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Nathan Nyarunda Makori and Dr. Paul Waithaka

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EFFECT OF STRATEGIC DIRECTION ON STRATEGY IMPLEMENTATION AT THE SELECTED MULTINATIONAL AGROCHEMICAL COMPANIES IN KENYA

[1*] Nathan Nyarunda Makori,

[1*]Post Graduate Student, Department of Business Administration, Kenyatta University

*Corresponding Author's Email: natmakori14@gmail.com

[2] Dr. Paul Waithaka,

Lecturer, Department of Business Administration, Kenyatta University

Abstract

Purpose: Agriculture in Kenya attracts several stakeholders including agrochemical companies. Since the return on investment is considerably high, the sector has experienced several new entrants selling and marketing agrochemical products in Kenya since 2010. As a result, large agrochemical companies have developed and adopted several strategies evident from 2014. For survival, these strategies have to be implemented successfully; this normally is contingent to many factors. For a successful implementation of selected strategies in agrochemical companies operating in Kenya, factors impeding and/or favouring the implementation need to be identified. Among the factors shown to enhance successful strategy implementation, is roles played by strategic leaders. This study seeks to determine the effect of strategic direction on strategy implementation at the selected multinational agrochemical companies in Kenya.The theories underpinning this study were top echelon theory, transformational leadership theory and implementation theory.

Methodology: This study adopted explorative research design. Target population was the strategic leaders at the seven multinational agrochemical companies in Kenya adding up to 70 in number.Census was used as the population is small thereby minimising error. Semi structured questionnaire was used to collect both quantitative and qualitative data. Qualitative data was analysed manually using content analysis method while quantitative data will be analysed using SPSS version 20 software. The influence of the strategic leadership role on strategy implementation was analysed using multiple regression analysis. Data was presented using tables, pie charts and graphs to make them reader friendly.

Results: R square value of 0.799 means that 79.9% of the corresponding variation in strategy implementation at the selected multinational agrochemical companies can be explained or predicted by (Strategic Direction) which indicated that the model fitted the study data.

Unique Contribution to Theory, Practice and Policy: Based on the study findings, the study concludes that strategy implementation at the selected multinational agrochemical companies in Kenya can be improved by Strategic Direction. Other studies can seek to assess the influence of leadership styles on organizational performance of agrochemical companies.

Keywords: *strategic direction, strategy implementation*

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1.0 INTRODUCTION

Implementation of strategy is an intertwined part of the process of strategy management seen as the process that converts formulated strategy into actions ensuring the strategic intent of the organization are satisfactorily realized as required (Thompson & Strickland, 2003)." Although strategy implementation is normally considered after strategy formulation, it is a key section of strategic management process (Wheelen & Hunger, 2008). According to Daft (2009), even the most innovative strategies are valueless if they are unable to lead to action. There is growing recognition that strategic management's important problems are related to formulation of the strategies, rather than implementation (Flood, Dromgoole, Caroll, & Gordon, 2000). Consequently, the increased rate at which initiatives made by organizations fail in an ever changing business environment is fundamentally due to poor execution of newly formulated strategies.

Strategic leadership has been described widely as critical in implementing strategies effectively, (Pearce & Robinson, 2007). As emphatically stated by Thompson, Strickland, and Gamble in 2007, roles played by leaders is very important since its action agenda and conclusion on how fast or hard it is, is vital to push for change of the implementation and proceeding with the process. However, when the organization's top management lacks strategic leadership, it becomes a major barrier of effectively implementing a strategy (Kaplan & Norton, 2004; Hrebiniak, 2005).

The agrochemical industry is in an upheaval state and rapid change. Low prices of farm commodities and dwindling of income from farms have negatively affected sales. Depletion of margins has exerted pressure on the channels of distribution and consequently financial results. The recent restructuring facing agribusinesses has resulted in a competitive environment that is exceedingly aggressive. Advanced technologies like precision agriculture and crops that have genetically been modified, have continuously challenged the way farming has been practiced traditionally. Those farming or doing the actual growing have seen various stakeholders along the production chain influence them. Such players are those producing, processing, all the way to the distributors and consumers (Chataway, 2001).

