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RELATIONSHIP BETWEEN STRATEGY IMPLEMENTATION DRIVERS AND PERFORMANCE OF HIGH-GROWTH FIRMS IN KENYA

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Abstract: The general objective of the study was to establish the relationship between strategy implementation drivers and performance of High-Growth Firms in Kenya. Specifically, the study endeavored to establish whether leadership styles affect performance of high-growth firms in Kenya, establish whether structural adaptations affect performance of high-growth firms in Kenya and to determine whether human resource capabilities affect performance of high-growth firms in Kenya. The study adopted descriptive research design and targeted Bidco Oil Refineries and Nation Media Group in Kenya as the only valid High-Growth firms in Kenya as identified by the World Economic Forum, (2014). Specifically the study was targeting the top management, middle level management and lower level management including the strategy and innovation department in both companies. This study employed stratified random sampling technique and employed Mugenda & Mugenda (2010 formula (n/1+ (n/N)) on the top management, middle level management and lower level management including the strategy and innovation department in both Bidco Oil Refineries at Thika-Nairobi, Kenya and Nation Media Group headquarters at Nation Centre Kimathi Street, Nairobi-Kenya. The data generated by the study after fieldwork was edited, coded then entered into a computer for processing using the Statistical Package for Social Sciences (SPSS v.21.0). Descriptive and inferential statistics was used to analyze information generated from respondents. The data collected was presented by use of percentages, frequency distributions, tables, charts, and the researcher categorized variables.With a strong leadership, a firm can be able to meet its growth targets regardless of any other underlying factors. Human resource contributes a lot to the performance of high growth firm in the sense that it provides training of staff, hiring of the right staff to help implement strategies that would lead to high growth of these firms. Structural adaptation, as confirmed in these findings shows that with them in place and under good leadership a firm has great chances of growth. It's very important for a firm which wishes to achieve high growth to adopt good human resource practices, good leadership and have emphasis on proper structure. This study contributes to supplement the existing theory on strategy implementation and performance of organizations. The findings of this study underline that strategy implementation is directly and indirectly positively associated with performance of Nation media and BIDCO oil refineries in Kenya. Institutions that want to improve their performance need to implement effective strategy implementation practices.

Keyword; Strategy, Organizational Structure, Leadership Styles, Communication Systems, Performance, High Growth Firms and Strategic Implementation

Introduction

Policymakers have increasingly recognized the highly skewed nature of many metrics of firm performance in the High-growth firms (HGFs) (OECD, 2010). They also argue that, a small number of HGFs drives a disproportionately large amount of job creation, while the average firm has a limited impact on the economy. According to Nightingale and Coad (2014), failure strategy implementation efforts cause enormous costs in the organization. Other than squandering a lot of time and cash, disappointment system usage endeavors cause bring down representative assurance, a decreased trust and confidence in the senior administration (Kihara, Bwisa & Kihoro, 2016). Implementation drivers are the components of infrastructure needed to develop, improve and sustain the ability of managers and other staff members to implement an intervention as intended as well as create an enabling context for the new ways of work (Weinzimmer, Nystron, Freeman, 2008). Wheelen and Hunger (2012) mentioned that the process of strategy implementation includes changes in the culture, the structure and the organization's system. They also argued successful strategy implementation is fundamentally linked to the following elements: strategy, staff, structure, skills, systems, subordinate goals and style.

According to Weinzimmer *et al.*, (2008) the critical actions move a strategic plan from a document that sits on the shelf to actions that drive business growth. Sadly, the majority of companies who have strategic plans fail to implement them. According to a Fortune cover story in 1999, nine out of ten organizations fail to implement their strategic plan for many reasons: 60% of organizations don't link strategy to budgeting, 75% of organizations don't link employee incentives to strategy, 86% of business owners and managers spend less than one hour per month discussing strategy and 95% of a typical workforce doesn't understand their organization's strategy.

Strategy implementation is a major stage of the strategic management process (David, 2011). According to Wheelen and Hunger (2012), since strategy implementation is the most difficult stage in the strategic management process, the implementation process can be effective only with the consideration of some drivers. Davidsson and Delmar (2009) viewed it as a process that transforms the formulated strategy into a set of activities and then make sure that the organization's objectives are effectively accomplished as planned. Similarly, strategy implementation has been defined by Ehlers and Lazenby (2007) as a process that turns the strategic plans into a gathering of actions and activities and confirms that they are executed in a proper way so as to achieve objectives. Strategy implementation as a process deals with building yearly objectives, programs and budgets in order to facilitate strategies (David, 2011). Bower *et al.* (2011) said that the implementation includes components need to be established such as short term objectives, programs, procedures and budgets. Wheelen and Hunger (2012) stressed out that when an organization has its strategies and goals settled, it has to place them into actions through developing operational objectives, programs and budgets.

Strategy implementation almost always involves the introduction of change to an organization. According to Kotter & Schlesinger (2009) managers may spend months, even years, evaluating alternatives and selecting a strategy and that, frequently this strategy is then announced to the organization with the expectation that organization members will automatically see why the alternative is the best one and will begin immediate implementation. When a strategic change is poorly introduced, managers may actually spend more time implementing changes resulting from the new strategy than was spent in selecting it. Strategy implementation involves both macro-organizational issues for instance technology, reward systems, decision processes, and structure and microorganizational issues for example organization culture and resistance to change (Kotter & Schlesinger, 2009).

