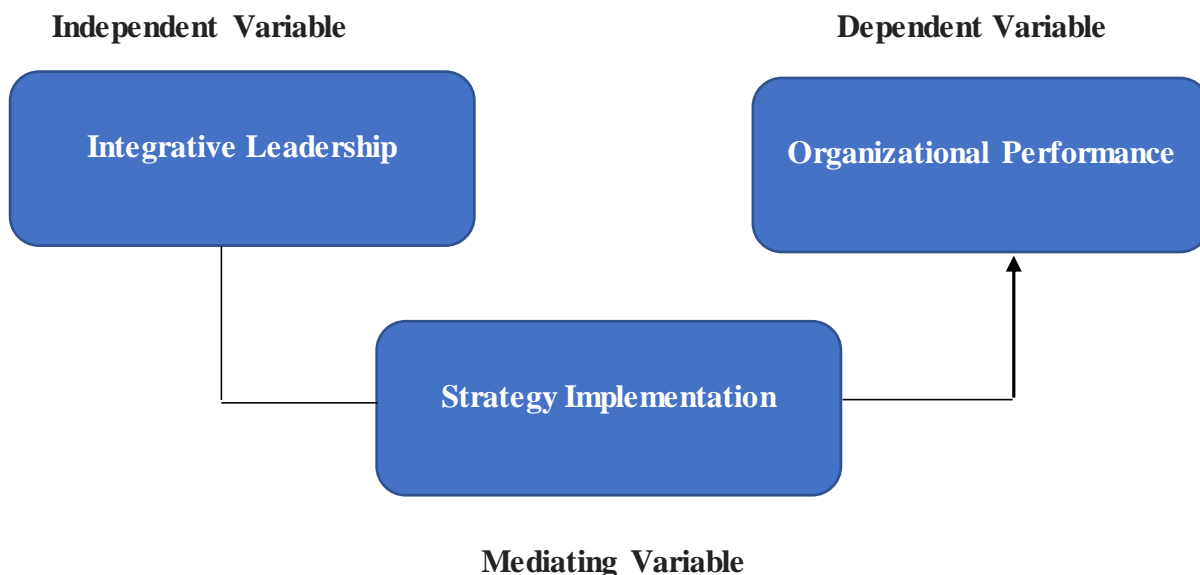


Figure 1: Conceptual Framework

### 3.1 METHODOLOGY

This study utilized a mixed method approach. The paper adopted mixed method for the reasons that it encompasses different standpoints of the quantitative and qualitative approach. The ‘quantitative dominant’ mixed methods research relies upon a post-positivist view of the research process, while concurrently recognizing that the addition of qualitative data and approaches are likely to benefit most research projects (Creswell, Klassen, Plano Clark & Smith, 2011). While some researchers rely upon quantitative research methods, others apply qualitative research methods and others apply mixed methods (Lund, 2012).

The study also used a cross-sectional survey study approach. The design comprises gathering data from multiple cases at a particular point in time in order to compile a body of quantitative or measurable data in relation to two or more variables, which are then analyzed for patterns of association (Bryman, 2012). The target population consisted of 60 airfields in Kenya that are licensed by Kenya Airports Authority to function as airports (KAA, 2018). The airfields

were stratified as listed by ICAO (2019). This consisted of civil airports, civil airstrips, and military bases. Structured questionnaires were used to collect primary and secondary data.

#### 4.1 FINDINGS AND DISCUSSIONS

##### Descriptive Statistics

##### Influence of Integrative leadership on Performance of Airfields

The first objective for this study was to establish the relationship between integrative leadership and performance of airfields in Kenya. The null hypothesis was indicated as follows: *There is no significant relationship between integrative leadership and performance of airfields in Kenya.* Since there were no any trivial loadings on the estimated components of integrative leadership, responses for all the 16 factors were aggregated to generate average scores. The same procedure was applied in generating average score for the 7 factors explaining the dependent variable (performance of Airfields). These outputs were then applied as raw input data in computing inferential statistics that include the regression coefficients, analysis of variance (ANOVA) and the coefficient of determination (R-Square) Test for autocorrelation was also performed.