1.1 Strategy Implementation

Strategy implementation is a very vital component for any strategy to be successful. Execution of strategy rather than only its formulation is vital for a successful performance of any business. (Holman, 2009; Flood, et al., 2000). Hunger and Wheelan (2000) postulate that implementation of strategy refers to each choice and activity necessary to make the strategic intent work. Any strategy can abort at the implementation stage or get to its maturity. Implementation of strategy refers to the way of putting together, policies and strategies to execution by programs, policies, policies and budget development. The authors further argue that in implementing strategies, the managers and employees collaborate to perform formulated strategic planning. Strategy implementation considers the constraint of time and resources like finances and personnel and its capabilities when strategy is being formulated. (Alashloo, Castka, & Sharp, 2005). According to Yang, Sun and Martin (2008), implementation of strategy is an ever-changing, dynamic and a complicated process comprising a number of activities and decisions whereby all the affected employees in managerial position and those in the lower cadre aim at turning a strategic intent into a reality, the set objectives. Putting the strategy into realization and having the strategy implemented by the organization is a vital stage of the strategic management process. In acceptance to this view, Thompson, Strickland and Gamble (2008) state, that strategy implementation is operation oriented and making things happen activity, with an aim of performing core business activities strategically.

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As stated by Daft (2009), companies will compete well on condition that employees and frontline managers skillfully execute a strategy.

According to Flood, Dromgoole, Carrol and Gorman (2000), high rate of failure of initiatives set by organizations in an ever-changing field of business is basically because a newly formulated strategy is poorly implemented. Thompson and Strickland (1989) indicates that implementing strategy creates the harder challenge in management and consumes time making practitioners emphasise that it is much easy to formulate a nice strategy making it happen. While strategy is a creative and intellectual endeavour, implementation is a physical operation and entails actions calling for executive managerial and leadership skills. Implementation of a newly crafted strategy mostly involves changing the corporate vision and often times requires a focus that involve strategic change (Schaap, 2006). The author further notes that implementation is the leadership behaviours and activities of the senior level leadership that will translate working plan into a firm results. Converting a strategy into a reality, executing it in an organization, is exceedingly daunting compared to its formulation (Hrebiniak, 2006). Though well coined, a strategy may fail to yield maximum results if not well executed., noted Noble (1999).

Li, Guohui and Eppler (2008), noticed there are three conceptions of strategy implementation that are distinct: Firstly, the concept focuses on process perspective that is of the view that execution of strategy is a series of steps that are planned well and follow each other consecutively. The second concept identified by the authors' treats implementation of strategy as actions that are serially combined in a parallel manner. The authors also noted that a number of authors combine the above mentioned two perspectives. In conclusion, Li et al., (2008) favors hybrid perspective judging by the multiple faceted way in which they present the work of strategy implementation. Ritson (2008), state that execution of strategy entails planning of resources and logistics, organizational structure change and improvement of the employed system to manage the organization. According to Abashe (2016), it is a great concern to see the high rate of failure of strategy implementation initiatives

1.2 Strategic direction

Strategic leadership refers to the knack to make one's followers or the subordinates to daily decide voluntarily thereby enhancing organization's long-term productivity but still maintaining its short term stability (Rowe, 2001). Leading strategically entails initiating plans, which introduce the organization with the vision and maintained capability for implementing that vision. For that reason, executive headship should accommodate the conflicting need for change and stability at the same time to comprehend the collective intricacy of destabilization and multiple capacity in different organizational level (Taylor-Bianco & Schermerhon, 2006). To appreciate how strategic leadership impact organizations, discussing them as intricate and adaptive structure with intended leadership maintaining the equilibrium of total steadiness and unimaginable lack of order is necessary (Boal & Schultz, 2007). The pointed explanations refer to the tough and persistent aspect in the science of management which states that the success of any organization's strategic direction rely on its capacity to use its present potential and at the same time looking for more capacities (Levinthal & March, 1993).