Implementation drivers are key components of capacity and infrastructure that influence a program's success (Heracleous, 2010). He adds that, they are the core components needed to initiate and support organization performance. Mankki (2014) contends that, Implementation drivers are the components of infrastructure needed to develop, improve and sustain the ability of teachers and staff to implement an intervention as intended as well as create an enabling context for the new ways of work. In summary, Drivers are the common features of successful supports needed to make full and effective use of innovations that will benefit an organization (Kihara *et al.*, 2016).

Strategy implementation drivers represent the infrastructure needed to make use of effective systems for better strategy implementation performance. According to Heracleous (2010), there are three categories of Implementation Drivers: competency drivers (mechanisms to develop, improve and sustain one's ability to implement an intervention as intended in order to benefit the organization), organization drivers (mechanisms to create and sustain hospitable organizational and system environments for effective services) and leadership driver which focus on providing the right leadership strategies for different types of leadership challenges. Specifically, leadership drivers are leadership challenges often emerge as part of the change management process needed to make decisions, provide guidance, and support organization functioning. Thus, the use of the leadership driver in the context of active implementation focuses on leadership approaches related to transforming systems and creating change.

The OECD (2010) defines a high growth business as 'a firm of 10 or more employees that grows either its employees or turnover by an average of more than 20 per cent per year for three consecutive years.' OECD (2010) study analyzed the impact of high growth firms on employment creation, the OECD found from country studies that high growth firms constitute between three percent and six percent of all firms with at least ten employees. In terms of turnover, the high growth firms account for between three and twelve percent of turnover. At the same time, the OECD (2010) also found that these high growth firms contribute to a large share of the employment created.

Given these alternatives and broad based nature about how to identify High-Growth Firms (HGFs), they are usually defined in one of two ways. The first method is to define HGFs as the share of firms in a population that see the highest growth during a particular period, for instance, the 1% or 5% of firms with the highest growth rate has the disadvantage of that it hinders researchers' ability to compare the share of HGFs across time or across countries. To improve this, a second approach is used, which defines HGFs as firms growing at or above a particular pace, measured either in terms of growth between a start and end year, or as annualized growth over a specific number of years. For instance, Eurostat and the OECD recommended that HGFs should be defined as firms with at least 10 employees in the start-year and annualized employment growth exceeding 20% during a 3-year period (OECD, 2010).

World Economic Forum (WEF) on Africa, (2016) to be held in Nigeria's capital Abuja, the organization has announced its selection of sub-Saharan Africa's most dynamic and high-growth companies. The World Economic Forum has listed Kenya's Bidco Oil Refineries and Nation Media Group in Kenya as a high-growth company. The WEF says these 2 Kenyan companies and other 14 African global growth companies (GGCs) have clear potential to become global economic leaders. The qualified companies were: Nation Media Group (Kenya), Bidco Oil Refineries (Kenya), GML (Mauritius), Nagode Group (Nigeria), UAC of Nigeria (Nigeria), Computer Warehouse Group (Nigeria), Interswitch Limited (Nigeria), Notore Chemical Industries (Nigeria), Seplat Petroleum Development Company (Nigeria), Growthpoint Properties (South Africa), Capitec Bank Holdings (South Africa), Webber Wentzel (South Africa), KZN Oils (South Africa), Net1 UEPS Technologies (South Africa), Tekkie Town (South Africa) and Simba Group (Uganda) (WEF, 2016).

Problem Statement

Strategy formulation only is not sufficient for HGFs' to succeed in their turbulent working environment (David, 2011). According to Kouzes and Posner (2013), it is necessary to transform the formulated strategies into actions. Researchers for instance; (Ehlers & Lazenby, 2007; Beer & Eisenstat, 2010) claimed that in order to achieve a successful stage of strategy implementation and a desirable level of performance, many impeders or drivers need to be taken into account. They argued further that, a poor strategy implementation can be referred to weak leadership, lack of resources, lack of good communication channels and bad organizational structure. Since strategy implementation drivers affect strategy implementation itself, this implies that they also might have an impact on the general performance. According to Kamanda (2009), the industrial set-up in Kenya has undergone many regulatory and financial reforms. These reforms have brought about many structural changes in the sector. Moreover, the level of competition has increased drastically due to importation of competitive products; this has reduced the profitability of some product lines in the industrial sector as illustrated by both the almost collapse of sugar and cotton industry in Kenya over time. Hitt *et al*, (2009) notes that, a good strategy may put a company on the competitive edge and raise its performance. Regrettably, many companies struggle with implementation and consequently fail in performance improvement (Carter & Pucko 2010).

