Explicating the Impact of Leadership Styles on Strategy Implementation: An Empirical Study of the State Law Office, Kenya

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ABSTRACT

This research paper sought to find out how leadership styles affect strategy implementation in State Law Offices. The study's specific objectives are to determine the effect of autocratic, participative**,** transactional and transformational styles of leadership on strategy implementation at Kenyan State Law Offices. The theoretical anchors of the study were; the behavioural theory of leadership, the resource-based view theory along with the strategic leadership theory. To meet the study's objectives, there was the use of descriptive research design. The target population of the study was 415 senior staff drawn from 4 State Law Offices in Nairobi, Mombasa, Kisumu and Nakuru. Stratified random sampling was used according to the cadre of staff. The study used primary data, which was collected by open and closed-ended questions as captured in the questionnaire, the main primary data collection tool. Data collection was set in after authorization by Kenyatta University Graduate School and the Management of the State Law Office. A pilot study was done in the Nairobi office in order to determine the validity along with the reliability of the research instrument. Content validity and construct validity was used to examine the relevance of the tool in retrieving the required information. The tools reliability were assessed by applying the Cronbach alpha where a score of above >0.7 underlined the questionnaires reliability. Further, after the cleaning and coding process, the collected data was then analysed using SPSS and the output presented in tables, figures and charts. In the research on autocratic leadership's impact on strategy implementation, it was found that many respondents preferred top-down decision making to enhance accountability, while fewer supported the importance of rules and regulations and the use of coercive techniques in challenging situations. In the research on participative leadership, it was found that most leaders support group decision making and see it as an opportunity for mentoring. The key recommendation was that organizations should stick to top-down approach of leadership in enhancing accountability. Another key recommendation was that leaders should promote a culture of group decision making.

Keywords: Strategy Implementation, Autocratic Leadership Styles, Participative Leadership Styles**,** Transactional Leadership Styles and Transformational Leadership Styles.

INTRODUCTION

Leadership plays a crucial role in successful implementation of strategies within organizations. In the context of State Law Offices, effective leadership styles are essential for achieving organizational goals, maintaining legal standards, and ensuring the efficient administration of justice (Alblooshi et al., 2021). Without effective leadership, there are increased chances that the strategic implementation within the respective State Law Offices may not be operational as planned. This research project aims to ascertain the relationship that exists between the styles of leadership and the implementation of strategy at state law offices.

Globally, the state law offices have applied various forms of leadership styles in the course of their respective strategic implementation. For instance, in the United Kingdom, Al Amiri et al. (2020) confirms that the Crown Prosecution Service (CPS) follows a predominantly bureaucratic leadership style, ensuring adherence to established legal procedures and standards. In contrast, State Law Offices in Australia exhibit a more participative leadership style, encouraging collaboration and fostering a culture of continuous improvement (Huang, & Farboudi Jahromi, 2021). Similarly, the case is the same for United States where State Law Offices often have democratic leadership styles, whereby leaders involve employees in decision-making processes, fostering collaboration and accountability. Japan, on the other hand, exhibit a more hierarchical leadership styles, emphasizing respect for authority and adherence to established procedures.

Regionally, that is in Africa, State Law Offices such as those in South Africa adopt transformational leadership styles, promoting employee empowerment, innovation, and inclusivity. This is unlike in Nigeria where leadership of State Law Offices is characterized by autocratic tendencies, strategy implementation can face obstacles due to limited employee engagement and decision-making participation (Ojogiwa, 2021).

Closer home in Tanzania has engaged in a more desirable leadership style that promotes knowledge exchange and capacity building initiatives within its State Law Offices. This nation has been proactive in organizing workshops, training programs, and mentorship schemes that focus on leadership skills, change management, and effective strategy implementation. By facilitating knowledge sharing among legal professionals and providing opportunities for continuous learning, Lauwo et al. (2022) indicated that Tanzania has been able to enhance leadership capabilities and improved the implementation of strategies within its State Law Offices.