**Table 1: Model Summary of Integrative Leadership and Performance of Airfields**

R	R-Square	Adjusted R-Square	Std. Error of the Estimate	Durbin-Watson
.381 <sup>a</sup>	.145	.141	2.51762	1.559

Results in Table 1 show a coefficient of determination of 0.145 with the standard error of estimate being 2.517. This implies that integrative leadership explains 14.5% of any variation in performance of airfields. The results also show a Durbin Watson statistic of 1.559, which is within the normal range, indicating that there was no autocorrelation in the regression analysis residuals. Test statistic levels in the range of 1.5 to 2.5 are generally considered normal, but values outside of this range may be cause for concern. According to Field (2009), values of less than 1 or greater than 3 indicate grounds for concern.

**Table 2: ANOVA for Integrative Leadership and Performance of Airfields**

	Sum of Squares	df	Mean Square	F	Sig.
Regression	192.096	1	192.096	30.307	.000 <sup>b</sup>
Residual	1128.236	178	6.338		
Total	1320.331	179			

As shown in Table 2, F-Calculated (1, 178) was 30.307 which is greater than F-Critical (1, 178) = 3.894 at 5% significant level (2-tailed test). Results also shows a probability value (p-Value) of  $0.000 < 0.05$ . This implies that integrative leadership has a significant effect on performance of airfields in Kenya.

**Table 31: Regression Coefficients for the Relationship between Integrative Leadership and Performance of Airfields**

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	12.011	1.294		9.280	.000
Integrative Leadership	.312	.057	.381	5.505	.000

As indicated in Table 3, the estimators ( $\hat{\beta}_0$  and  $\hat{\beta}_1$ ) were 12.011 and 0.312 respectively. This implies that when the independent variable (integrative leadership) is held constant, performance of airfields will be 12.011. When there is a change in integrative leadership by one unit, performance of airfields would also change by 0.312 units in the same direction. Given that p-Value is  $0.000 < 0.05$ , this change would be significant at 95% confidence level. The model  $PA = \beta_0 + \beta_1 IL + \varepsilon$  can therefore be estimated as:

$$\widehat{PA} = 12.011 + 0.312IL \dots \dots \dots (i)$$

In summary R-Square was found to be 0.145 with F-Calculated (1, 178) being  $30.307 > F$ -Critical (1, 178) = 3.894 at the 5% significant level (2-tailed test). Additionally, p-Value was  $0.000 < 0.05$  while the estimated beta coefficient ( $\hat{\beta}_1$ ) had a positive and significant elasticity (0.312; p-Value < 0.00). Consequently, the researcher rejected the null hypothesis ( $H_{01}$ ) and draws the verdict that *there is a significant relationship between integrative leadership and performance of Airfields in Kenya.*

**Mediating Effect of Strategy Implementation**

The final goal was to see if strategy execution had a moderating effect on the connection between integrative leadership and airfield performance in Kenya. The Baron and Kenny (1986) approach, which is an analysis strategy for assessing mediation hypotheses, will be used to attain the goal. There are two paths to the dependent variable in this mediation approach. The dependent variable (happiness) must be predicted by the independent variable (grades),

and the mediator must be predicted by the independent variable (grades) (self-esteem). Three regressions are used to assess mediation: 1) predicting the dependent variable, 2) predicting the mediator, and 3) predicting the dependent variable with both the independent variable and the mediator. The null hypothesis (H03) that there is a significant mediating influence of strategy execution on the connection between integrative leadership and airfield performance in Kenya was then tested using four steps.

**Step I: Integrative Leadership Predicting Performance**

This is the first step toward concluding that strategy execution (SI) mediates the relationship between integrative leadership (IL) and performance (PA). This step was taken to confirm the importance of the link between integrative leadership and performance, which was measured as:

$$IL \rightarrow PA. \dots\dots\dots \text{Model 1}$$

As shown in Table 19, Table 20, and Table 21 (see Section 4.6), when IL (integrative leadership) is held constant, PA (performance of airfields) will remain at 12.011 (Table 15). At the same time, an increase in integrative leadership by a unit would lead to an increase performance of airfields by 0.312. This relationship is significant given the p-Value of  $0.000 < 0.05$ . On the other hand, R-Square was found to be 0.145 with F-Calculated (1, 178) being 30.307 which is greater than F-Critical (1, 178) = 3.894 with overall model being significant at 5% significant level (2-tailed test (p-Value =  $0.000 < 0.05$ )). This implies that integrative leadership significantly predict staff turnover intention of the airfields in Kenya as shown by Equation (i) below:

$$\widehat{PA} = 12.011 + 0.312IL \dots\dots\dots (i)$$

**Step II: Integrative Leadership Predicting Strategy Implementation**

This is the second step and intends to test the significance of the relationship between integrative leadership (IL) and strategy implementation (SI) illustrated as

$$IL \rightarrow SI \dots\dots\dots \text{Model 2}$$

**Table 4: Model Summary of Integrative Leadership and Strategy Implementation**

R	R-square	Adjusted R-square	Std. Error of the Estimate
.500 <sup>a</sup>	.250	.245	2.819