Several studies have been undertaken to show the relationship between different implementation drivers for instance Kiptugen (2013) "the strategic responses of Kenya Commercial Bank to a changing competitive environment, Kamanda (2009) "the factors that influence its regional growth strategy". his study, nevertheless, does not envelop the issues of strategy implementation, Muguni, (2011) researched on the role of executive development in strategy implementation. None in the existing literature has been conducted to address effect analysis of strategy implementation drivers on performance of high-growth firms. Considering the significance strategy implementation in relation to its drivers, this study seeks to fill this gap.

Objectives

The main objective of the study was to establish the relationship between strategy implementation drivers and performance of high-growth firms in Kenya. Specifically the study sought to

i. To establish whether leadership styles affect performance of high-growth firms in Kenya

ii. To establish whether structural adaptations affect performance of high-growth firms in Kenya

iii. To determine whether human resource capabilities affect performance of high-growth firms in Kenya

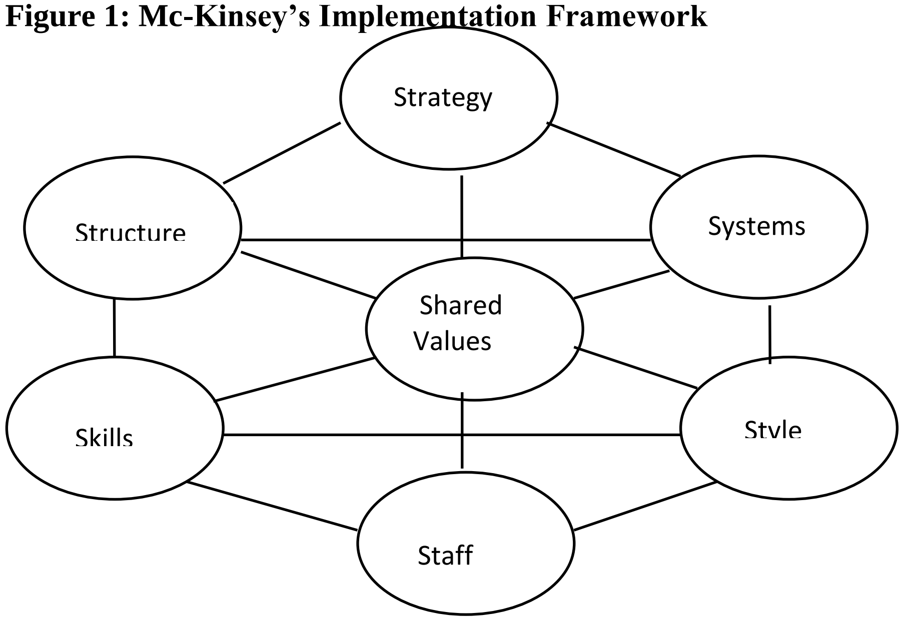
Theoretical Review

A theoretical framework is the "blueprint" for the entire research which serves as the guide on which to build and support a research idea. It provides the structure to define how a researcher will philosophically, epistemologically, methodologically, and analytically approach the study as a whole (Grant, 2014). Eisenhart (1991) defines a theoretical framework as a "structure that guide's research by relying on a formal theory that is, the framework is constructed by using an established, coherent explanation of certain phenomena and relationships". This study was guided by the theoretical frameworks discussed here below.

McKinsey's Implementation Framework

Higgins (2005) revised the original McKinsey's 7-S framework and developed the 8-S framework for implementing strategies in organizations. The famous and widely applied 7-S strategy implementation framework was developed in 1980's by Peters and Waterman (1982). In their study of the "best run" American companies, Peters and Waterman identified seven intertwined components that managers need to pay attention when implementing organizational strategies.

Figure 1: Mc-Kinsey's Implementation Framework



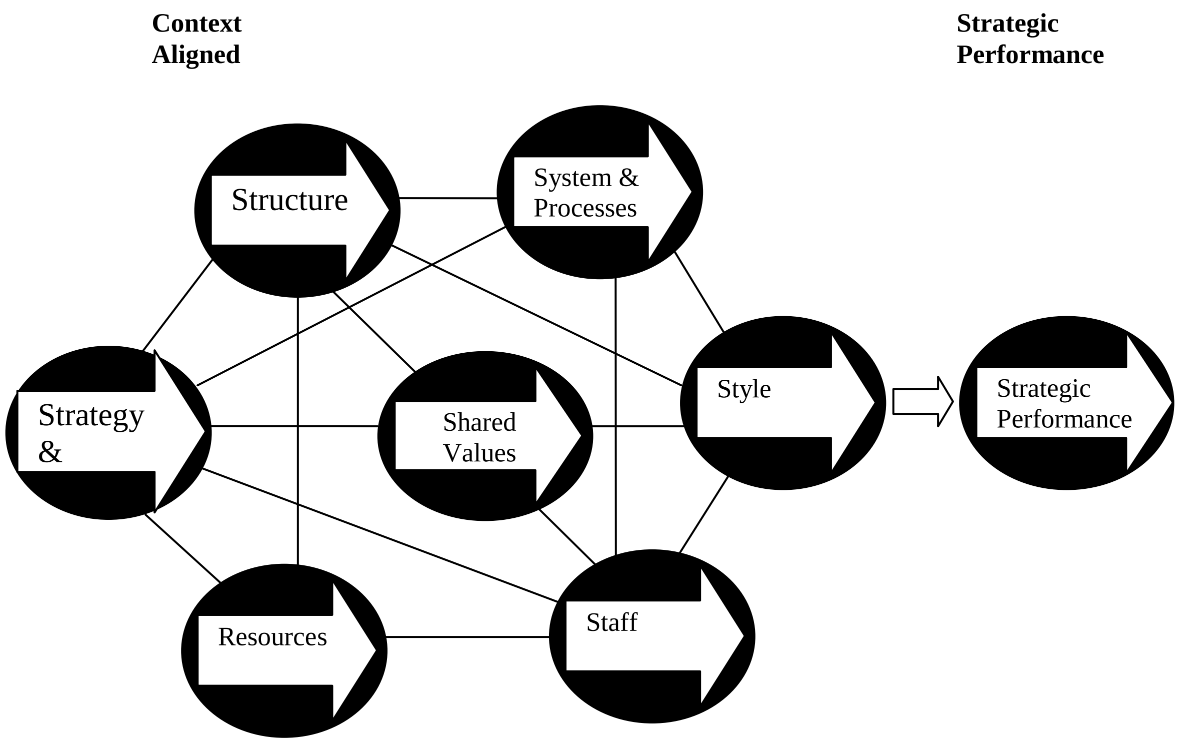
McKinsey 7-S Framework: McKinsey's 7-S Framework: (Pearce & Robinson, 1991)