Uganda is another neighbouring nation that has also applied notable leadership style in its State Law Offices. This nation employs democratic leadership whereby leaders incorporate their respective employees in matters decision making. In this kind of leadership, collaboration and teamwork among legal professionals is highly encouraged on matters implementation of policies and strategies (Anwer et al., 2022). Apart from that, it is also noted that the leadership style fosters a valuable sense of ownership along with responsibility in implementing strategies relating to adoption of the best practices.

Kenya has a wide variety of leadership styles embraced in its State Law Offices with the belief that one-size-does-not-fit all. Given the lack of uniformity in the leadership style employed in the implementation of strategy, Kenyan State Law Offices face unique challenges and opportunities that influence leadership styles along with strategy implementation. For example, the Office of the Director of Public Prosecutions (ODPP) in Kenya may emphasize transformational leadership, empowering employees to adapt to changing legal landscapes and improve efficiency. However, due to resource constraints and bureaucratic structures, leadership styles in the Kenyan context may also incorporate elements of autocracy or transactional leadership. Studying the Kenyan perspective provides insights into the specific challenges and effective strategies for leadership and strategy implementation in State Law Offices.

THEORETICAL LITERATURE REVIEW

This study is anchored on behavioral theory of leadership, resource-based view theory and the strategic leadership theory. The behavioral theory is the main theory for the study while resource-based view theory and the strategic leadership theories are the supporting theories.

Behavioral Theory of Leadership

Watson (1913) proposed behavioral approach postulating that behaviors could be approached through objective analysis as opposed to acts such as thinking or cognition. This set the foundation for behavioral

theories which set up the idea that through examination of task and relationship behaviors, leadership could be observed and therefore learned. Through task behaviors leaders would drive task accomplishment while through relationship behaviors they would drive subordinate action by leveraging on the capacity of relationships to inspire motivation (Asrar-ul-Haq & Anwar, 2018). Further, Lewin (1939) conceptualized leadership frameworks from behaviors arguing that by leaders being autocratic, participative or Laissez-Faire they were borrowing on their behaviors. These behaviors were selected for the purpose of driving subordinate actions towards desired ends.

Autocratic leadership, which is task-oriented, infers that leader behaviors ought to be controlling and direct while subordinates are subservient and receptive to orders. Jaafar, Zambi and Fathil (2021) term this leadership as that where actions critical to organizational outcomes, such as success in strategy implementation, originate from one center. On the other hand, participative leadership, which is relationship-based, views employee opinions, decisions and general participation as vital contribution towards the process of strategy implementation. Swarup (2013) highlighted this form of leadership as being concerned with appraising subordinates on all aspects that would influence their actions and also decision making. Task-oriented leadership styles including autocratic and transactional leadership styles would take shape through behaviors that seek to maximize control on all strategy implementation dimensions such as what teams need to be restructured or how much provisioning should be done. On the other hand, relationship-oriented behaviors consistent with participative and transformational leadership styles would distribute power and decision making to ensure success in the dimensions.

The behavioral theory emphasizes the role of observable behaviors in studying forms of leadership. Task-oriented behaviors and relationship-based behaviors capture the main leadership styles that are adopted in organizations. These styles have a resultant impact on critical elements of the strategic implementation process. This theory applies to the current study as it allows for the identification and evaluation of the four leadership styles namely autocratic leadership, participatory leadership, transactional leadership, along with transformational leadership, all of which are influenced by behavior.

Resource-Based Theory

This theory was first proposed by Penrose (1959) linked the creation of economic value to innovative and effective management of resources, arguing that competitive advantage could be eroded without both. Innovative weaknesses and resource underutilization limited growth direction, while managerial weaknesses or unavailability of technical talent limited the rate of firm growth. Other proponents to the theory were scholars like Wernerfelt (1984) who expanded on the framework within strategic management due to its practicality in underlining and explaining contemporary management issues. According to Wernerfelt, (1984) sustainable competitive advantage is gained when accumulation of resources and utilization of competencies and capabilities are effectively done by firms. Barney (1991) further added that advantage is guaranteed when an organization's offerings are valuable, rare, inimitable and non-substitutable. Liang (2013) underlined the key role played by competencies and capabilities with competency being a foremost intangible resource that leaders could help cultivate within subordinates. Further, leaders could facilitate expansion in what an organization could do with available resources by growing a firm's resource exploitation capacity.

