



AFRICAN JOURNAL OF BUSINESS AND MANAGEMENT

(AJBUMA)

ISSN 2079-410X



STRATEGIC LEADERSHIP AND STRATEGY IMPLEMENTATION IN COMMERCIAL BANKS IN SOUTH SUDAN: THE ROLE OF ORGANIZATIONAL STRUCTURE

¹Marial Dongrin Ater, ²Kennedy Ogollah ³Zachary B. Awino and ⁴James Njihia

¹PhD Candidate, Department of Business Administration, Faculty of Business and Management Sciences,
University of Nairobi, Nairobi – Kenya - marial@cheerful.com

²Assoc. Prof, Department of Business Administration, Faculty of Business and Management Sciences, University of
Nairobi, Nairobi - Kenya

^{3,4}Prof., Department of Business Administration, Faculty of Business and Management Sciences, University of
Nairobi, Nairobi – Kenya

Date Received | Date Accepted
07/04/2023 | 15/06/2023

Abstract

The main objective of the study was to establish the role of organizational structure on the relationship between strategic leadership and strategy implementation in commercial banks in South Sudan. The subsequent hypothesis was that there is no significant moderating effect of organizational structure on the relationship between strategic leadership and strategy implementation. The research was anchored on the Upper Echelon theory, institutional theory and Dynamic Capabilities Theory. The study applied positivism philosophy and cross-sectional research design. The population of the study was all the thirty (30) commercial banks in South Sudan and therefore census survey was utilized. Primary data was collected using semi-structured questionnaires. Data was analyzed using hierarchical regression analysis for the moderating effect. The findings of the study showed that organizational structure significantly moderate the relationship between strategic leadership and strategy implementation. The study is expected to enrich local knowledge on strategic leadership, organizational structure and strategy implementation concepts. The research provides an opportunity for researchers to investigate the effectiveness of the strategic leadership models adopted by commercial banks in South Sudan. Thus, policymakers and stakeholders operating in the banking industry should take advantage of the findings of this research and benefit from the implementation of the right kind of strategies like strategic leadership together with putting in place the right organizational structure to maximize on their implementation.

Key words: Strategic leadership, organizational structure, strategy implementation, commercial banks in South Sudan.

Introduction

The need to improve strategy implementation constitutes considerable discussion in strategic management studies where researchers try to find out why some firms implement their strategy exemplarily, others implement poorly and even some strategy fail totally in the process of implementation (Elbanna & Pollanen, 2016).

Contemporary strategic management literature focuses on two crucial factors that enhance strategy implementation process. These three factors strategic leadership, and organizational structure (Sony & Naik, 2019). Strategy implementation is among the critical competitive mechanisms for all successful organizations to achieve their goals since the success of every organization rests on its capacity to implement decisions and execute key processes efficiently, effectively, and consistently (Dahri, Amin & Waseem, 2019). The role of leadership is important since its agenda for action and conclusion on how to push for change will influence the implementation process and move it forward. Leadership can be defined as a general thread which ensures that strategy transformation occurs, putting together the people's minds and hearts (Hao & Yazdanifard, 2021).

Organizational structure is also key to strategy implementation (Dinwoodie, Quinn & McGuire, 2014). Structure is defined as an organizational chart that encompasses how the duties of the work to be done are arranged according to the relationships that are functional within an organization workforce (Rezazadeh & Kordestani, 2019). Organizational structure involves the arrangements or relationships that permit the coordination and control of work and that some work is actually concerned with changing or maintaining the organizational structure (Rezazadeh, 2019). It is further

referred to it as a configuration of activities including roles and procedures within an organization (Jaleha & Machuki, 2018).

Strategic implementation of any kind of new organizational policy or program requires participation from those departments that are affected. Strategic leadership needs to identify what those departments are and create an implementation team that consists of representatives from each affected group (Bharadwaj, Chauhan & Raman, 2015). Management needs to create a structure that identifies various group leaders, the responsibilities of those group leaders and an accountability system that ensures that the implementation team meets its timetable for getting the new program or policy in place (Jaleha & Machuki, 2018).

Typically, an organization sets goals and adopts an appropriate strategy to attain those goals. The organizational structure, in turn, should support strategy implementation. An effective strategy implementation is one which fits the envisaged organizational structure (Kabeyi, 2019). A strategy-structure fit has implications for strategy implementation and subsequent organizational performance (Zakrzewska-Bielawska, 2016). Strategy determines the range of resources and levels of geographical diversity and therefore the structure required Lyndon, Pandey & Navare, 2020).

For instance, if a multinational organization wishes to penetrate its target market with high-quality standardized products with little localization, a higher level of centralized coordination would suit such strategy.

On the contrary, a decentralized organizational structure is more suitable for the innovation centered exploration stage and start-up phase, allowing a greater level of creativity and interdependence between different functional departments. Unlike centralized decision-making, where decisions

are made at the top-level and passed down to lower levels, decision-making is decentralized in a flat organizational structure. In this way, regional units would be in a better position to react quickly to emerging operational issues (Nandasinghe, 2020).

Organizational structure influences the ability to respond quickly to changes in external environment as well as resource management and development. The taller the hierarchy, the longer the chain of command and the more resources needed to implement strategy effectively. Such an organizational structure has a hierarchical distribution of power and that leads to an organizational culture that is more bureaucratic and authoritarian (Janićijević, 2017).

Hierarchy reflects the levels of seniority and formal structure of the organization. Child (2015) argued that having too many levels in the organizational hierarchy would create overlapping responsibilities and unnecessary interference between organizational levels. Hence, excess levels of hierarchy generally give rise to communication problems, such as withholding information within different sub-hierarchies or even reinterpreting instructions coming down from the upper levels in order to carve out decision-making autonomy (Child, 2015).