Results in Table 4 show an R-Square of 0.250 (SE = 0.245). This implies that integrative leadership explains 25 percent of the variation in strategy implementation in the airfields in Kenya.

**Table 5: ANOVA for Integrative Leadership and Strategy Implementation**

	Sum of Squares	df	Mean Square	F	Sig.
Regression	470.605	1	470.605	59.201	.000 <sup>b</sup>
Residual	1414.963	178	7.949		
Total	1885.569	179			

As shown in Table 5, F-Calculated (1, 178) = 59.201 which is greater than F-Critical (1, 178) = 3.894 at 5% significant level (2-tailed test). Results also show p-Value = 0.000 < 0.05. This indicates that, integrative leadership significantly influences strategy implementation.

**Table 6: Regression Coefficients on Integrative Leadership and Strategy Implementation**

	Unstandardized Coefficients	Std. Error	Standardized Coefficients	T	Sig.
	B		Beta		
(Constant)	14.561	1.449		10.046	.000
Integrative leadership	.489	.064	.500	7.694	.000

Findings as shown in Table 6 express that, when the predictor (integrative leadership) is held constant, the dependent variable (strategy implementation) remains at 14.561. At the same time, an increase in integrative leadership by one unit would lead to an increase in strategy implementation by 0.489 (p-Value=0.000<0.05). Consequently, the results indicate that integrative leadership significantly and positively predicts strategy implementation as shown in Equation (ii) below.

$$SI = 14.561 + 0.489IL \dots \dots \dots (ii)$$

**Step III: Integrative Leadership and Strategy Implementation Predicting Performance**

The third step confirms that the mediator is a significant predictor of the dependent variable controlling for the independent variable (SI|IL → PA). It was intended to confirm whether strategy implementation (SI) controlling for integrative leadership (IL) significantly predicts performance (PA) expressed as:

$$SI|IL \rightarrow PA \dots\dots\dots \text{Model 3}$$

**Table 7: Model Summary for Mediating Effect**

R	R-square	Adjusted R-square	Std. Error of the Estimate
.554 <sup>a</sup>	.307	.299	2.274

Table 7 shows an R-Square of 0.307 with the standard error of estimate being 0.184. This implies that integrative leadership and strategy implementation explain 30.7% of the variations in performance of the airfields in Kenya.

**Table 8: ANOVA for Mediating Effect**

	Sum of Squares	df	Mean Square	F	Sig.
Regression	405.293	2	202.647	39.199	.000 <sup>b</sup>
Residual	915.038	177	5.170		
Total	1320.331	179			

[Findings (as shown in Table 8) indicate that F-Calculated (2, 177) = 39.199 which is greater than F-Critical (2, 177) = 3.047 at 5% significant level (2-tailed test). Results also show p-Value = 0.000 < 0.05. This further confirms that the overall model for the influence of integrative leadership and strategy implementation on performance is significant.



**Table 9: Regression Coefficients for Mediating Effect**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6.359	1.463		4.346	.000
Integrative leadership	.123	.059	.150	2.072	.040
Strategy implementation	.388	.060	.464	6.422	.000

Findings, as shown in Table 9, indicate that, when integrative leadership and strategy implementation are held constant, performance will remain at 6.359. At the same time, an increase in integrative leadership by one unit would increase performance by 0.123 units (p-Value=0.040>0.05). The case is similar to strategy implementation where an increase in one unit of strategy implementation would result in an increase in performance by 0.388 units (p-Value=0.000<0.05). This implies that strategy implementation, when controlling for integrative leadership, has a significant influence on performance of the airfields in Kenya. Equation (iii) below summarizes the relationship.

