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INFLUENCE OF STRATEGY IMPLEMENTATION ON PERFORMANCE OF IMPROVED COOK STOVES MANUFACTURING FIRMS IN KENYA

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ABSTRACT

This study investigated strategy implementation practices and their impact on organizational performance in energy-saving stove manufacturing firms in Kenya. It examined factors like strategic leadership, resource allocation. The findings revealed a strong positive correlation between strategy implementation and performance, with strategy implementation accounting for a significant portion of organizational success. The study emphasizes the need for innovative communication systems, equitable resource allocation. These insights are valuable for Improved cookstove manufacturing firms in Kenya, offering recommendations for overcoming implementation challenges in a dynamic environment. The population of the study was from the 10 registered clean cook stoves manufacturing firms in Kenya. The respondents of the study were composed of Top Management level, Middle/ Business Management level and Lower/Functional Management level of the 10 registered clean cook stoves manufacturing firms, by use stratified and purposive sampling. The study used a descriptive research design to measure the influence of strategy implementation on performance of improved cookstoves manufacturing firms in Kenya. The study used structured questionnaire to collect primary data. The Statistical Package for Social Sciences version 23 used to Analyze data.The study's sampling approach was based on the organization's management staff, who possessed the necessary expertise in various aspects related to strategy implementation and the organization's performance. This included individuals at the top management level, middle/business management level, and lower/functional management level across all 10 registered improved cookstove firms.

Key Words: Strategy implementation practices, Organizational performance, Energy-saving stove manufacturing firms, Strategic leadership, Resource allocation

Background to the Study

The effective execution of strategies plays a vital role in the field of strategic management. Organizations must successfully implement their strategies to enhance their overall performance and achieve their goals (Gabow, 2019). Strategy implementation encompasses the translation of objectives, strategies, and policies into actionable steps through the development of programs, budgets, and procedures. It is a crucial phase that follows strategy formulation and is integral to the strategic management process (Nwachukwu, Chladkova & Fadeyi, 2018). Strategy implementation represents the third stage of the strategic management process, involving documented actions that steer the organization toward the realization of its desired outcomes (Gachuma, 2018). By effectively coordinating and allocating resources, organizations can attain the objectives formulated during the strategic planning phase (Gatheru, 2018).

In Kenya, there is a notable lack of comprehensive research demonstrating the impact of strategy implementation on organizational performance, largely due to the ongoing recovery efforts of many commercial banks from previous periods of poor performance. Furthermore, the continuous expansion of commercial banks has presented additional challenges to strategy implementation, as the limited resources allocated for implementing organizational strategies now need to be shared with these newly established institutions, further exacerbating resource scarcity (Omutoko, 2009). Moreover, these banks encounter difficulties in their strategy implementation processes due to the unpredictable nature of stakeholder interests, which can have significant effects on their long-term performance.

Statement of the Problem

In Kenya, there is a significant knowledge gap concerning the relationship between strategy implementation and the performance of manufacturing firms in the improved cook stoves sector, despite the increasing demand for these stoves and their potential energy efficiency and environmental benefits (Smith, 2021). The limited existing empirical research and statistical evidence on the positive impact of effective strategy implementation on the performance outcomes of improved cook stove manufacturing firms in Kenya poses challenges for industry stakeholders, policymakers, and managers (Johnson, 2020).

According to a survey conducted by KPMG in 2016, a majority (79%) of manufacturing firms in Kenya faced challenges related to deteriorating performance due to issues with strategy implementation (KPMG, 2016). While various local studies have explored the effects of strategy implementation on organizational performance, little attention has been paid to this area, resulting in inconclusive findings and conceptual and contextual gaps (Abdalkrim, 2013; Efendioglu & Karabulut, 2010; Konzi, 2012).

Over the past decade, there has been significant growth in the improved cook stoves manufacturing sector in Kenya, with more companies entering the market to address the demand for energy-efficient cooking solutions. However, despite this growth, many firms encounter obstacles in effectively implementing their strategic plans, which hampers their performance (Blahova & Knapkova, 2019). Strategy implementation is a crucial aspect of strategic management, and its correlation with organizational performance is a prominent research objective in this field (March & Sutton, 2018).