Higgins 8-S Strategy Implementation Framework

Higgins (2005) did not only revise and improved McKinsey's 7-S model but also added the 8th S component (Strategic performance) which is the derivative or outcome of the interaction of 7-S's components contained in the original McKinsey's 7-S's framework. He also replaced skills as one of the contextual "S" with Re-Sources since organization cannot successfully implement strategy without marshalling additional resources such as money, information, technology and time. Higgins pointed out that the 8-S's framework enables a manager to work more efficiently and effectively in managing the cross-functional duties and activities associated with strategy implementation. The model observes that executives who realize that strategy implementation is as important as strategy formulation usually spend a lot of their time and efforts in strategy execution and this enables their organizations achieve better performance.

The 8-S's framework states that successful strategy implementation revolves around aligning the key organizational components (the 8-S's) with the strategy that the organization intends to implement. However, due to environmental dynamism and changes that take place in organization's business environment now and then, it is important for managers to continue reshaping their strategies in line with these changes. Therefore, this call for a continuous realignment of the 8-S's components in line with the new strategy and this presents the greatest challenge to managers in their endeavor to successfully implementation strategies. Since the 8-S's components are intertwined, the executives in the organizations must continuously align all these eight cross-functional components with the new strategy for successful strategy execution and better performance (Higgins, 2005).

Figure 2: Higgins 8-S Strategy Implementation Framework

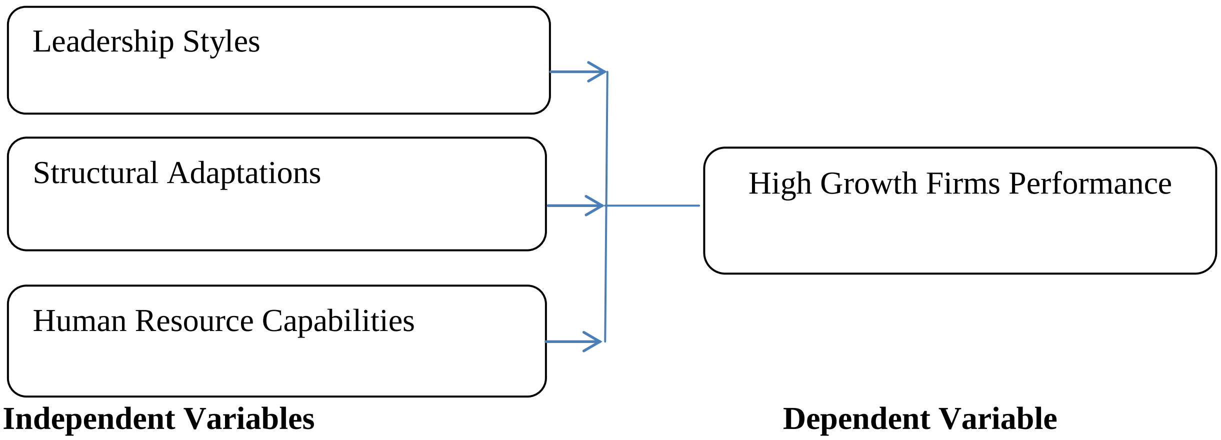


Higgins 8-S Strategy Implementation Framework: Higgins, (2005), *Journal of Change Management* 5 (1)

Conceptual Framework

Conceptual framework is defined as an element of the scientific research process in which a specific concept is defined as a measurable occurrence or in measurable terms that basically gives a clear meaning of the concept (Cooper & Schindler, 2010). According to Mugenda and Mugenda (2010), a conceptual framework is a pictorial presentation of the association between dependent and independent variables. The Conceptual Framework of this study is comprised of the independent variables and the dependent variable as shown in figure 2.2:

