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Influence of Strategic Leadership Practices on Organizational Performance; A Case Study of Tea Factories in Kisii County

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Abstract- Strategic leadership management is very important in enhancing organizational performance. The ability of managers to influence employees make them decision that would enhance performance in the organization's longterm viability. Managing short-term viability is through strategic leadership practices. However, the manager's attempts to use strategic leadership practices are not clearly specified because still the organizational performance is poor. The purpose of the study was to examine the influence of strategic leadership management on organizational performance. The study was guided by these specific objectives; to assess the influence of strategic direction, staff training, and to establish the influence of ethical practices on organizational performance in tea factories. The study was carried out in all the tea factories found in Kisii county. The Itumbe factory, Ogembo, kiamokama, Rianyamwamu factory and Eberege factory. The adopted descriptive research design. The population target was 795 employees working in tea factories in the county.

Keywords: *strategic leadership, staff training, performance tea factories, kisii county.*

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Influence of Strategic Leadership Practices on Organizational Performance; A Case Study of Tea Factories in Kisii County

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Abstract- Strategic leadership management is very important in enhancing organizational performance. The ability of managers to influence employees make them decision that would enhance performance in the organization's longterm viability. Managing short-term viability is through strategic leadership practices. However, the manager's attempts to use strategic leadership practices are not clearly specified because still the organizational performance is poor. The purpose of the study was to examine the influence of strategic leadership management on organizational performance. The study was guided by these specific objectives; to assess the influence of strategic direction, staff training, and to establish the influence of ethical practices on organizational performance in tea factories. The study was carried out in all the tea factories found in Kisii county. The Itumbe factory, Ogembo, kiamokama, Rianyamwamu factory and Eberege factory. The adopted descriptive research design. The population target was 795 employees working in tea factories in the county. The sample size of 303 which consisted of 261 plus 6 management staff and 36 supervisors were used under the study. The stratified sampling was used with purposive sampling to select managers and supervisors from each tea factory. The primary data was collected by use of questionnaires which was administered by the researcher through drop and pick method. The reliability and validity of data was used ensured by test coefficient and use of supervisor advice for suitability of the research instrument. Data was analyzed using descriptive statistics including, weighted averages, percentages, and mean and inferential statistics using multiple regression analysis. The research represented by use of tables and pie charts. In view of these findings concerning effectiveness of Strategic Leadership Practices, the study concludes that strategic direction, staff training and emphasizing ethical practices contribute performance. The findings of this study underline that strategic leadership is directly and indirectly positively associated with performance of tea factories in Kisii County.

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1. INTRODUCTION

Centralized Government systems have been blamed for a long time for hindering efficient delivery of public services in Africa and other developing regions. Leadership has a role in service delivery. Good leadership motivates, inspires and communicates the intended objectives of an

organization in a well fashioned manner (Zikmund, Babin, Carr, and Griffin, (2010). Strategic leadership is innovative and consults all those concerned in attaining organizational objectives and thus service delivery. Leadership that lacks these attributes is often rudderless, and does not lead to effective service delivery. This is because the inability to provide direction, the organizational culture and morale is hampered, causing poor, financial results, lack of synergy (Muller 2015).

Naidoo, Samuel (2002) stated that strategic factors affect decentralization in Uganda: Successes and Failures in local governance in New York, Amazon Prime. Decentralization in leadership is a challenge that brings poor decision making closer to the people, enhances participation and representation of ordinary people at the grassroots in politics, increases accountability and transparency, makes government more responsive to public demands and improves the delivery of service. According to Sekaran, and Bougie, (2011) Service is an activity that satisfies the needs of a user by application. Bhasin (2009), good strategic factors include putting up the design and management of systems to achieve interaction of people, structures, processes and resources to attain organizational objectives. It provides an organization with a road map it needs to pursue a specific strategic directions or ends, to deliver needed services to the stakeholders.