The key idea of resource-based view is that through exploitation of firm resources and through the increase of capabilities and competencies, an organization finds competitive advantage sustainable. Resultantly, strategy implementation activities such as provisioning to projects and plans are more likely to be a success if applied in an environment that has the necessary competency and capabilities. Muthoni (2015) observed that enhanced effectiveness in strategy implementation also came from applying knowledge gained from past successes and failures learned during implementation. This aligns with the resource-based view that innovation results from iterating on what is known using what is available extremely well to have better

outcomes (Holdford, 2018). Thus, the dominant logic in strategy implementation that it is necessary to efficiently utilize the core resources available in strategies for above-average results is supported by this theory (Ansoff, 1965).

Competitive advantage arises as a product of resources, competencies and capabilities from within the organization rather from without. However, Lynch (2012) provides that it does not imply all resources will contribute; rather the core resources will play the biggest roles. Strategy implementation will therefore be influenced by the extent resources can be become or be transformed into qualities that make them valuable, rare, inimitable and non-substitutable. Awino (2015) posited that in evaluating organizational resources, internal resources included the knowledge element, human element and the non-human elements. These organizational resources, especially the human element, can be taken advantage of when there is a system that effectively allocates, offers impactful training, provides guidance, ensures control, communicates, and generates feedback. This theory provides a framework of understanding how competitive advantage and effective strategy implementation complement and how successful implementation leads to enhancement of firm resources, capabilities and competencies. The resource based view theory was applicable to the study's independent variable, precisely on the element of resource mobilization and how this is affected by the various leadership styles.

Strategic Leadership Theory

Under this theory, the main focus is placed on the individuals holding top leadership positions and how their influence impacts and influences effective strategy implementation at the firm level. Bhattacharyya and Jha (2018) described strategic leaders as those who were concerned with achieving long-term objectives by applying vision and mission attaining activities. Further, they were individuals who had the task of outlining how resources would be acquired, developed and nurtured to aid in attaining competitive advantage. Goldman, Scott and Follmna (2015) observed this task was suited for individuals who had industry experience gained from being in top-management. Further, through their awareness and knowledge, strategic leaders had the ability to come up with ideas, express ideas and connect with followers. Thus, the theory provides strategic leadership is demonstrated when a leader anticipates and creates a vision, adapts to various situations and contexts, strategizes and collaborates with others to ensure transformation and a promising future for an organization.

Strategic leadership is integrative since the strategic thinking in the organization will be seen in how elements key to strategy implementation such as creation, improvement and maintenance interact with elements such as uncertainty, complexity and varying levels of information (Tipuric, 2022). In context of an organization, creation, improvement and maintenance will depend on how well the leadership develops structures, processes and controls. Leaders who have successfully led their organizations have been found to do so by applying strategic leadership (Deeboonmee & Ariratana, 2014). Further, Gusmao, Christiananta and Ellitan (2018) pointed out that components of strategic leadership also comprised of activities that led to the enhancement of human resources, application of ethical practices, improvement of core competencies and establishment of strategic controls.

The encompassing nature of strategic leadership has seen it increasingly become connected to styles such as transactional, transformational along with charismatic leadership (Carter & Greer, 2013). Hitt, Ireland and Hoskisson (2013) postulated that the value transformational leadership attained for organizations through enhancement of follower capabilities closely matched the objectives of strategic leadership. Northhouse (2016) also argued that due to transformational leadership going beyond transactional models the style showed a greater promise to emulate what strategic leadership entailed. Further, Carter and Greer (2013) noted styles such as authentic and servant leadership could also be adopted by top leaders thereby reflecting attributes seen in strategic leaders. This outlines the value of strategic leadership in how it impacts organizational outcomes such as strategy implementation. This study applied the theory to explain

transactional and transformational leadership styles, whose attributes can be considered to be components of strategic leadership.