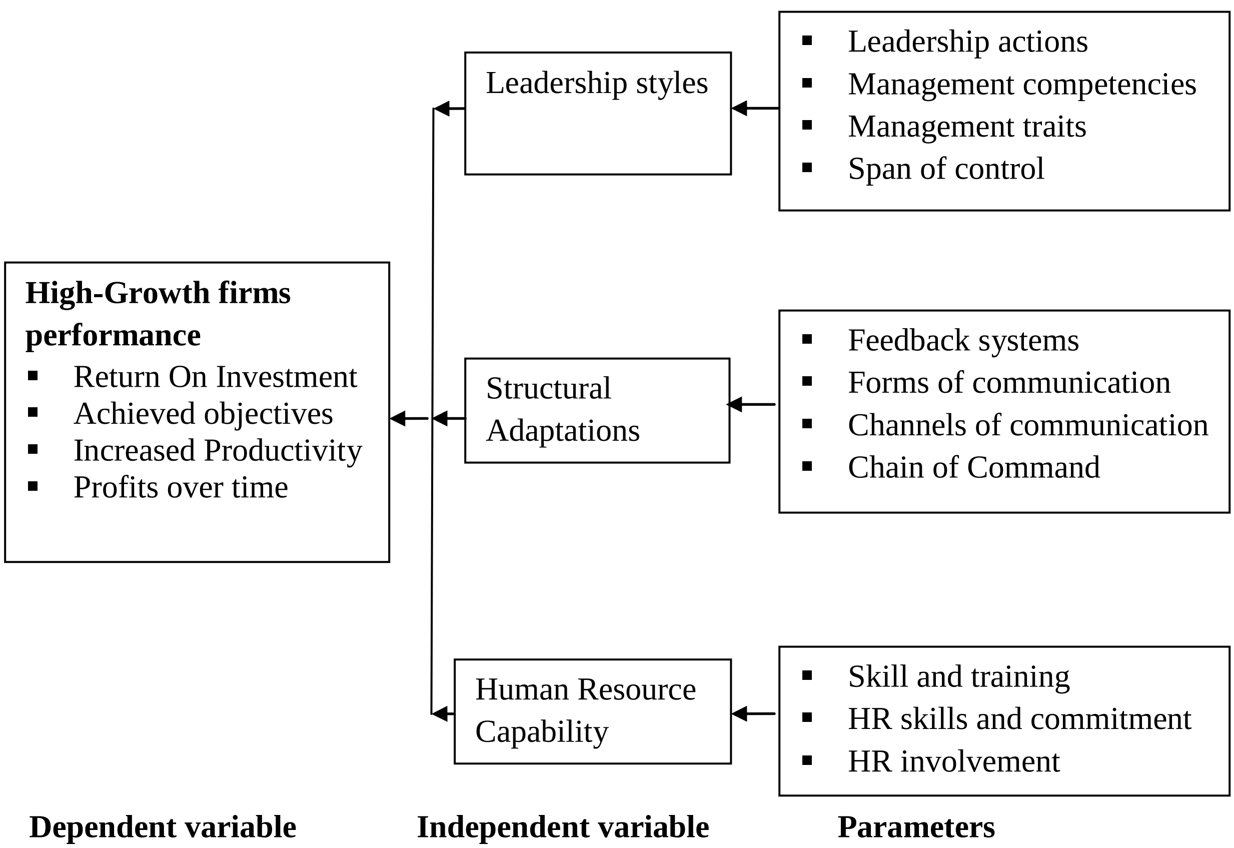
Figure 3: Conceptual Framework



Operational definition of variables

Under Operationalization the research looks at deferent statistics that the researcher makes as basis for measurement of the selected variables discussed in the conceptual framework

Figure 4: Operational framework



Research Methodology

A descriptive cross-sectional design was employed in this study. A cross-sectional study was conducted once to pick out the parameters of a phenomenon at a specific point in time. The researcher targeted Bidco Oil Refineries and Nation Media Group in Kenya as the only valid High-Growth firms in Kenya as identified by the World Economic Forum, (2014). Specifically the study targeted the top management, middle level management and lower level management including the strategy and innovation department in both companies.

This study employed stratified random sampling technique and employed Mugenda & Mugenda (2010 formula on the top management, middle level management and lower level management including the strategy and innovation department in both Bidco Oil Refineries. Using this formula, a sample size of about 129 respondents from both Bidco Oil Refineries at Thika-Nairobi, Kenya and Nation Media Group headquarters at Nation Centre Kimathi Street, Nairobi was selected. According to Robson, (2012) the justification of stratified sampling is that it offers the researcher an opportunity to reach a targeted sample quickly (time-effective) and also allows for easy acquisition of a sample of subjects with specific characteristics. The study proposes a sampling procedure as shown below.