It is clear from different scholars that there exists a perception that leadership at the executive level have a vital responsibility in the execution of any strategy. Strategic direction also known as strategic intent, states the intended future position of the; normally envisioned by the senior executives of an organization (Hamel & Prahalad, 1989). The concept is meant to maintain the

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competitive advantage of a firm. According to Brand (2003), strategic direction comes about when organizations pursue ambitious goals and focuses on competitive strategies to arrive at their goals. This is possible when the current organization's capabilities and required resources are not aligned and seems improbable to drive the organization's goals. This gap between the current resources and capabilities and the required resources to achieve the required goals compels the organization to pursue and acquire such resources. Strategic direction is assessed through vision, mission and objectives (Brand, 2012). Strategic direction has two aspects namely core ideology and an envisioned future. While core ideology aims at motivating employees through the heritage of the company, envisioned future aims at encouraging employees to stretch beyond their expectations of accomplishment thereby requiring significant change and progress for it to be realized. The envisioned future is a guide to several aspects of a firm's strategy (Hitt et al., 2007).

1.3 Problem Statement

Strategy implementation is an integral part of strategic management process. Strategy implementation is the toughest and time-consuming level of strategic management (Schaap, 2006). The author further states that, while strategy implementation is an intellectual and creative act that involves analysis and synthesis, implementation is a hands-on operation and action oriented human behavioral activity that requires senior leadership and important managerial skills. Bearing in mind resources and energy employed in strategic planning, it is mind boggling to see less effort directed towards the execution of strategy. Strategic implementation is of no use without execution.

Agrochemical companies like any other business entity has to develop and effectively implement strategies in response to the environmental changes and/or in line with their vision. Shitanda (2013) noted that the accelerated pace of external environment change makes organizations' survival highly dependent on creating entrepreneurial responses to unprecedented discontinuities and the responses will depend on the resources within the environment. Muttaka (2012) established that multinational firms in the agrochemical industry use differentiation strategy to gain competitive advantage and compete effectively in the Kenyan market. However, neither of the two researched on the role leadership play in ensuring such responses become successfully implemented.

Strategic leadership is widely recognized as one of the key drivers of effective strategy implementation (Bossidy, Charan, & Burck, 2002). It has indeed been identified as one of the major barriers to affect implementation if it lacks among top leadership of an organization (Kaplan & Norton, 2004). A case study of German aviation Group Deutsche Lufthansa and its strategic change programme has shown how pre-implementation decisions with regard to leadership and management of a strategic change are necessary for making the right change at the right time (Baulcomb, 2003). According to Barnat (2014), strategic leadership that positively contributes to effective strategy implementation and that this study will focus on include; determining strategic direction, managing the organization's resource portfolio, and emphasizing ethical practices.

There is little research done on the agrochemical companies in Kenya especially focusing on the role strategic leadership play in the implementation of strategies. (Shitanda, 2013) worked on investigating strategies adopted by Agrochemical companies to the challenge of agrochemicals distribution in Kenya, while (Mwangi, 2007) delved on researching factors influencing market share of different companies marketing pesticides in the floriculture industry in Kenya. Some scholars have investigated the roles played by strategic leaders in the strategy implementation focusing on different industries and firms, but there is scarcity of information on studies done at the agrochemical companies in Kenya. Given its vital role in the agribusiness sector, an intense study on the role played by strategic leadership in implementation of strategy at the selected multinational agrochemical companies is necessary. The research question under this study is; what is the role played by strategic leadership implementation of strategy at the multinational agrochemical companies in Kenya?

1.4 Objectives of the Study

To determine the effect of strategic direction on strategy implementation at the selected multinational agrochemical companies in Kenya.

2.0 LITERATURE REVIEW

2.1 Empirical Review

Jepkemboi (2010) examined the influence of strategic direction in strategy implementation at Kabarak University through a case study. She found out that most respondents agreed or strongly agreed that strategic leaders at Kabarak University provided strategic direction to the university members. The finding showed that employees have a clear understanding of the vision, which was supported by high values of the mean, mode and median. However, the author conducted a case study and therefore cannot be generalized into another field. This study endeavours to research on the strategic direction role of strategic leaders in strategy implementation in selected multinational agrochemical companies.