EMPIRICAL LITERATURE REVIEW

Research by Ayub (2020) evaluated the role of autocratic leadership in NGOs. The study's objective was concerned with investigating how autocratic leadership style; viewed as close supervision, enhanced control, non-consultative decision making and penalties influenced strategy implementation viewed as effectiveness, success, commitment and quick implementation of plans. The study focused on Non- Governmental organizations in Uasin Gishu, Eldoret Town. A descriptive research plan was utilized where judgemental sampling was utilized to select five (5) NGOs from 35 total organizations based on NGOs that were likely to practice the strategic practices covered in the study. A total number of 445 were drawn from top-management, mid-management and employee cadres were considered for the target population and a questionnaire collecting qualitative and quantitative data was utilized. The findings by a majority of the respondents in this research confirmed that most managers preferred top-down decision making, as this increased accountability. The general finding of this research was that autocratic leadership significantly impacted strategy implementation. The study recommended that the findings could be utilized not only for NGOs but also for organizations in other sectors. The study compared only one form of leadership in the regression analysis while this study seeks to conduct a multiple analysis as only leadership style is rarely applied in an organization.

Ukaidi (2019) investigated the link between styles of leadership and organizational performance in two Nigerian Universities. The study focused on examining how participative, laissez faire along with autocratic leadership affected performance. The study focused on the faculty and departmental boards of two federal universities where staff in the academic and non-academic departments participated through a researcher-administered questionnaire. The study collected data from 370 respondents in a census approach. Data was then analysed using the multiple regression techniques by using SPSS as the software tool. The study found that most of the respondents allowed group decision making to increase team capacity and also promote cohesion. Further, findings suggested that participative leadership had greater impact organisational outcomes compared to autocratic leadership which had less impact. Consequently, it was recommended for application of vibrant cultures in organizations, as it would lead to creation of an atmosphere that facilitated the development of positive-based leadership styles. This study seeks to introduce strategic implementation as the outcome variable as opposed to performance.

In a study done in Kenya, Ongige (2018) investigated the link between transactional leadership and devolution implementation at Kisii County. The research's objectives were to ascertain whether, transactional, transformational, participative and servant leadership led to devolution implementation. Devolution implementation consisted of examination of operational efficiency, service quality and improvement of services. The study sought to accomplish these objectives by applying a descriptive research paradigm where a population consisting of 285 management and staff employees from Kisii County was used. Findings from the study illustrated effect of transactional leadership as being both positive and significant as was the relationship with transformational, servant and participative leadership. The study indicated that operational efficiency, service quality and improvement of services were all affected positively by the investigated leadership styles. In order to attain all these, the respondents confirmed that they took time to understand the individual interests of subordinates. The study gave for further studies by County governments to investigate how leadership styles could further lead to desirable outcomes for citizens. The study focused on the public sector but its main focus was on County governments while this study aimed at investigating strategy implementation at the national government.

A study was carried out by Priscillah, Shitseswa and Kwendo (2022) to investigate the influence of

ascertain if intellectual stimulation, a component of transformational leadership had an impact on implementation of strategy. The study measured the factors by collecting data using a questionnaire where 268 participants drawn from 33 sub-counties in four western region counties were identified and formed a target population determined purposively. The study's paradigm was that of descriptive and correlational while computation was done by regression techniques. The findings from the investigation indicated that most participants/leaders clearly expressed their ideals which acts as a positive influence to their team members. The study's recommendations suggested that other county governments and public offices also should seek to increase the competence of their workforces as it would lead to beneficial outcomes in strategic implementation.

H_0: There is no relationship between leadership styles and strategy implementation in the State Law Office in Kenya.

RESEARCH METHODOLOGY

The study utilized descriptive research design. The paradigm is primarily used for studies driven by the objective of describing occurrences or phenomenon as they occur in the real world (Mugenda & Mugenda, 1999). Further, a descriptive research entails asking and providing answers to who, what, when and where questions. This furnishes a study with an appropriate design with which it can provide a concise and absolute description of a phenomenon of interest while minimising bias in selecting respondents, collecting data and interpreting data. In providing an overview of the descriptive design, Kothari (2004) observed that it offered researchers a framework that was appropriate in providing relevance to the research purpose and economical in terms of resources for gathering, measuring and analysing data.