To address this knowledge gap, there is a need for an in-depth exploration of the factors that facilitate strategy implementation and their impact on the performance of manufacturing firms in the improved cook stove sector in Kenya. A comprehensive study incorporating descriptive and inferential statistical analyses can provide a deeper understanding of the specific challenges faced by these firms and identify effective strategies to enhance their overall performance.

Previous research has highlighted the complexity of strategy implementation, considering elements such as resource allocation, and strategic leadership. However, these studies have primarily focused on industries and geographical contexts other than the improved cook stove manufacturing sector in Kenya, leaving a gap in understanding the unique relationship between these factors and performance in this sector (Gabow, 2019; Mailu, Ntale, & Ngui, 2018; Guruwo, Chiguvi, & Guruwo, 2018).

To address these methodological limitations, the current research incorporates both descriptive and inferential statistics to provide more robust and conclusive findings. Furthermore, while previous studies have examined the impact of strategic management practices on various industries, the contextual disparities between those studies and the improved cook stove manufacturing sector in Kenya necessitate a distinct analysis (Mohamed & Mohamud, 2021).

In summary, this study's primary objective was to investigate the factors influencing strategy implementation and their consequent effects on the performance of improved cook stove manufacturing firms operating in Kenya, aiming to fill the knowledge gap in this critical area of research.

Research Objective

The General Objective of this study was to evaluate the influence of strategy implementation practices employed by energy-saving stove manufacturing firms on the organizational performance in Kenya.

i. To determine the influence of strategic leadership on performance of manufacturing firms in Kenya that specialize in producing improved cook stoves.
ii. To ascertain the influence of resource allocation on performance of improved cookstoves manufacturing firms in Kenya.

LITERATURE REVIEW

Theoretical Literature Review

Agency Theory

The core of agency theory revolves around the challenges tied to agency relationships and their potential solutions (Panda & Leaps, 2017). It sheds light on conflicts that can emerge between principals and their agents, along with strategies to mitigate such conflicts. Agents, who typically are managers and leaders within an organization, must always prioritize the interests of the principal, who often embodies the role of the CEO. Agents are entrusted by principals to execute organizational transactions with diligence. Due to this hierarchical dynamic, agents are obligated to follow the directives of the principal. However, this kind of relationship often encounters challenges arising from conflicts, including divergent priorities, methodological differences, and disagreements.

The theory emphasizes two primary areas of risk: goal discrepancies and risk aversion strategies. According to Linder and Foss (2013), conflicting goals can have a detrimental impact on organizational performance as they may lead to incompatible actions. This highlights the importance of aligning individual goals with group objectives to optimize organizational performance. Recognition serves as a motivating factor for agents. Feeling appreciated incentivizes them to put in extra effort despite prevailing challenges within the organization. One approach to expressing appreciation is by rewarding agents based on their achievements. Nevertheless, a drawback of rewards lies in cases where favorable outcomes occur despite subpar actions, or where reasonable actions result in poor performance.

Establishing effective communication and fostering a functional relationship between principals and agents is pivotal in achieving the firm's objectives. This theory aligns with the current study's context as it underscores the possibility of harmonious coexistence between employees and leaders within an organization, leading to improved performance. In cases of conflicts, parties can collaboratively devise strategies to manage their relationship. A robust communication framework stands as the optimal approach to ensure the successful implementation of organizational strategies (Kimotho & Mwasiaji, 2019).

Human Capital Theory

Becker (1993) introduced the concept of Human Capital Theory, which asserts that the most valuable form of capital is the investment made in human beings. This theory distinguishes between two types of human capital: firm-specific and general-purpose. Firm-specific human capital pertains to specialized expertise gained through education and training in areas like management information systems and accounting procedures, tailored to a particular company. In contrast, general-purpose human capital refers to knowledge acquired through education and training in skills that are valuable across various firms, such as generic skills in human resource development.