Table 1: Sample Design

	Population	**Formular n(n/N)**	**Sample Size**
Bidco Oil Refineries	114	129(114/194)	**75**
Nation Media Group	80	129 (80/194)	**54**
Total	**194**		**129**

The researcher collected primary data with the help of a semi structured questionnaire. The questionnaires were issued to the respondents through informal self-introduction through the help of a research assistant. Descriptive statistics such as frequency distributions, mean score, mode, median, variance and standard deviations were used to analyze quantitative data. The results were presented in simple and cross tabulations, charts and frequency distributions. Qualitative data was coded into different factors and analyzed through computer aided content analysis. The mean score was used to analyze the Likert scale based psychometric constructs ranging from 1-5 and presented in a nominal scale and the Cronbach alpha coefficient was used to check the goodness of the data leading to consistency and reliability of measures in the Likert scale psychometric constructs. Inferential statistics were used to test variable relationships and influences in the regression analysis. The ordinary least square regression (OLS) analysis was used to determine the relationship that the independent variables has on the dependent variable.

Results and Discussion

From the 129 respondents sampled to participate, 101 responded while 28 did not respond. This formed a response rate of 78.3%. The response rate was adequate to analyze the relationship between strategy implementation drivers and the performance of high growth firms since it was above 50% according to the recommendation of Mugenda (2009).

Leadership Styles and Performance Of high growth Firms In Kenya

This study sought to examine how leadership styles played in organizations today affect her performance. The literature identified leadership styles like transformational, transactional and passive/avoidance as having the greatest influence on organization performance. The study findings are presented in Table 2.

Table 2: Decriptive Analysis of leadership Styles in HGF in Kenya

	Mean	SD
I make employees feel good around me	3.53	.890
I tell others in a few simple words what need to done	4.81	.504
I help others to think about old problems in new ways	4.68	.488
I help other employees to develop themselves	4.67	.492
I tell employees what to do if they want to be rewarded for their work	4.72	.492
I am satisfied when employees meet the agreed targets	4.62	.507
I am contended to let others to continue working in the same ways always	4.71	.606
Others people have complete faith in me	4.85	.654
I use tools, images, stories and models help other people understand	4.61	.509
I provide employees with new ways of looking at complex or difficult issues	4.69	.485
I give employees feedback to let them know how long they are doing	4.68	.509
I reward employees when they achieve their targets	3.02	.948
As long as thing are working I do not try to change anything	4.73	.598
I give employees freedom to do whatever they want	3.76	1.422
Other people are proud to be associated with me	3.06	.798
I help the employees to find meaning in their work	4.75	.456
I help the employees to rethink about issues that they had never thought of or questioned before	4.75	.456
I give personnel attention to others when they are in need	4.75	.498
I let employees to know what they are entitled to after achieving their targets	4.78	.438
I remind employees the standards they need to maintain while they doing their work	4.57	.517
I do no ask anything more from others they need to maintain while doing their work	4.56	.518

The analysis of leadership styles in both organizations tested some benchmark assertion aimed at presenting the effect of leadership styles on organizational performance. The study used a five point Likert scale in testing the level of agreeing from the respondents, whereby, 5- represented strongly agree and 1- strongly disagree. The mid-point between 1 and 5 in a Likert based questions is 3.4. This implies that a mean score below 3.4 indicates that the respondents disagreed with the statement given while a meanscore above 3.4 indicate that the respondents agreed with the statement given.

The study findings in Tabel 2 indicates that all the respondents agreed with tmost of the Likert based psychometric constructs given on leadership styles as their meanscores are above 3.4. However, the respondents disagreed with the following statements: other people are proud t obe associated with me (mean score, 3.06) and I reward employees when they achieve their targets (mean score, 3.02). The research findings on organization performance as attributed to leadership strategies concurs with the literature from different authors that; firms with greater leadership strategies tend to achieve higher firm performance and enhance organizational success in the business operations. The attainment of the strategic objectives underlying strategic decisions is accomplished through the effective practice of leadership strategies. The study agree with the comments of Barney and Arikan (2001) that, probably the most important task for strategic leaders is effectively managing the firm's portfolio of resources.

Structural adaptations and performance of High Growth firms in Kenya

Structure of an organization is one of the most dynamic capabilities that influence her performance in a competitive and turbulent world organizations find themselves today the structural characteristics this study sought to examine are presented in Table 3

Table 3: Analysis of structural adoptation in the two organizations

	Mean	**SD**
Our organization revises and creates appropriate structures to match the changes in strategy requirements	4.68	.488
Our organization gives adequate information before a new strategy is implemented	4.59	.551
Our organization is governed by a clear system of rules ,regulations, policies and procedures	4.57	.517
We have central command Centre that oversee strategy implementation	4.58	.495
Strategic work activities are well coordinated across sections, departments and section	4.60	.531
Our structure allows quick decisions and feedback	4.68	.564
Our organization has a well-designed reporting authority and employees know and whom to report to	4.59	.494
We have a centralized decision structure that allows quick decisions to be made	4.59	.494
Structure in our organization are flexible enough to allow changes to be effected quickly and timely	4.60	.511
Our organization makes sure that employees work have adequate knowledge ,experience and skills	4.61	.489
Our organization encourages division of work and specialization	4.60	.492
There is adequate level of supervision in every section, department or division	3.59	.494
Our management encourages team work	3.61	.489
Jobs in our organization are well structured with no overlaps, conflicts or ambiguity	3.64	.502
Our organization encourages employees to refer to the past experience when implementing a new strategy	3.63	.484

This study in Table 3 found out that all the respondents agreed with all the Likert Scale based psychometric constructs relating to structure in this study. The mean scores of all items are above 3.40. In a study conducted by Slater & Olsen (2005), they found that a firm's performance is strongly influenced by how well it's strategy is matched with its organizational structure and employee behavior. They saw many organizations adopted structures and encouraged behaviors that reinforce their market strategy and concluded that firms that match structure and behavior to strategy fare better than those that do not. This shows the connection of strategy, structure and behavior. Lewis (2008) reported consistency with such thinking that matching organizational structure and behavior with strategy is connected with superior performance.