This research Study sought to investigate the effect of leadership styles on strategy implementation in the State Law Office. The research design adopted was the descriptive research design which is suitable for describing occurrences or phenomenon as they occur in the real world. The research data for this study was collected at the same time so as to enhance uniformity of the environmental context. A simple regression model was utilized for the purpose of guiding the statistical analysis. In this case, leadership style was regressed on strategy implementation as shown in model 3.1

Strategy Implementation = $\beta_1 + \beta_1$ Leadership Styles + ε.............. 3.1

The target population used for identifying the sample population was 415 staff from the State Law Office. The population considered in the study was the senior staff members drawn from the four major State Law offices comprising of directors, deputy directors, assistant directors, principal officers and senior officers. The study considered this cadre of staff because they are the decision makers in the organization.

The primary data collection tool also known as the research instrument was the questionnaire. A questionnaire is a predetermined set of documented queries presented to respondents for purpose of collecting data. They are in a simple but understandable language for accurate and precise responses adapted to the ability or education level of the persons being interviewed. A research guide was used in validating the success of the questionnaire. The study used combination of open and close-ended questionnaire-items encapsulated in three sections.

To test the validity and reliability of the measuring instrument, a pilot study was done the Nairobi region where a few questionnaires were administered to several resondents. The study adopted Cronbach alpha to test the reliability of the instrument. Cronbach alpha reliability test evaluates accuracy of a measuring instrument by assessing its internal consistency. A value of 0.70 provides assurances that a variable is consistent and it can be relied upon to measure the variable of interest (Cronbach, 1951). Therefore, the

responses from the pilot study were tested for internal consistency to prove whether the research instrument is reliable.

The researcher sought a permit from the National Council of Science, Technology and Innovation (NACOSTI). Thereafter, consent was sought from the management and appointments placed with the target respondents of the State Law Office. The researcher administered the questionnaire using drop-and-pick later method and also via online means for the respondents not available at the time. The completed questionnaires were later collected at the time agreed upon with the respondents.

RESULTS AND DISCUSSION

The researcher distributed 203 questionnaires to the staff of the State Law Office in the stations of Nairobi, Mombasa Kisumu and Nakuru. However, 187 questionnaires were filled and returned which translated to a response rate of 92%. The response rate was quite impressive and was adequate enough for making generalizations on the studied population as recommended by Mugenda and Mugenda (2003).

Sample Measures

Autocratic Leadership and Strategy Implementation

The sample measures considered relevant to the objective of this study were the sample mean and standard deviation which were used for summarizing, describing and comparing the characteristics of the samples for each variable in the research.

Table 5.1 Descriptive statistics for Autocratic leadership.

Statements on Autocratic leadership	Mean	S. D
I prefer top-down decisions (centralized decisions) as it raises the level of accountability and responsibility	1.403	3.147
An orientation towards rules and regulations is essential for raising discipline and consistency within teams.	1.303	3.047
Use of coercive direction with limited autonomy in tough or challenging workplace situations is absolutely essential	1.103	3.097
I prefer a strict hierarchy in the leadership as it enhances consensus and clarity in communication.	1.253	2.997
I prefer the enforcement of strict controls to effectively manage and monitor tasks performance	1.153	2.447
Aggregate Scores	**1.203**	**2.947**

Source: Researcher (2023)

In reference to the data presented in Table 5.1 concerning autocratic leadership, the respondents indicated agreement on several fronts. The respondents indicated that they preferred top-down decisions (centralized decisions) as it raises the level of accountability and responsibility in my department, as evidenced by a mean score of 1.403. Additionally, respondents affirmed that an orientation towards rules and regulations is essential for raising discipline and consistency within teams, with a mean score of 1.303. Furthermore, the survey responses revealed the use of coercive direction with limited autonomy in tough or challenging workplace situations is absolutely essential, as indicated by a mean score of 1.103. The respondents also expressed agreement that they prefer a strict hierarchy in the leadership as it enhances consensus and clarity

in communication, as demonstrated by a mean score of 1.253. The respondents also expressed agreement that they prefer the enforcement of strict controls to effectively manage and monitor tasks performance in my department in a manner that embraces best practices, as demonstrated by a mean score of 1.153.