Furthermore, the theory proposes that human capital is the result of activities that enhance an individual's productivity. Although formal education is often the primary example, the theory reminds us that various activities contribute to human capital. Investing in human capital involves both direct expenses and the opportunity cost of forgone earnings. However, individuals making these investment decisions weigh the attractiveness of different future income and consumption possibilities. Some options offer higher future income in exchange for higher immediate training costs and delayed consumption.

The same logic can be applied to assessing the societal returns on investments in human capital. The theory suggests that human capital encompasses an individual's capabilities, knowledge, skills, and experiences that are relevant to their roles within a company. It also includes the capacity to continually enhance this reservoir of expertise through individual learning.

Despite the significant role that human capital plays in contemporary societies, there remain uncertainties about the educational process and the decisions individuals and collectives make regarding the type and extent of education they pursue. This theory is relevant to our study, as it underscores that employee skills and knowledge contribute to formulating and executing quality decisions that enhance organizational performance. Consequently, organizations should invest in employee training to facilitate the implementation of formulated strategies seamlessly. This training not only reduces resistance to change but also improves the process of allocating resources.

Conceptual Framework

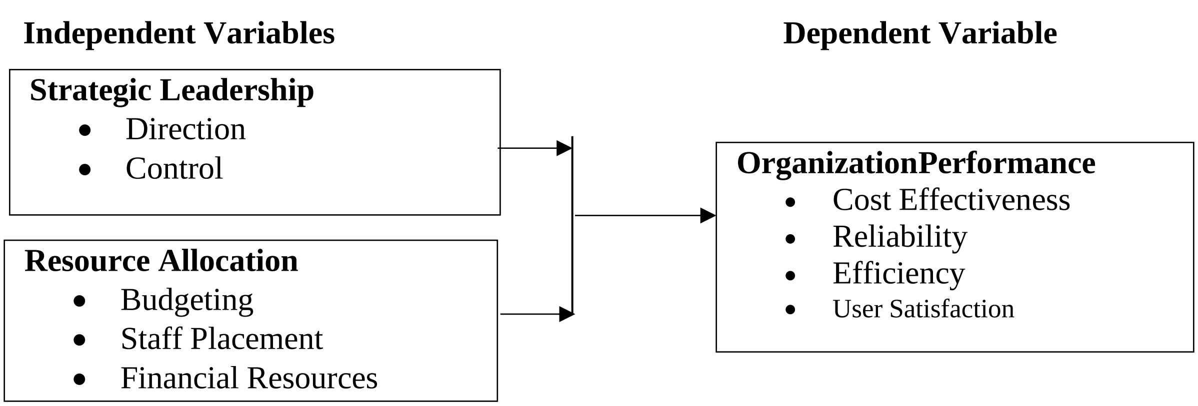

Figure 1: Conceptual Framework

Strategic Leadership

The concept of strategic leadership encompasses the ability of leaders within an organization to anticipate, adapt, and empower employees in order to establish a clear direction and a sustainable future for the institution (Kjelin, 2017). It involves the consistent cultivation of motivation and drive for the long-term success of the organization. Effective strategic leadership requires the capacity to oversee the functional aspects of the institution while simultaneously managing the factors that influence its trajectory. These factors play a pivotal role in shaping the organization's future and serve as key determinants of growth.

According to Finkelstein and Hambrick (2012), the outcomes of an institution heavily rely on its leadership. Failures such as poor communication with lower-level staff, inability to address threats, misjudgment of the external business environment, failure to separate personal interests from organizational demands, layoffs resulting from criticism, and neglecting past challenges can lead to the collapse of investments.

Leadership plays a crucial role in achieving organizational goals. During the establishment phase, leaders are responsible for product distribution, performing basic organizational functions, and fulfilling marketing roles. As the organization grows, leadership shifts focus on strategic planning and delegates functional responsibilities to junior staff members. They recruit specialized talent to enhance efficiency and drive better business outcomes. According to Nunnes and Breene (2016), to achieve positive financial results, organizations need to pursue revenue growth through diversification of products and expansion into new markets.