$$PA = 6.359 + 0.123IL + 0.388SI \dots \dots \dots (iii)$$

In summary, R-Square = 0.307 with F-Calculated (2, 177) = 39.199 which is greater than F-Critical (2, 177) = 3.047 at 5% significant level (2-tailed test) and p-value = 0.000 < 0.05. At the same time,  $\beta_1(0.312)$ ,  $\beta_3(0.489)$   $\beta_5(0.123)$  and  $\beta_6(0.388)$  are all significant. This implies that the independent variable is shown to significantly influence the dependent variable in the first regression equation, the independent variable significantly do influence the mediator in the second regression equation, and the mediator significantly do influence the dependent variable in third equation. As stipulated by Baron and Kenny (1986), all the conditions needed for mediation to exist are all met and therefore, the study rejected the null hypothesis (H0<sub>3</sub>) and verdict was drawn that *there is a significant mediating effect of strategy implementation on the relationship between integrative leadership and performance of airfields in Kenya. The mediation effect was established to be partial given that the causal relationship is still significant with introduction of SI, that is, beta for (IL → PA) > 0* (Baron & Kenny, 1986).

## **Discussions**

The initial goal of this research was to determine the link between integrative leadership and airfield performance in Kenya. The results indicated that integrative leadership has a favourable and significant impact on airfield performance in Kenya, according to the findings of this study. Integrative leadership necessitates active engagement from numerous leaders and followers, as leadership is an active process. Solicit feedback from all co-workers on how to improve patient care and tackle complex hospital problems. Encourage all employees to come up with revenue-generating ideas, cost-cutting initiatives, and process improvements. When the leader and the team have open channels of communication, the leader may communicate the needs with the team, and the team can ask questions, clarify things, and make suggestions. Building a culture of open discussion in which the leader and followers feel free to voice their thoughts and concerns is the first step in interactive leadership.

Attempts towards organizational reform despite the fact that change is constant in businesses, many leaders continue to struggle when it comes to leading their teams through complicated transformation. Managers can utilize integrative leadership to communicate with a style that blends factual facts with empathy during times of organizational change, addressing employees' potential feelings of fear, loss, and dissatisfaction. This method can assist people in accepting or supporting the change and taking the steps necessary for its successful implementation.

The results revealed that leaders in airfields to a great extent do involve key stakeholders from both within and outside the organization, including crossing departmental lines, to provide input. The study also found departmental leaders are very committed to the implementation of strategies for their respective organisations with departments having been adequately equipped with monitoring techniques to ensure strategies are fully implemented. Other key aspects on strategy implementation included key airfield projects being aligned with the strategic objectives that are achievable, the methods of communication used in the airfield supports implementation of strategies, organizational strategies are cascaded to selected areas based on initiatives to be completed, and the respondent's department has the required skills to implement strategies.

The study further concluded that effective strategy implementation should devise internal action approaches, develop effective strategies to improve organizational performance, attain clarity of future direction, assign team work and expertise based on resources, deal effectively

with organizational changes and uncertainties in external environment, processes and people and make appropriate choices and priorities in order to achieve better organizational performance. The study findings observed that a proposed structure is a precursor to a great organizational performance and a successful strategy implementation. The study results also indicated that there is a significant mediating effect of strategy implementation on the relationship between integrative leadership and performance of airfields in Kenya. The mediation effect was established to be partial given that the causal relationship is still significant with introduction of strategy implementation.

## **5.2 CONCLUSIONS AND RECOMMENDATIONS**

The organization's leadership involves employees in strategy implementation hence an improvement in efficiency. The organization's leadership is also committed to implementing the formulated strategy to ensure customer satisfaction. Moreover, the organization supports top managers to implement strategies aimed at enhancing efficiency. It is also evident that coordination of strategy implementation process is enhanced by the top managers who also empower employees to implement the strategies that ensure growth in product line. The study further concluded that the leadership of the organization systematically monitors strategy implementation process to enhance efficiency. The leadership also assists the top managers to improve on their skills in strategy implementation. Similarly, the organization's leadership motivates employees and encourages innovation in strategy implementation process. Based on the findings and conclusion of the study, the researchers recommend that it is important for the airfields to be pragmatic in their approach when dealing with employees, enhance team work and win the hearts of the staff since their actions determines the success in strategy implementation that eventually lead to superior performance.

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