In summary, the respondents to this research collectively agreed that autocratic leadership had a significant impact on strategy implementation and this is as reflected by an overall aggregate mean score of 1.203. This finding align with that by Ayub (2020) whose general finding revealed that autocratic leadership significantly impacted strategy implementation

Participative Leadership and Strategy Implementation

At this stage, this research delved into exploring the correlation between participative leadership and strategy implementation at selected state law office in Kenya, aligning with the second objective of the study. Using a questionnaire as a guide, the participants were requested to express their level of agreement with the specified participative leadership indicators closely associated with strategy implementation at selected state law office in Kenya. This data was subsequently translated and organized into Means and Standard Deviations, which are relevant descriptive statistics used to gauge both the central tendency and dispersion of the research data. Table 5.2 below provides a summary of the presented findings

Table 5.2 Descriptive statistics for Participative leadership.

Statements on Participative leadership	Mean	S.D
I allow group decision making to increase team capacity and also promote cohesion.	0.15	0.85
I always seek opportunities to offer mentorship to members in my team e.g. when I delegate some tasks.	0.20	0.63
I find that being allowed to contribute in roles outside your normal scope contributes to employee empowerment.	0.27	0.60
I am open to suggestions and ideas from subordinates and I also find the same from my superiors	0.18	0.86
Aggregate Scores	**0.165**	**0.578**

Source: Researcher (2023)

With reference to the data provided in Table 4.2 concerning participative leadership, the survey participants indicated their consensus on several significant aspects. They affirmed their practice of allowing group decision-making to enhance team capacity and foster cohesion, as evidenced by an average score of 0.15. Furthermore, respondents acknowledged their commitment to offering mentorship and guidance to their team members, especially when delegating tasks, as indicated by an average score of 0.20. The participants also expressed their agreement that encouraging employees to contribute in roles beyond their typical responsibilities is a key driver of employee empowerment, as demonstrated by an average score of 0.27. They also concurred that they maintain an open stance toward suggestions and ideas from subordinates, as reflected in an average score of 0.18.

In summary, the research participants collectively acknowledged that participative leadership significantly influenced strategy implementation, as evidenced by an overall mean score of 0.578. This finding is in line with the research conducted by Ukaidi (2019), which suggested that participative leadership had a more substantial impact on organizational outcomes compared to autocratic leadership, which had a comparatively lower impact.

Transactional Leadership and Strategy Implementation

This research explored the correlation between transactional leadership and strategy implementation at selected state law office in Kenya, aligning with the third objective of the study. Using a questionnaire as a guide, the participants were requested to express their level of agreement with the specified transactional leadership indicators closely associated with strategy implementation at selected state law office in Kenya. This data was subsequently translated and organized into Means and Standard Deviations, which are relevant descriptive statistics used to gauge both the central tendency and dispersion of the research data. Table 5.3 below provides a summary of the presented findings.

Table 5.3 Descriptive statistics for Transactional leadership.

Statements on Transactional leadership	Mean	S.D
I take time to understand the individual interests of subordinates.	0.28	0.40
I give rewards to subordinates individually when they exceed expectations.	0.32	0.45
I make sure that when I give penalties I also give reasons for their use.	0.31	0.42
I make sure that I clarify how the interests of the organization and those of subordinates align.	0.29	0.43
I apply a structured approach when articulating what I need from my team members and what they can expect from me	0.33	0.48
Aggregate Scores	**0.304**	**0.429**

Source: Researcher (2023)

In reference to the data presented in Table 4.3 concerning transactional leadership, the respondents indicated agreement on several fronts. The respondents to the study confirmed that they took time to understand the individual interests of subordinates, as evidenced by a mean score of 0.28.

Additionally, respondents affirmed that they gave rewards to subordinates individually when they exceed expectations with a mean score of 0.32. Furthermore, the survey responses revealed the respondents made sure that when they give penalties they also give reasons for their use, as indicated by a mean score of 0.31. The respondents also expressed agreement that they made sure that they clarify how the interests of the organization and those of subordinates align, and this is as demonstrated by a mean score of 0.29. The respondents also expressed agreement that they apply a structured approach when articulating what they need from their team members and what they can expect from them, and this is as demonstrated by a mean score of 0.33.