Resource Allocation

Strategic plan implementation can be influenced by resource allocation. Allocating resources effectively is crucial for successful strategy execution. Inadequate resources can slow down the implementation process, while excessive funding can lead to resource waste and diminish financial performance. Therefore, careful consideration and distribution of capital are necessary to promote strategy implementation. Financial resources often pose constraints on strategic plan implementation, prompting management to prioritize strategies based on the availability of finite or limited financial resources (Sum & Chorlian, 2015). Schmidt (2016) argues that an organization's budget should align with its strategic plan. Particularly in times of declining resources, it is essential to tightly connect budget development and strategic planning to ensure that funding shortfalls do not hinder strategy implementation.

Certain resources, such as culture and reputation, possess characteristics that make them difficult to imitate and become vital in explaining a company's competitive advantage. These intangible resources result from complex interactions and play a significant role in current competitive positioning. Despite challenges in measuring resources, empirical studies have tested the original propositions of the Resource-Based View (RBV) and confirmed the importance of resource heterogeneity among businesses, especially the association of intangible resources with performance (Herrmann, 2015). During the 1990s, the field of strategy focused on identifying resources that are most likely to confer a competitive advantage. The prevailing perspective, known as the resource-based view of the firm (Barney, 2017) emphasizes that a firm's ability to outperform competitors depends on the unique combination of human, organizational, and physical resources over time.

Organization Performance

Jenatabadi (2015) defines performance as the process of achieving task completion, measured by the degree of success. Organizational performance, therefore, refers to an institution's ability to effectively carry out its functions in line with its desired objectives. Upadhaya, Munir, and Blount

(2014) note that organizational performance represents the tangible outcomes of an entity compared to the desired results and outcomes. It encompasses factors such as productivity, internal operational efficiency, adherence to schedules, and responsiveness to the environment (Williams, 2002). Akinyi (2016) further emphasizes that performance measurement approaches are specific to each organization and tailored to their targeted goals.

According to Combs, Crook, and Shook (2015) organizational performance is assessed using both monetary and non-monetary indicators, including stock market performance, profitability, market growth, customer satisfaction, employee performance, and corporate social responsibility. Therefore, organizational performance encompasses both internal performance outcomes and external indicators such as social performance, which hold significant importance alongside financial measures (Richard, Devinney, Yip, & Johnson, 2009). Many institutions have adopted various methodologies for measuring performance, such as the balanced scorecard developed by Kaplan and Norton (1996). This approach recognizes the impact of organizational capabilities and development on business activities, which, in turn, influence customer perception and ultimately affect financial indicators.

Empirical Review

Strategic Leadership

Utilizing leadership as an effective management tool can facilitate the transformation of a bureaucratic public sector into a more responsive and innovative administration. Smith (2014) and Duncan (2017) highlight that strategic leadership plays a crucial role in providing control and direction for financial planning, marketing objectives, institutional growth plans, and labor strategies, all aimed at achieving desired outcomes. Strategic leadership ensures effective decision-making by channeling information through a vision and plan, enabling better decision-making processes in employee selection, motivation, procedure implementation, and overall business choices (Guo, 2014). Furthermore, strategic leadership enhances organizational energy through the championing of a shared purpose, resolves conflicts and prioritization issues, and contributes to increased client satisfaction, a key indicator of value that fosters customer retention and business growth. Leadership has a significant impact on organizational performance.

Asser, Waiganjo, and Njeru (2018) conducted a study on the influence of rigorous environmental scanning practices on the performance of profit-making government parastatals in Kenya. Their cross-sectional survey research, involving 55 profit-making government parastatals, revealed that robust strategic leadership practices had a significantly positive impact on performance, underscoring the importance of government entities being responsive and adaptable to gain market advantages. Conceptually, their study focused on strategic leadership practices and organizational performance. In contrast, the present study examines the determinants of strategy implementation and organizational performance.

In a study by Chedeye (2017) on the challenges of strategic implementation and its impact on the performance of Zetech University, it was found that a lack of employee involvement in the creation of strategic plans led to poor adoption and subsequent unsatisfactory results. This study aims to investigate how strategic leadership influences strategy implementation and overall organizational performance. It is important to note that the methodology of this study focuses on a single institution, which may limit the generalizability of the findings. Conversely, the present study focuses on thirty pharmaceutical supply chain organizations.