Mapetere, Mavhiki, Nyamwanza, Sikomwe and Mhonde (2012) conducted a survey to determine the influence of strategic direction in strategy implementation in state owned enterprises in Zimbabwe. The survey revealed that most state-owned enterprise leadership failed to craft and articulate a worthwhile vision for chosen strategies and their consequent implementation. The results indicated that most state-owned enterprises in Zimbabwe failed to execute formulated strategy with considerable results due to a lack of a clear strategic vision. However, the research was done in state owned enterprises and therefore cannot be generalized to privately owned enterprises and corporations. This study will be dwelling on the influence of strategic direction in selected multinational agrochemical companies that are privately owned.

Fourie (2009) examined the role played by strategic leaders of the Financial Mail Top 200 companies in 2006 in strategy implementation by use of self-administered questionnaire. The main conclusion of the research was that determination of strategic direction for the organisation was the strategic leadership action perceived to play the most important role in effective strategy implementation. This study will be focusing on the multinational agrochemical companies operating in Kenya. This will be necessary since various intervening factors like business environment can bring about a different result.

2.2 Theoretical review

McGregor Burns introduced transformational leadership, distinguishing between transactional leaders who reward for loyalty and work of followers, and transformational leaders that work with followers and focus on higher intrinsic needs. The proprietor raised concerns about the importance of specified outcomes and new ways in which they can be achieved (Burns, 1978). Burns further stated that when leaders and employees assist each other to higher levels of morale and motivation, then it is called transformational leadership. The author further pointed out that what differentiates leadership and management is characteristics and behaviours thereby establishing transforming and transactional leadership concepts.

Transforming concept has a significant change in people and organization's life. It reformulates values, perceptions and alters expectations of employees as well as their aspirations. Contrary to transactional concept, it is based on the leader's personality, ability to make a change through example, traits and articulation of energizing vision and challenging goals rather than give and take relationship. "The supportive leader acts in a responsive manner therefore creating a friendly organizational climate and verbally recognizes subordinates' achievements in rewarding modus," (House & Mitchell, 1974). In modern leadership theory, this style is seen as "the transformational leadership style" (Bass & Bass, 2009). Transforming leaders, being the moral exemplar of working towards the benefits of the team, organization and/or community, are idealized. Burns theorized that transforming and transactional leadership were mutually exclusive styles. Transactional leaders fit themselves within the organizational culture already in existence and tend not to strive for cultural change while transformational leaders try to change organizational culture. "Transformational leaders appeal to followers' ideals and moral values and inspire them to think about problems in new ways" (Northouse, 2013). According to Bertocci (2009), transformational leadership theory provides a rational approach as through it a leader is able to observe how leaders actually motivate and reward followers for achieving the organizational vision.

Bass (1985) extended Burns work by explaining the psychological mechanisms that underlie transforming and transactional leadership; Bass also used the term transformational instead of transforming. According to Burn, the extent to which a leader is transformational is measured first, in terms of his influence on the followers. The followers of such a leader feel trust, admiration, loyalty and respect for the leader and, because of the transformational leader, are willing to put in more effort than originally expected. These outcomes are brought about by the transformational leader's ability to offer followers something more than just self-gain; they provide the followers with an inspiring mission and vision and give them an identity. The leader motivates and transforms followers through his or her idealized influence, intellectual stimulation and individual consideration. In addition, these leaders encourage people to come up with unique and innovative ways to challenge the status quo and to foster alterations in the environment to support success. Finally, in contrast to Burn, Bass suggested that leadership could simultaneously display both transactional and transformational leadership. Ethical practice is one of the strategic leadership roles under this study. Since the theory indicates that transformational leaders are exemplary leaders and through their idealized influence they are able to motivate their followers towards achieving the organisational goals, it underpins this study.

3.0 METHODOLOGY

This study adopted explorative research design. Target population was the strategic leaders at the seven multinational agrochemical companies in Kenya adding up to 56 in number. Census was used as the population is small thereby minimising error. Semi structured questionnaire was used to collect both quantitative and qualitative data. Qualitative data was analysed manually using content analysis method while quantitative data was analysed using SPSS version 20 software. The influence of the strategic direction on strategy implementation was analysed using multiple regression analysis. Data was then presented using tables, pie charts and graphs to make them reader friendly.