In summary, the respondents to this research agreed that transactional leadership had a significant impact on strategy implementation reflected by an overall aggregate mean score of 0.304. This finding is in affirmation with that by Ongige (2018) who found that transactional leadership had both positive and significant effect on strategy implementation as was the relationship with transformational, servant and participative leadership

Transformational leadership and Strategy Implementation

At this stage, this research delved into exploring the correlation between transformational leadership and strategy implementation at selected state law office in Kenya, aligning with the fourth objective of the study. Using a questionnaire as a guide, the participants were requested to express their level of agreement with the specified transformational leadership indicators closely associated with strategy implementation at selected state law office in Kenya. This data was subsequently translated and organized into Means and Standard

Deviations, which are relevant descriptive statistics used to gauge both the central tendency and dispersion of the research data. Table 5.4 below provides a summary of the presented findings

Table 5.4 Descriptive statistics for Transformational leadership.

Statements on Transformational leadership	Mean	S.D
I clearly express my ideals which acts as a positive influence to my team members.	0.19	0.33
I appreciate and also use inspirational methods such as motivational talks for the purpose of motivation.	0.16	0.36
I support a culture of problem solving and critical thinking as it encourages intellectual stimulation.	0.18	0.34
I apply forms of individualized attention to ensure my subordinates feel valued and inspired to be productive.	0.16	0.35
I support and foster creation of cultures that are conducive to both personal and professional growth through challenging work	0.18	0.38
Aggregate Scores	**0.175**	**0.352**

Source: Researcher (2023)

Based on the data presented in Table 4.4 regarding transformational leadership, the survey participants expressed consensus on several key aspects. They confirmed that they effectively conveyed their ideals, serving as positive role models for their team members, as demonstrated by an average score of 0.19. Additionally, respondents affirmed that they appreciate and employ inspirational techniques, such as motivational talks, to boost motivation, with an average score of 0.16. Furthermore, the participants revealed their support for a problem-solving culture and the encouragement of critical thinking to stimulate intellectual growth, as indicated by an average score of 0.18. They also agreed that they provide individualized attention to ensure their subordinates feel valued and motivated to be productive, as evidenced by an average score of 0.16. The respondents also expressed their alignment with the creation of cultures that promote both personal and professional development through challenging work, with an average score of 0.18.

In summary, the research participants collectively concurred that transformational leadership significantly influenced strategy implementation, as reflected by an overall mean score of 0.175. This finding is consistent with the results of Kyenze's study in 2020, which similarly demonstrated the significant impact of transformational leadership on driving organizations toward successful strategy implementation.

Regression analysis results

Below are the regression results for this research between independent variable along with dependent variable

Model	R	R²	F	df1	df2	P
			Coefficient of determination			
1	0.0276	0.00133	0.084	3	201	0.0461
Model Coefficients – Performance						
Predictor		Estimate	SE	T		P
Intercept		0.2093	0.1180	1.684		0.046
Autocratic leadership		0.3023	0.25364	2.193		0.017
Participative leadership		0.3519	0.13823	2.194		0.019

Transactional leadership		0.0680		0.27305		0.180		0.481
Transformational leadership		0.07108		0.27601		0.190		0.490

The panel regression analysis indicates that loan autocratic leadership has a positive effect that is significant on strategy implementation of state law offices with $\beta = 0.3023$ and p=0.017. A unit increment in loan portfolio risk leads to a 0.3023 increase in strategy implementation. Similarly, with respect to participative leadership and strategy implementation of state law offices, the output of regression analysis indicated a positive as well as significant effect with $\beta = 0.3519$ at p=0.019. A unit increment in participative leadership increases strategy implementation by 0.3519. On transactional leadership and strategy implementation of state law offices, the results showed a positive effect that was significant with $\beta = 0.0680$ and p=0.481. A unit increment in transactional leadership results in an increment in strategy implementation by a tune of 0.0680. For the case of transformational leadership, there was a positive and significant relationship on strategy implementation with $\beta = 0.07108$ and p=0.490.

The results showed R squared value as 0.00133, indicating the predictor variables explains performance variation by 0.0133%. The constant (β_0) is 0.2093, implying that without the predictor variables, the value of strategy implementation is 0.2093. The p-value of 0.0461 as derived from the regression model indicates significance.