Analysis of human resource effects in the two organizations

An organization cannot perform without people. Human resource is one of the most important asset an organization can have. The literature in this study indicates that there is a direct relationship between human resources and performance in an organization. This study sought to explore whether human resource is one of the factor's influencing performance in high growth firms (HGF) in Kenya and the results are presented in table 4.

Table 4: Descriptive Analysis of the effects of Human Resource in HGF's in Kenya

	Mean	SD
Employees are regularly trained	4.56	.607
Jobs are responsibility are well understood by most of the employees	4.62	.545
The organization always hire people with adequate skills and experience	4.72	.709
The organization frequently gives incentives to motivate employees	4.79	.840
Most employees are highly committed to do their work well	4.59	.603
We have well-designed systems of rewards, remuneration and promotion of staff	4.73	.747
We have unbiased systems of recruitment and placement staff	4.73	.691
Performance evaluating and appraisals are done on timely basis	4.77	.835
Promotions are always done on merit basis	4.77	.811
Jobs are well designed and employees are aware of what they are supposed to do	4.66	.605
Rewards and incentives are always based on merit	4.81	.868
There is no shortage of staff	4.67	.709
Our clients are well served all the time	4.61	.529
Employees individual needs are often well taken care of	4.68	.582
We encourage employees to showcase their creativity and competencies among their peer groups	4.63	.484

Findings from this study shown in Table 4 indicate that all the respondents agreed with tall the constructs given on human resources. The mean scores of all the items are above 3.4 which is the boarder point between agreement and disagreement. Odhiambo (2009) identified three approaches to performance in an organization which are the goal approach, which states that an organization pursues definite identifiable goals. This approach describes performance in terms of the attainment of these goals. The second approach is the systems resource approach which defines performance as a relationship between an organization and its environment. This concept defines performance according to an organization's ability to secure the limited and valued resources in the environment. The third approach is the process perspective which defines performance in terms of the behavior of the human resource of an organization (Waiganjo *et. al.*,2012).

Descriptive Analysis of Performance of HGF's in Kenya

Performance is the dependent variable that this study sought to study. The result of various Likert based psychometric constructs are presented in Table 4.6

Table 5: Descriptive Analysis of Performance of HGF's in Kenya

	Mean	SD
The firm always achieve the laid down objectives and this has been impressive	4.57	.554
The firm's sales growth rate over the last 5 years has been satisfactory	4.51	.576
The firm's sales has maintained impressive return on Investments (ROI) over the last 5 years and this is to be forecasted to continue	4.52	.502
The firm's profit or sales ratio is satisfactory over the last 2 years and its market share has been on increase over the last 5 years	4.50	.522
The number of employees directly engaged in production have increased over the last 5 years	4.55	.591
The company expansion in terms of more outlets and agency partnerships have significantly grown over last 5 years	4.47	.501

The findings from this study shown in Table 5 indicate that all the respondents agreed with all the constructs given on performance. The mean scores of all the items are above 3.4 which is the boarder point between agreement and disagreement.

Inferential Statistics Analysis

This study sought to examine the influence of strategy implementation on the performance of high growth firms in Kenya. The three independent variables under investigation in this study are Leadership styles (X_1), Structure (X_2) and Human Resource requirements (X_3) against the performance (Y) which is the dependent variable. Karl Perarson's Rho (r) was used to show the correlation coefficient of independent variable against the dependent variable. Its corresponding p-value show whether the correlation is significant or not. All the correlations with p-value above 0.05 are deemed insignificant while those with p-values below 0.05 are deemed significant.

Table 6: Bivariate linear correlation analysis

		Y	X_1	X_2	X_3
Y Performance	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	101			
X_1 Leadership Styles	Pearson Correlation	.418**	1		
	Sig. (2-tailed)	.000			
	N	101	101		
X_2 Structural Adaptations	Pearson Correlation	.624**	.670**	1	
	Sig. (2-tailed)	.000	.000		
	N	101	101	101	
X_3 Human Resources	Pearson Correlation	.679**	.622**	.714**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	101	101	101	101

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

Table 6 shows the bivariate linear correlation among the key drivers of high growth firms in Kenya. This study found out that leadership styles (X_1) has a positive and significant influence in performance of HGF's in Kenya (r=.418**, $p<0.01$). This implies that a unit change in leadership index positively influences performance of HGF's by a certain index and this influence is statistically significant. A leadership style has been identified by the literature as one of the key drivers under strategy implementation that influences organization performance. The second implication is that, as the leadership styles improve during the strategy implementation process, there is a significant positive change in the firm's performance.