Resource Allocation

Kirui (2017) stated that the strategic utilization of human skills is crucial for successful strategy execution, emphasizing the importance of effectively managing employee knowledge within organizations. Leadership plays a vital role in assigning employees to suitable areas and overseeing their activities. The author further argued that even with a well-developed strategy and sufficient financial resources, the competence of the individuals involved in strategy implementation is essential. Engaging unskilled human resources during strategy implementation can have a negative impact on the execution process.

According to Bryson (2017), institutions have various funding options to acquire monetary resources for their projects, including profits, loans from financial institutions, external funding, and mergers or alliances. It is important for institutions to account for the available funds before allocating them. Additionally, completed initiatives should be considered when determining funding allocations. The efficiency of strategy implementers directly influences budget allocation, which can either facilitate or hinder strategy implementation. Insufficient financial resources can limit the capabilities of smaller units in achieving their objectives, while excessive funding can result in resource wastage. The effectiveness of strategy implementers plays a significant role in determining budget allocations, which directly impacts the execution and implementation processes of the strategy.

RESEARCH METHODOLOGY

A descriptive research design guided this study. According to Gill and Johnson (2002), a descriptive design establishes particular population characteristics as well as subjects, comparing different times and point in time. In the present study, the population targeted comprised of targets all the 354 employees (unit of analysis) in middle level of management, top level of management and lower level of management working in energy saving stove manufacturing companies. According to Yin (2018) sampling the selection of persons to participated in a study, events, documents that can be used in a survey from which a researcher can collect data from. The stratified random sampling technique was used to select the 354 respondents from the target population. The sample size was determined based on the following formula presented by Yamane. Primary data was used in this study which was largely quantitative in nature. Primary data collection was collected using questionnaires that were self-administered.

A pilot study was conducted at improved cookstoves manufacturing firms to assess the validityand reliability of the instruments. The researcher conducted a pilot test on a total of 36 respondents (10% of target population) from targeted employees. Thedata analysis was done with the help of SPSS version 23 (Statistical package for social scientist).Mean and standard deviation was used to measure central tendency and dispersion respectively, while inferential statistics was analyzed through regression and correlation analysis. After dataanalysis the data was analyzed descriptively and presented using frequency tables and charts.

RESEARCH FINDINGS AND DISCUSSIONS

The study administered 188 questionnaires for data collection. A total of 158 were duly filled and returned representing a response rate of 84.04%. Mugenda and Mugenda (2018) suggested that a response rate of 30-50% is adequate in a study to give reliable results. Thus, the response rate of 84.04% was appropriate for the data analysis in this study.

Descriptive Statistics

The study used a measure of central tendency to describe the responses and analyze them. A Likert scale was used where the responses were coded as follows: 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5 = Strongly Agree. The ranges for the mean will be as follows: Strongly Disagree (1-1.8), Disagree (1.9- 2.6), Neutral (2.7-3.4), Agree (3.5-4.2), and Strongly Agree (4.3-5). The results were presented in tables and analyzed and discussed. The descriptive statistics for the study variables are as follows:

Strategic Leadership

The first objective of the study was to evaluate the influence of strategic leadership on organisation performance of improved cook stoves manufacturing firms in Kenya. The study also was guided by the research question 'How does strategic leadership influence organisation performance of improved cook stoves manufacturing firms in Kenya? From table 4.13 below the study found that strategic leadership influence organisation performance of improved cook stoves manufacturing firms in Kenya (M = 3.53, SD = 0.94).