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4.0 RESULTS FINDINGS

4.1 Demographic Information

This section presented the personal details of the respondents and it provided data regarding the study and was necessary for the determination of wether the individuals in a particlar study were a respresentative sample of the target population and testing appropriateness of repondent in answering the questions for generalisation.

The study sought to determine the demographic characteristics of the respondents as they are considered categorical variables, which give some basic insight about the respondents. The characteristics considered in the study were; age bracket, highest level of education, cumulative experience in management, length taken working in the current organisation and finally the department involved as well as the length of involvement on strategy implementation at your organization.

Distribution of Respondents by age

The study also determined the age in yeras of the respondents. The results are submitted in figure 4.4.1 where the majority 29.4% accounted for 46-60 years, 23.5 % of the respondents were between 31-45 years, 27.5% held 20-30 years while above 61 years rallied at 19.6 years.The study findings can therefore show a trend whereby strategy implementers were middle aged employees.The assumption could be that they had rosen in ranks during the years.

Distribution of Respondents by level of education

The study determined the Distribution of Respondents by level of education of the respondents. The results summarized in the figure below. Majority of the respondents had a master's degree at 29.4%, diploma holders as well degree holders had a 27.5% each. Doctorate degrees holders posted 15.7%.It can be noted that strategy formulation can be attributed to employees with higher levels of education.

Distribution of Respondents by Cumulative Experience in Management

The respondents were asked to state their Cumulative Experience in Management in table 4.4.3. The result in table 4.4.3 revealed that majority of the respondent (33.3%) indicated that they had been in operation for 6-10 years. Employees who had Cumulative Experience in Management for more than ten years was 17.6%.The result further revealed that (23.5%) of the respondents indicated that they had less than two years of experience. Finally, managers with 2-5 years of management experience accounted for 25.5%.

Distribution Of Respondents By department

The study determined the Distribution of Respondents who worked in various departments.

The results summarized in the figure below. Sales department had the highest respondents as shown by 19.6%.This could be attributed to the vitality of sales in any organisation. Marketing had 7.8% Regulatory department had a 9.8%, Operations accounted for 9.8% Research and Development had 11.8%,Production had 17.6% while Human Resource 23.5%.

Distribution of Respondents by length taken in strategy implementation

The study determined the Distribution of Respondents by length taken in strategy implementation. The result in table 4.4.5 revealed that majority of the respondent (33.3%) indicated that they had

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been in strategy implementation for 6-10 years. Employees who had Cumulative Experience in strategy formulation in Management for more than ten years was 17.6%.The result further revealed that (23.5%) of the respondents indicated that they had less than two years of being involved in strategy implementation. Finally managers with 2-5 years of strategy implementation experience accounted for 25.5%.

4.2 Descriptive Statistics

Table 1: strategic direction

	N	Min	Max	Mean	Std. D
The strategic intent is usually clearly identified.	51	3	5	3.9	0.831
Leaders develop visions for the company.	51	3	5	3.92	0.868
Leaders construct the company mission.	51	2	5	3.29	1.188
Leaders set goals for the organization.	51	4	5	4.41	0.497
The organizational vision has an impact on the organizations' revenue.	51	4	5	4.45	0.503
Goals set in the organization influence the organization's revenue.	51	4	5	4.59	0.497
The mission of the organization influences the organization's revenue.	51	4	5	4.53	0.504
The organizational vision has an impact on customer's experience.	51	4	5	4.41	0.497
Goals set in the organization influence the customer's experience.	51	4	5	4.47	0.504
The mission of the organization influences customer's experience.	51	4	5	4.49	0.505
The organizational vision is established in consideration of cost implication.	51	4	5	4.53	0.504
Goals set in the organization is influenced by cost efficiencies.	51	2	5	3.43	1.136
The mission of the organization influences organization's expenditure.	51	2	5	3.59	1.062
Average	**51**			**3.95**	**0.81**

Source: Researcher, (2019)

Results showed that respondents agreed to the statement that the strategic intent is usually clearly identified. The mean for that statement was 3.9 while the variation in the response was 0.831. Thus, it was evident that managers had clearly identifiable strategies set in the firm. The variation demonstrated that the strategies were varied depending on firm's organisation. The statement: Leaders develops visions for the company had a mean of 3.92 with a standard deviation of 0.868. Thus, the mean showed a clear understanding of leaders' roles in creating vision to steer company growth. The variation in vision development noted was very high. Results indicated that majority of respondents agreed to the statement that Leaders construct the company mission, the mean was

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3.29 variations for this pose accounted for 1.188. A neutral response in the mean showed it was fairly agreed that leaders constructed company mission. A high variation of 1.188 could also verify general agreement on the same issue.