An essential tip for successful leadership is to enhance services quality in North Carolina College. Organizational performance is attained by ensuring that decisions and documentation are geared towards supporting the strategic direction an organization intends to take. If an organization intends to have organizational performance as its key objective, this ought to be communicated well in documentation, to all employees in an organization. It said that there is need for the workforce of the organization to understand clearly team and individual responsibilities, in the pursuit of organizational objectives (Putnam 2014).

a) Statement of the problem

Organizational performance of tea factories is challenging even though different strategic leadership practices have been employed. Strategic leadership practices such leadership directions and staffs training

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has been used but it not clear which of strategic leadership practices can improve the organizational performance (Nthini 2013). Every tea factories is working towards the achievement of its goals. Ideal situation showed that strategic leadership practices are used in tea factories, but it is not clear which one can result to high returns in their performance. Researchers done on different strategic leadership practices are based on their roles such as Lear (2012) found that strategic leadership practices leads to organizational success. However, in the recent times many tea factories in Kenya have experienced poor performance which is a challenge to strategic leadership practices applied. Thus, the study focused on the influence of strategic leadership practices on organizational performance of tea factories in kisii County.

b) *The objective of the study*

The general objective sought to examine the influence of strategic leadership on organizational performance in Kisii County.

II. THEORETICAL REVIEW

a) *Stakeholders Theory*

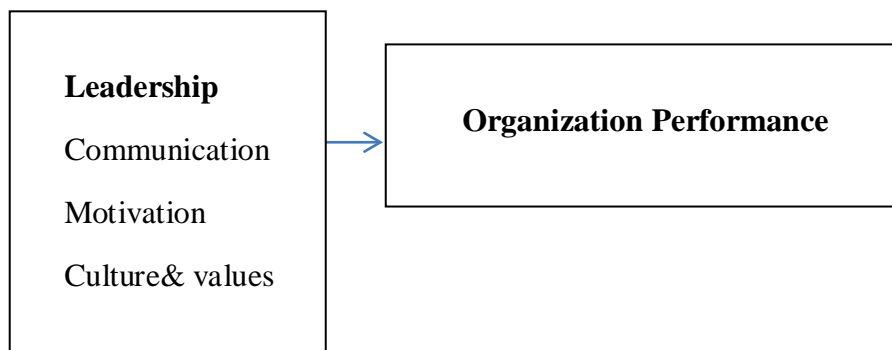
Kibanya, (2014) adopted the theory to examine factors influencing customer service standards in County Governments in Nairobi County Government. Further, Johnson, and Scholes, (2002) also opined that a socially responsible firm is one that balances an array of interests, in a way that as it seeks larger profits; it takes into account local communities, dealers, suppliers, employees and the nation. This definition

emanates from stakeholders theory as advanced by freeman (1984), who described a firm as a series of stakeholders, the managers of a firm attempt to manage. According to Hughes (2012 used stakeholder as any identifiable group or individual who can influence or be influenced by performance of an organization in terms of its products, work process and policies.

Gayla, (2012) on his view of strategic planning in social service organizations confirmed strategic factors on a practical guide which maintained that modern business is woven with the rest of society. That it is not an island, enclosed in its world, rather business activities have explicit ramifications on society and influences peoples' lives. Thus, organizations have responsibilities that go beyond profit making, as they hold enormous social and economic power. Drazinand Howard, (2004) defines the primary stakeholders group as the group without whose participation; an organization cannot survive e.g. the shareholders, suppliers, investors, customers and employees. He describes the secondary stakeholder group as those that influence or are influenced by the organization, yet not engaged in the operations of the company and its survival. This theory is important in this study because organizational performance is meant for stakeholders of an organization. Thus, in this study is relevant to strategic factors on the leadership.

b) *Ricky Griffins Model*

According to Griffin (2006) the main focus in implementation is identifying effective strategic factors on organizational performance.



Source: Ricky Griffins model (2006)

Fig. 1: The Ricky Griffins Model

The main factors that shape performance according to this model are: leadership, which provides direction, motivation of staffs, communication and the setting up of a culture and values in an organization. This influences performance and therefore organizational performance in an organization. This model is relevant to this study and it shows the various strategic ways leaders can do to improve performance. This study seeks to establish that the same factors affect service delivery.

