

**CORPORATE LEADERSHIP AND STRATEGY IMPLEMENTATION IN
TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING
INSTITUTIONS IN SELECTED COUNTIES IN COAST REGION OF
KENYA**

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF
BUSINESS, ECONOMICS AND TOURISM IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF
DEGREE OF MASTER OF BUSINESS ADMINISTRATION
(STRATEGIC MANAGEMENT) OF KENYATTA UNIVERSITY**

MAY, 2023

DECLARATION

This research project is my original work and has not been presented for a degree in any other University.

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Signature


..... 26TH MAY 2023

Date

Show Fondo Kalama

D53/MSA/PT/37824/2016

This research project has been submitted to the University with my approval as the Supervisor.

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Signature

..... 30/05/2023

Date

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DEDICATION

I dedicate this project to my loving spouse Mildred for keeping me on my toes and always encouraging me to carry on.

ACKNOWLEDGEMENT

I thank my supervisor Dr Lawrence Wainaina for guiding me tirelessly and being available throughout my project period. Above all, glory to my Heavenly Father for the abundance of peace and excellent health all through this endeavour.

ABSTRACT

Corporate leaders have an all-encompassing perspective on where the organisation is coming from, where it is and where it is going. Corporate leadership is the ability to empower other employees under a leader to transform into the actions that lead to realising the long-term strategies without losing focus of the short-term goals. Corporate leadership is the unifying factor among the elements affecting strategy implementation. Close examination among the hard and delicate elements of strategy implementation call attention to the fact that corporate leadership is not only dominant but a factor that cuts across all the elements of strategy implementation. Technical and Vocational Education and Training (TVET) institutions, like other organisations, are confronted with enormous test to successfully implement strategies. A large number of these attributes of strategy implementation affect performance of the organisation. These difficulties need intervention from top management through setting of clear policies and a guide on strategy implementation, allocation of resources, as well as matching the structure of the organisation with its strategies. Through such interventions, organisations are able to achieve success in implementing strategies and improving their performance. The key or main objective was the focus on relationship between corporate leadership and strategy implementation in selected TVET institutions in the Coast region of Kenya through in-depth analysis of leadership style, effect of stakeholder involvement, strategic direction and evaluating the effect of innovation on strategy implementation. The study was guided by stakeholder theory, transformational theory, upper echelon theory, McKinsey's 7S model and open system theory. This study embraced descriptive research design and the target population was 326 respondents. The study utilised purposive sampling, simple random sampling and stratified sampling techniques. A sample of 180 respondents was sought in the field with 148 fully participating. The research utilised open-ended and structured questionnaire to collect primary data. The collected data was analysed with the help of statistical package for social sciences. A pilot study was carried out to establish the reliability and validity of the study instrument. From the study findings, it was concluded that choice of leadership style had a significant influence on strategy implementation. Similarly, strategic direction; if well harmonised, has a positive influence on strategy implementation. However, even though innovation had a positive effect in strategy implementation, the effect was deemed not strong. The study, therefore, recommends that TVET institutions should adopt participative style of leadership for the smooth implementation of their strategic plans. Additionally, TVET institutions should carefully incorporate stakeholders in their strategic planning processes. More specifically, the TVET institutions are urged to craft their strategic direction in line with the fast-changing world of education. Finally, the study recommends that TVET institutions should critically examine the innovations coming through their institutions in order to determine what to adopt and what not to adopt to protect the future of the institutions in the face of competition both from private and public educational institutions.