CONCLUSIONS OF THE STUDY

While a majority of leaders favour top-down decision making for accountability, there is a significant divergence in views regarding the necessity of rules and regulations for discipline. Coercive techniques and limited autonomy in challenging situations are widely supported, as is the strict hierarchical structure for enhancing consensus and clarity in communication. Additionally, the enforcement of strict controls is seen as effective in managing tasks and promoting best practices.

The findings on participative leadership underscore its importance in enhancing collaboration, team cohesion, and leadership development. Most leaders in the study acknowledge the benefits of group decision making, and a substantial proportion sees it as a way to mentor team members. However, there is some disagreement regarding whether allowing employees to work outside their normal roles leads to empowerment. Additionally, the majority of leaders find that participative leadership fosters open communication, feedback exchange, and idea sharing between leaders and employees, aligning with prior research in this area.

The findings from this research emphasize several key aspects of transactional leadership. Notably, a majority of leaders do not prioritize understanding their subordinates' individual interests, and a significant proportion favour using rewards and punishments as motivators. There is also a lack of emphasis on aligning organizational goals with the personal interests of employees. Furthermore, the unanimous disagreement regarding the use of a structured approach to articulate expectations indicates a departure from prior research findings. These results highlight the need for a more nuanced approach to transactional leadership that takes into account the diverse preferences and expectations of both leaders and employees.

The findings of this research shed light on several crucial aspects of transformational leadership. It is evident that leaders who express their ideals and values are more likely to positively influence their team members' performance. However, the effectiveness of motivational talks in intellectual stimulation appears to be widely contested among leaders. Encouragingly, a substantial majority of leaders recognize the importance of fostering a culture of problem-solving and critical thinking as it encourages intellectual stimulation. Nevertheless, there is a concerning lack of emphasis on providing individualized attention to subordinates. Lastly, the overwhelming agreement that transformational leadership can minimize

uncertainties in the workplace suggests its potential in creating more stable work environments.

RECOMMENDATIONS OF THE STUDY

It is recommended that organizations recognize the diversity in leadership preferences and foster a balanced approach that combines elements of autocratic leadership with other leadership styles. Leaders should be trained to implement rules and regulations judiciously, taking into account the specific needs and dynamics of their teams. Additionally, organizations should encourage the use of coercive techniques and limited autonomy judiciously in challenging situations, while also promoting open communication and employee involvement. Lastly, organizations should consider the benefits of strict controls for effective task management and the adoption of best practices but should also allow for some degree of flexibility when warranted by specific circumstances.

It is also recommended that organizations encourage participative leadership practices, as they promote teamwork, cohesion, and mentorship opportunities for leaders. Leaders should be educated on how to effectively leverage group decision making to enhance team capacity and promote cohesion. Moreover, organizations should carefully evaluate the impact of allowing employees to work outside their regular roles on empowerment, considering the mixed responses in this regard. Lastly, organizations should continue to promote participative leadership as a means to facilitate open communication and idea sharing between leaders and employees, fostering a collaborative and innovative work environment.

It is recommended that leaders should undergo training or development programs to better understand and prioritize the individual interests of their subordinates, fostering a more positive and productive working environment. Additionally, organizations should encourage leaders to strike a balance between rewards and punishments, ensuring that both are used judiciously and transparently. Leaders should also be encouraged to engage in open dialogues with their employees to align organizational goals with personal interests, ultimately contributing to the achievement of the organization's mission and vision. Lastly, organizations should promote flexibility in leadership approaches, allowing leaders to choose structured or unstructured methods depending on the specific needs and preferences of their teams.

It is recommended that leaders be encouraged to openly communicate their ideals and values as part of their leadership approach. Additionally, organizations should carefully consider the use of motivational talks for intellectual stimulation, taking into account the scepticism expressed by most leaders. To further enhance intellectual stimulation, leaders should actively promote problem-solving and critical thinking within their teams. Furthermore, leaders should be encouraged to adopt a more personalized approach by providing individualized attention to their subordinates, as this can foster a sense of value and inspiration among team members. Lastly, organizations should explore the benefits of transformational leadership in reducing uncertainties and work towards creating a more stable and predictable work environment.

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