III. EMPIRICAL LITERATURE

a) *Strategic leadership*

According to Cooper (2012) on the view of the organization structure that leadership is the ability of a manager to express a strategic vision for the organization or a part of the organization, then motivate and persuade others in the organization to acquire that vision. He further opines that strategic leaders in any

organization, create organizational structure, allocate resources and provide strategic vision.

Chewarej, and Jerotich (2014) analyzed the factors that impede the implementation of strategic plans in secondary schools in Baringo District. The study found that strategic leadership is a person's ability to anticipate, think strategically, envision, maintain flexibility and work with others to initiate changes that will necessitate a bright future for an organization. Leadership as advanced by study which states that a good strategic leader or any leader for that matter, must possess the traits to motivate others or influence motivation. That an effective leader ought to have a thorough knowledge of motivational factors for others, by understanding the basic needs of employees, superiors and peers. In a nutshell, leadership ought to be used as a means of motivating others to attain organizational goals.

According to Putnam (2014), effective leadership hinges on knowing how to communicate with all elements of the organization like customers, investors, other managers and employees. Fishbein

(2015), when looking at the public services, argues that equipping workers at all levels with leadership skills, produces positive changes in organizational performance outcomes, as teams develop a shared vision, analyze what stands in the way of progress, think creatively and collaboratively, and develop innovative solutions to develop innovative solutions to overcome their specific organizational performance challenges.

IV. RESEARCH METHODOLOGY

The study employed Descriptive research design in this study. The study relied on primary data. The primary data was collected using semi-structured questionnaire which was comprise open and closed ended questions.

V. FINDINGS

a) Role of Strategic Leadership

The study sought to examine the role of strategic leadership in organizational performance and the result was presented in table 1.

Table 1: Show the role of Strategic Leadership

	Mean	Std. Dev
Motivate employees towards achievement	3.57	1.032
Supports employees and inspires them	3.77	1.229
Communicate to the employees about the organizations	4.18	1.238
Are innovative and competent in helping.	3.57	1.032
Promote the company in building up shared behavior	3.77	1.229
constantly seek advice	4.18	1.238

The findings shows that employee communicate to their strategic leaders about the organization at a mean of 4.18 and constantly seek advice. However, strategic leaders do not motivate employees towards organizational achievement at a mean of 3.57 with innovative and competent in the organization service delivery. The standard deviation indicated that 1.238 at 4.18 implied that there was need to encourage leaders to advice employees about organizational performance in the organization. This disagrees with Ndegwa, (2013) who argued that the primary stakeholders group act as the leaders without whose strategic leadership participation; an organization cannot survive e.g. the shareholders, suppliers, investors, customers and employees. He describes the secondary stakeholder group as those that influence or are influenced by the organization, yet not engaged in the operations of the company and its survival.

The study revealed that strategic leadership had influence and that strategic leaders are constantly influenced by seeking advice of experts/consultants to improve service delivery. The study showed that Kisii county government organizational performance is affected by strategic factors. The study recommended that strategic leaders should motivate employees towards achievement.

VI. CONCLUSION

The study indicated that the role of strategic leadership improves service delivery. The results show that the strategic leaders were constantly influenced by consultants. The similarly strategic leaders must communicate to employees about the organizations day to day activities. Management must promote vision and values formation among other employees. County

management motivates employees towards the achievement of the organization set goals respectively with the number respondents.

VII. RECOMMENDATION

The study used correlations analysis to analyze the relationship between strategic leadership factor and organizational performance as presented in tables. The study can motivate employees towards achievement of organization goals than towards achieving strategic decisions. The use of Pearson correlation was indicated that there a strong relationship between the strategic leadership. The study recommended there is need for strategic leadership to support employees and inspires them towards performance. The study recommended that the management of the county should promote the county in building up shared behavior, vision, mission, norms and values formation on performance.

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