The statement on Leaders set goals for the organization was agreed upon with a mean of 4.41 and a variation of 0.497. The mean showed that goal setting was a high agreed upon issue in the organisation highlighting the need for any organisation to have leaders agreeing on company direction. A low variation in the responses was noted. The organizational vision has an impact on the organizations' revenue, had a mean of 4.45 and a standard deviation of 0.503. The mean meant that leaders agreed that vision was a revenue driver and the bigger the vision the better. The variation in distribution was moderate showing agreement to the statement. Results indicated that respondents agreed on the statement of the organizational vision have an impact on customer's experience. The mean was 4.41 while the standard deviation was 0.497. Thus, customer experience, which dictates brand loyalty, can be improve by firm's vision. The distribution of the responses was moderate. Study results indicated that the respondents with a mean 4.47 of goals set in the organization influence the customer's experience. Customer experience is paramount as customer is always right. The standard deviation was 0.504. The mean for the statement was 4.49 indicating general agreement on the mission of the organization influences customer's experience. The standard deviation for this statement was 0.505, indicating that the variation in distribution was moderate showing agreement to the statement.

The respondents agreed to the statement that the organizational vision is established in consideration of cost implication. The mean was 4.53 while the standard deviation was 0.504, indicating that the variation in distribution was moderate showing agreement to the statement. Cost implication will decide if clients buy or go for the competition thus the mean showed evidence of putting price as a factor in considering vision. Goals set in the organization is influenced by cost efficiencies had a mean of 3.43 while the standard deviation was 1.136, thus the response was varied. Cost efficiencies as shown by the statement mean were a moderate tool while setting goals. It seems there were other factors to consider in price efficiency. Finally, the statement, the mission of the organization influences organization's expenditure. Had a mean of 3. The variation on this statement was 1.062. The mean denoted a neutral response on organization influences organization's expenditure, this could mean that firms do not operate in sovereignty and other factors such as competition come into play. The response was highly varied.

The average mean of the statements on strategic direction was 3.95 with a standard deviation on strategic direction of 0.810 showing a low variance therefore indicating a general agreement on statements regarding strategic direction. Thus, the study clearly purports that strategy direction is a very vital asset in any organisation. Strategic direction as validated by study results bordered on all general aspects of the company mainly on the firm level as well as macro aspects under study. For instance, strategic direction is critical in management, goal setting, finances, and human resource as well as how the firm deals with competitors. Strategic direction influences the way the organisational deals with customers and espousing the new brand. The study finds agreement in study by Fourie (2009) who concluded that determination of strategic direction for the organisation was the strategic leadership action perceived to play the most important role in effective strategy implementation.

4.2 Correlation Analysis

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Correlation analysis was used to determine both the significance and degree of association of the variables and predict the level of variation in the dependent variable caused by the independent variables. The correlation analysis to determine the association between Strategy direction and strategy implementation at the selected multinational agrochemical companies in Kenya, Pearson correlation coefficient computed and tested at 5% significance level. The results indicate that there was a positively strong corelation (r=.851**) between Strategic direction and strategy implementation at the selected multinational agrochemical companies in Kenya. In addition, the researcher found the relationship to be statistically significant at 5% level (p=0.000, <0.05).