Table 1: Strategic Leadership

Strategic Leadership Indicators	**Mean**	**Std Dev**
Organizations' strategic leadership is able to provide direction and control during strategy implementation	3.68	.60
Lower-level employees are involved in decision making and strategy. Implementation	2.09	1.17
There is good working relationship with low level employees enhancing. strategy implementation	3.46	1.08
The management has a good working relationship with middle level. management in enhancing strategy implementation	4.44	.90
The organizations leadership is competent	3.98	.95
Average Leadership	**3.53**	**0.94**

The findings from Table 1 revealed that the management has a good working relationship with the middle level (M = 4.44, Sd = 0.90). The organization's strategic leadership is competent (M = 3.98, Sd = 0.95). The organization's strategic leadership is competent (M = 3.68, Sd = 0.60). There is good working relationship with low level employees enhancing (M= 3.46, Sd = 1.08). Lower-level employees are involved in decision making and strategy (M= 2.09, Sd = 1.17).

According to Finkelstein and Hambrick (2012) institutional results greatly depend on leadership. Investments collapse whenever the management is affected by failures like poor communication down to the lower staff; inability to neutralize threats; misjudgment on the ability control business' external environment; poor separation of individual demands and firm demand; layoffs due to criticism; and reduced attention on the challenges of the yester years.

Strategi leadership has a significant contribution to the attainment of goals in any organization. During inception, the management is responsible for the distribution of commodities, the basic functions of the organization and the marketing roles. With the growth of the firm, the strategic leadership pays attention towards establishing a strategic plan and transfers the functional roles to the junior staff. They will recruit a workforce with special expertise to enable effectiveness and better business results. According to Nunnes and Breene (2016), in order to record positive numbers, revenues from sales ought to grow through commodity and market diversification.

Resource Allocation

The fourth specific objective of this study was to evaluate the influence of resource allocation on organisation performance of energy saving stoves manufacturing firms in Kenya. The objective also aimed at answering the research question 'What is the influence of resource allocation on organisation performance of improved cook stoves manufacturing firms in Kenya?'. From Table 2 below the study found that resource allocation influence organisation performance of improved cook stoves manufacturing firms in Kenya (M= 3.94, Sd = 0.97).

Table 2: Resource Allocation

Resource Allocation	Mean	Std Dev
There are enough resources to facilitate strategy implementation	4.09	.78
There is sufficient financial strength to implement strategy	4.18	.57
The management motivates its employees to enhance performance and enhance strategy implementation	4.07	1.10
The management manages the organizations resources effectively	3.71	1.35
The allocated resources are used optimally to achieve effective strategy implementation	3.62	1.30
The human resource personnel at the organization is qualified to enhance strategy implementation	4.01	.73
Average Resource Allocation	**3.94**	**0.97**

The study found that there is sufficient financial strength to implement strategy (M = 4.18, Sd = 0.57). There are enough resources to facilitate strategy implementation (M = 4.09, Sd = 0.78). The human resource personnel at the organization are qualified to enhance strategy implementation (M =4.01, Sd = 0.73), in addition to the management motivates its employees to enhance performance and enhance strategy implementation (M = 4.07, Sd = 1.10). The management manages the organization's resources effectively (M = 3.71, Sd = 1.35).

Bryson (2017), observed that the immediate funding opportunities available to an institution for marshaling monetary resources are profits, loan facilities from financial institutions, external funding, or from mergers and alliances; with the institution employing varied ways in meeting the financial demands for executing projects. Advancing further, the relevance of institutions accounting for availed funds before commencing allocations. They also account for completed initiatives and the need for their funding to be considered during allocation. The efficiency of a strategy implementer dictates the institutions budget allocation directly to the concerns of strategy; enhancing or impeding strategy implementation and execution processes. Reduced financial resources limit the competencies of smaller units in achieving their plan, as overfunding leads to wastage of resources. The effectiveness of a strategy implementer dictates the institutions budget allocation directly to the concerns of strategy; enhancing or impeding strategy implementation and execution processes. Reduced financial resources limit the competencies of smaller units in achieving their plan, as overfunding leads to wastage of resources.

Status of performance of improved cook Stove manufacturing Companies in Kenya

The main objective of the study was to to examine the strategy implementation practices and organizational performance among improved cook stove manufacturing firms in Kenya. The descriptive statistics aimed and describing performance of improved cook stove manufacturing firms in Kenya. The findings from Table 3 established that to some extent strategy implementation practices influence performance improved cook saving stove manufacturing firms in Kenya (M = 3.81, Sd = 1.09).