This study also found statistical evidence that structural changes in an organization commonly referred to as adaptations (X_2) positively and significantly influences performance of HGF's in Kenya (r=.624**, p<0.01). Again, there is a strong positive relationship between leadership styles (X1) and structural adaptations (X2) (r=.670**, p<0.01) meaning that structure and leadership in organizations are related. Structures are always established by leaders meaning that they are closely related. The Human Resource factor (X_3), in this study, as shown in Table 4.7 has a strong positive and significant influence in performance of HGF's in Kenya ((r=.679**, p<0.01). The relationship between Human Resource and Leadership Styles also attracted a positive and significant influence (r=.622**, p<0.01), Also there was a positive and significant influence of structural adaptations and human resource (r=.714, p<0.00).

Table 7: ANOVA of Model Validity

Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	10.516	3	3.505	33.674	.000^{b}
	Residual	10.097	97	.104		
	Total	20.613	100			

The model containing the three drivers i.e. leadership styles, structural adaptations and human resource in table above was found to be valid (F (3, 97) = 33.674, *P* <0.00) hence they are good predictors of the total variations in the high growth rate of firm's performance in Kenya.

Table 8: Regression model

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.405	.148		2.738	.007
	X_1	-.141	.104	-.135	-1.357	.178
	X_2	.386	.124	.346	3.104	.003
	X_3	.444	.091	.516	4.890	.000

The value of the Constant in the regression model as shown in the table4.10 indicates that the combined factors, that is, leadership styles (X_1), structural adaptations (X_2) and human resource(X_3) will always exist at a certain significant minimum (β_0 = 0.405, P=0.007). This study also found that, in a combined relationship, the structural adaptations (β_2 = 0.386, P=0.003) and human resources (β_3 = 0.444, P=0.01) are both positively related to the performance of HGF's and these relationships are statistically significant. However, the is study found that in a combined relationship, leadership styles (β_1) is statistically insignificant in determining superior performance of HGF's in Kenya.

According to Kihara, Bwisa and Kihoro, (2016) human resource plays a crucial role in strategy implementation and the attainment of organizational goals and objectives, there is need for an organization to develop an elaborate human resource policy that promotes employees understanding and expectations of the organizational goals, encourages communication between the employees and leadership. The authors further argued that, the elaborate HR policy should include the selection of employees, recruitment and hiring procedures, training and development, performance appraisal and rewards and incentives. According to Hitt *et al*. (2011), strategic leadership to significant extent contributes to strategy implementation and the overall performance of organizations. Strategists have a vital role to play by exercising leadership to mobilize the resources of the organization and guiding others toward a definitive objective.

This study confirmed the findings from these scholars where it emerged that strong human resource which especially selects skilled staff, trains staff regularly and treats staff well motivates them to perform in their roles hence the good performance of the firm. Good leadership where staff are guided and have a clear of their job description was also confirmed in this study as a way of driving good performance in an organization. This is in reference to the findings by Alexander (2005). Higgins, (2011) confirmed this by clarifying that ineffective management and leadership can misdirect middle management by giving orders to line managers, causing ineffective communication.

Conclusion

With a strong leadership, a firm can be able to meet its growth targets regardless of any other underlying factors. Human resource contributes a lot to the performance of high growth firm in the sense that it provides training of staff, hiring of the right staff to help implement strategies that would lead to high growth of these firms. Structural adaptation, as confirmed in these findings shows that with them in place and under good leadership a firm has great chances of growth. It’s very important for a firm which wishes to achieve high growth to adopt good human resource practices, good leadership and have emphasis on proper structure. This will automatically lead to high growth as confirmed to be the case in Nation media and BIDCO oil refineries through this finding.

Recommendations

This study contributes to supplement the existing theory on strategy implementation and performance of organizations. The findings of this study underline that strategy implementation is directly and indirectly positively associated with performance of Nation media and BIDCO oil refineries in Kenya. Institutions that want to improve their performance need to implement effective strategy implementation practices.

Based on the findings of this study, it is therefore recommended that the strategy implementation practices needs continuous and sustained supervision, improvement and adequate funding in view of it importance. Thus, organizations should develop strategic vision that must be communicated to all employees. It is imperative to emphasize that all employees should be carried along in implementation and implantation of strategic management process that will prepare the organization for the future, establish long-term direction and indicate the company’s intent to position itself as a market leader in the industry.

In order to successfully implement strategies the organization should provide guidance to the entire management of an organization by making clear what the organization wants to achieve and what it has to do and the pathways it needs to follow to be where it will like to be in the market place; The organizations should facilitate a disciplined identification and appraisal of business opportunities and directs the changing and evolving relationship of the organization with its environment. Thus, it enables an organization to be proactive, to maintain a healthy balance with its environment, and to carry out some breakthrough advances for competitive advantage

Recommendations For Further Research

This study dealt with the relationship between strategy implementation drivers and the performance of high growth firms in Kenya. A further study to determine the extent to which organization cultures determine the performance of high growth firms in Kenya is recommended.

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