Table 2: Summary of Pearson's Correlations

		strategy direction	**Strategy implementation**
Strategy direction	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	51	
Strategy implementation	Pearson Correlation	.851**	1
	Sig. (2-tailed)	0.001	
	N	51	51
**** Correlation is significant at the 0.05 level (2-tailed).**			

Source: Researcher, (2019)

4.3 Regression Analysis

In this study, multivariate regression analysis was used to determine the significance of the relationship between the dependent variable and all the independent variables pooled together. Regression analysis was conducted to find the proportion in the dependent variable (strategy implementation at the selected multinational agrochemical companies, based on the correlation analysis) which can be predicted from the independent variables (Strategic Direction, Table 4.7 presented the regression coefficient of independent variables against dependent variable. The results of regression analysis revealed there was a significant positive relationship between dependent variable and the independent variable. The independent variables reported R-value of 0.894 indicating that there was perfect relationship between dependent variable and independent variables. R-Square is a commonly used statistic to evaluate model fit. R-square is 1 minus the ratio of residual variability. The adjusted R^2, also called the coefficient of multiple determinations, is the percentage of the variance in the dependent explained uniquely or jointly by the independent variables.

Thus, the perfect correlation shows considerable strength between the dependent and independent variables. An association can be noted whereby the three independent variables show a considerable association to strategy implementation. This is in agreement with previous studies such as Taylor-Bianco and Schermerhon, (2006).Leading strategically entails initiating plans, which introduce the organization with the vision and maintained capability for implementing that vision. For that reason, executive headship should accommodate the conflicting need for change and stability at the same time to comprehend the collective intricacy of destabilisation and multiple

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capacity in different organisational level. The coefficient of determination also called the R^2 was 0.799. R square value of 0.799 means that 79.9% of the corresponding variation in strategy implementation at the selected multinational agrochemical companies can be explained or predicted by (Strategic Direction) which indicated that the model fitted the study data.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.894a	0.799	0.787	0.131473
a Predictors: (Constant), Ethical Practices, resource portfolio management ,ethical practices				

Source: Researcher, (2019)

Table 4 shows the Analysis of Variance Results. The significance value is 0.000 which is less than 0.05 thus the model is statistically significant in predicting how Strategic Direction, influence strategy implementation at the selected multinational agrochemical companies. The F critical at 5% level of significance was 62.445.

Table 4: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.238	3	1.079	62.445	.000b
	Residual	0.812	47	0.017		
	Total	4.051	50			

Source: Researcher, (2019)

Table 5 shows the regression coefficients.

Table 5: Coefficients Table

Coefficientsa Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**T**	**Sig.**
		B	Std. Error	Beta		
1	(Constant)	1.35	0.258		5.239	0.00
	Strategic direction	0.518	0.078	0.642	6.621	0.00

Source: Researcher, (2019).

The research used a multiple regression model

$$\mathbf{Y = \beta_0 + \beta_1 X_1 + \varepsilon}$$

The regression equation will be

$$\mathbf{Y = 1.35 + 0.518 X_1 + \varepsilon}$$

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The regression equation above has established that taking all factors into account (strategic direction,) constant at zero, strategy implementation at the selected multinational agrochemical companies will be an index of 1.35. The findings presented also shows that taking all other independent variables at zero, a unit increase in strategic direction will lead to a 0.518 increase in strategy implementation at the selected multinational agrochemical companies.

The P-value was 0.00, which is less 0.05, and thus the relationship was significant. These findings can be corroborated by Jepkemboi (2010) who found out that strategic leaders at Kabarak University provided strategic direction to the university members. The finding showed that employees have a clear understanding of the vision, which was supported by high values of the mean, mode and median.

5.0 CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

The general objective of this research was to investigate the role of strategic leadership in strategy implementation at the selected multinational agrochemical companies in Kenya

This specific study found out that majority of the respondents agreed to the statements on Strategic Direction influence of strategy implementation at the selected multinational agrochemical companies in Kenya. Thus, Strategic Direction is a significant factor that influences strategy implementation at the selected multinational agrochemical companies in Kenya.

Since the study found a strong positive correlation between strategic direction and strategy implementation and that strategic direction played a significant role in the implementation of strategy, the study concludes that strategic direction should be present among strategic leaders of agrochemical firms for effective strategy implementation at their firms.

5.2 Recommendations

Based on the study findings, the study recommends that any organisation be having a clear cut strategic direction to enable the entire organisation understand where they are going.

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