Table 3: Performance of Stove Manufacturing Companies in Kenya

Performance of improved cook Stove Manufacturing Companies	Mean	Std Dev
Efficiency is always satisfactory in our organization	3.44	1.16
Return on Investment always influence performance in our organization	4.36	.48
Right source enables us to have quality product	4.18	1.33
Finances are available for suppliers' payment in our organization	3.45	1.17
The annual strategic plan is generally implemented in our organization	3.62	1.31
Average Status of Performance of Stove Manufacturing Companies	**3.81**	**1.09**

From Table 3 the study found that Return on Investment always influences performance in our organization (M = 4.36, Sd = 0.48). The right source enables us to have quality product (M = 4.18, Sd = 1.33). The annual strategic plan is generally implemented in our organization (M = 3.62, Sd = 1.31). Finances are available for suppliers' payment in our organization (M = 3.45, Sd = 1.17). Efficiency is always satisfactory in our organization (M = 3.44, Sd = 1.16).

Inferential Analysis

Correlation Analysis

Correlation is an analysis that measures the magnitude of linear association between two variables and the direction of the association. Pearson correlation is widely the correlation statistic adopted to measure the extent (degree) of the association between the linearly related variables. Normally, (*r*) is between positive one (+1) and negative one (-1). As the (*r*) value goes towards 0, the relationship between the two variables will be weaker. Pearson correlation (*r*) was used to show the relationship between strategy implementation and Performance of stove manufacturing companies in Kenya.

Table 4: Coefficient of Correlation

Variables		**PERF**	**A1**	**A2**
Organization Performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	158		
Strategic Leadership	Pearson Correlation	.717**	1	
	Sig. (2-tailed)	.000		
	N	158	158	
Resource allocation	Pearson Correlation	.736**	.691**	1
	Sig. (2-tailed)	.000	.000	
	N	158	158	158

Correlation is significant at the 0.01 level (2-tailed).
Correlation is significant at the 0.05 level (2-tailed). *

Table 4 show a correlation (r = 0.717; p<0.001) between leadership and performance of stove manufacturing companies. This implies that the strategic leadership is positively correlated to the performance of stove manufacturing companies. In addition, the correlation between these two variables was significant, that is p<0.5 implying a linear relationship between strategic leadership. There is a direct association between strategic leadership.

There is a positive, significant, and strong correlation (r = 0.736; p<0.000) between resource allocation and performance of stove manufacturing companies. This implies that the resource allocation is positively correlated to the resource allocation. In addition, the correlation between these two variables was significant, that is p<0.5 implying a linear relationship between resource allocation and performance of stove manufacturing companies.

Analysis of Variance

The analysis of variance was used to examine whether the regression model was a good fit for the data. The F-calculated was 32.787as shown in Table 5. This shows that F-calculated was greater than the F-critical and hence linear relationship between the strategy implementation and performance of improved cook stove manufacturing companies. In addition, the p-value was 0.000, which was less than the significance level (0.05). Therefore, the model can be considered to be a good fit for the data and hence it is appropriate in predicting the influence of the four independent variables (strategy implementation) on the dependent variable (performance of stove manufacturing companies).

Table 5: Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	19.607	4	4.902	32.787	.000[b]
1	Residual	28.256	189	.150		
	Total	47.863	193			

Dependent Variable: Performance of stove manufacturing companies
b. Predictors: (Constant), strategic leadership, resource allocation

Regression Analysis

Further, the study ran the procedure of obtaining the regression coefficients, and the results were as shown on Table 6. The coefficients or beta weights for each variable allows the researcher to relative importance comparatively of the performance of airlines. In this study the unstandardized coefficients and standardized coefficients are given for the multiple regression equations. However, discussions are based on unstandardized coefficients.

Table 6: Regression Results

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	B		
1	(Constant)	1.327	.316		4.193	.000
	Leadership	.447	.074	.381	6.042	.0003
	Resource Allocation	.361	.090	.323	4.025	.000

Findings in Table 6 showed that leadership had coefficients of estimate which was significant basing on $\beta_1 = 0.447$ (p-value = 0.003 < 0.05). Also, the influence of strategic leadership is more than the effect attributed to the error and supported at a 5 per cent level of significance. Strategic Leadership influences performance by 0.447or 44.7%, thus we conclude that strategic leadership significantly influences performance of stove manufacturing companies.

In addition, the findings indicate that resource allocation had coefficients of estimate which was significant basing on $\beta_2 = 0.361$ (p-value = 0.001 < 0.05). Also, the resource allocation is more than the effect attributed to the error and supported by the t values where t calculated= 4.025 at a 5 per cent level of significance, thus we conclude that resource allocation significantly influences performance of stove manufacturing companies by 0.361 or 36.1%.

The model can be fitted as below:

$\gamma = 1.327 + .447X_1 + .361X_2$……………….(ii)

$PREP = 1.327 + .447\text{A1} + .361\text{A2}$……………….(iii)

Model Summary

In Table 7, the correlation coefficient (R) of 0.828 shows that there is a positive joint correlation between strategy implementation (strategic leadership, resource allocation) with performance of improved cook stove manufacturing companies in Kenya. From the study findings, the correlation determination is R^2 value (0.685). The study results imply that strategic leadership, resource allocation jointly accounted for 68.5% of the performance of stove manufacturing companies in Kenya as represented by the R^2. This therefore means that other factors not studied in this research contribute 68.5% performance of improved cook stove manufacturing companies in Kenya. This implies that these variables are very significant and need to be factored to performance of improved cook stove manufacturing companies in Kenya.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.828[a]	.685	.677	.42008	2.667

a. Predictors: (Constant), leadership, resource allocation

Conclusion

The first specific objective of the study was to evaluate the influence of strategic leadership on organisation performance of improved cook stoves manufacturing firms in Kenya. The study concludes that strategic leadership has a significant positive correlation with performance of improved cook stoves manufacturing firms in Kenya. Strategic leadership also has a positive significant influence on performance of improved cook stoves manufacturing firms in Kenya. The findings also concur with Finkelstein and Hambrick (2012), institutional results greatly depend on leadership. Investments collapse whenever the management is affected by failures like poor communication down to the lower staff; inability to neutralize threats; misjudgment on the ability control business' external environment; poor separation of individual demands and firm demand; layoffs due to criticism; and reduced attention on the challenges of the yester years.

The second objective of the study was to assess the influence of resource allocation on organisation performance of improved cook stoves manufacturing firms in Kenya. The study concludes that resource allocation has positive significant association with performance of improved cook stoves manufacturing firms in Kenya. The also concludes that resource allocation has a positive significant influence on performance of improved cook stoves manufacturing firms in Kenya. The findings are also supported by a study done by Bryson (2017), observed that the immediate funding opportunities available to an institution for marshaling monetary resources are profits, loan facilities from financial institutions, external funding, or from mergers and alliances; with the institution employing varied ways in meeting the financial demands for executing projects. Advancing further, the relevance of institutions accounting for availed funds before commencing allocations. They also account for completed initiatives and the need for their funding to be considered during allocation.

Recommendations

The study has identified setting of the organizational vision, employee motivation and effective communication as some of the leadership roles during strategy implementation. Despite this, the correlation of the variable to strategy implementation is only moderate. This means that the organization has not fully exploited the potential of these variables in improving the success of the strategies being implemented. The organization should therefore put measures to ensure the potential of the variables are fully exploited.

The study has identified human resources as the main contributor to the success of strategy implementation. It is therefore imperative for the organization to establish a continuous human resource development to be able to anticipate and deal with the emerging issues in strategy implementation.

Suggestion for Further Studies

This study has focused on strategy implementation practices and organizational performance among energy saving stove manufacturing firms in Kenya. It has explored the impact of resource allocation, strategic leadership. It therefore proposes future analyses on other external aspects such as the organizational setting and type of industry to give a better aspect of these factors. This is because organization operations are influenced by both internal and external environments.

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