The classification of the structure of an organization follows Tasneem and Quresh, (2020) argument; mechanistic and organic structure. Mechanistic involves the organizational complexity and also centralization nature coupled with functions which are highly specialized as a result of labour division, having limited discretion granted to workers while performing the tasks and also keeping the rules and procedures under play. It is also about making decisions placed at the top with departmentization which are rigid,

formalized and complex characterized with chains of command which are long and centralized.

Organic structure, on the other hand, is represented by relatively simple, informal, decentralized, not complex structures, giving employees greater discretion in decision making, pushing decision - making to the lower levels (decentralization), low degree of job specialization, loose departmentalization, few levels of management and short chains of command (Agha, Shirazi, Rezazadeh & Kordestani, 2019). Each model attached to each category of the structure is key in whether it is effective or not. Efficiency maximization and standardization are associated with mechanistic organizations whereas development and satisfaction is associated with organic.

Commercial banks in South Sudan operate under the supervision of the Bank of South Sudan (BSS) which was established by BSS Act 2011 and Banking Act 2012 as the outcome of independence after referendum before which they operated under dual banking system where northern Sudan maintained Islamic system and southern Sudan adopted a conventional banking system, under the bank of southern Sudan (BOSS). South Sudan currently has 30 commercial banks and 26 foreign exchange bureaus (Akuei, Katuse, & Njenga, 2016).

A thriving financial (banking) sector is central to the economic development and therefore requires proper planning and implementation of strategic plans. To thrive in the competitive market and achieve the sole purpose, the bank needs to develop a competitive edge to distinguish itself from its rivals as a way of retaining customer loyalty (Fonchamnyo, 2013). This means that success of commercial banks is pegged on strategic leadership expertise, competence and ability to develop mechanisms of

developing and implementing strategic plans through undertaking critical functions of setting vision, defining objectives and choosing appropriate structure in order to realize the set organizational goals.

While commercial banks in other countries like Kenya are performing well, there have been general concerns that commercial banks in South Sudan are facing heavy constraints in relation to the country having both local and foreign owned commercial banks with varied organizational structures. These foreign banks operate as subsidiaries and dependent on parent banks through formulating and implementation of strategic plans (Akuei, Katusse & Njenga, 2016). The study intends to depict how strategy implementation is achieved by undertaking a study on how strategic leadership plays a critical role in enhancing strategy implementation and if organizational structure have any significant influence on the relationship in the context of commercial banks in South Sudan.

Problem of Research

Strategic leadership studies reveal the existence of the relationship between strategic leadership and strategy implementation. Tasneem and Quresh, (2020) argue that strategic leadership leads to successful strategy implementation through understanding the firm and putting appropriate measures to steer strategies towards future demands. Further other studies argue that strategic leadership alone does not add significantly to strategy implementation and suggest other factors like organizational structure. For instance, Uzarski and Broome, (2019) found that strategic leadership and organizational structure both play a significant role in influencing implementation of organizational strategies.

The contextual focus of this study were the commercial banks in South Sudan driven by the fact that these banks operate in a diverse setup characterized by different strategic options which has resulted into these banks facing strategic plans execution setbacks. First, they vary in terms of organizational structures between local and foreign owned that are rigid thus hindering (an ordinary) leader from modifying it appropriately for strategy implementation since a good structure allocates special value to developing employees' tasks/ roles and states how these tasks can be correlated so as to maximize efficiency in strategy implementation. The difference in organizational design and structure from bank to bank requires facilitation by strategic leaders in order for the formulated strategies to be smoothly implemented. In a nutshell empirical evidence indicates that despite the belief that firms run based on deliberate plans outperform firms without plans, there exist high failure rate (over 70%) due to poor implementation of strategies. The banks therefore should come up with structures that support strategy implementation through strategic leaders initiating shared knowledge to critical functional units (Pollanen, Abdel, Elbanna & Mahama, 2017).

Despite a number of empirical studies that link each individual study variables to strategy implementation, there is mixed and inconclusive results due to different theoretical perspectives applied and measurements of variables thus requiring a holistic approach that focuses on the interaction among the variables. Most of these studies were carried out in different contextual setups ranging from SMEs, microfinance to manufacturing however, this study extends to commercial banks in South Sudan. The use of different measures of research designs by previous studies presents a methodological gap for further

interrogation. A study on descriptive research design using primary data as well as regression analysis to test for both direct and indirect moderating effects at the significance levels along the stated hypotheses is required for further comparisons.

Therefore, the study sought to answer the question; What is the role of organizational structure on the relationship between strategic leadership and strategy implementation among commercial banks in South Sudan?

Literature Review and Research Focus

The study is underpinned by several theories including Upper Echelon theory (Hambrick & Mason, 1984); Institutional Theory (DiMaggio & Powell, 1991) and Dynamic Capabilities Theory (Teece, Pisano & Shuen 1997). The Upper Echelon Theory (UET) was originated and developed by Hambrick and Mason (1984). It views strategic organizational processes and outcomes as product of managerial qualities of strategic leaders. The central tenet of the upper echelon theory is that, organizations are a reflection of the skills, expertise and values of the senior leaders as they work at strategic level (Guo, Pang & Li, 2018). According to the theory it is through strategic leadership that proper strategies and decisions are formulated that are in tandem with how strategic implementation process should be carried out (Chen & Liu, 2018).

It states that organizations are a reflection of its top managers and organizational outcomes are partially predicted by strategic leadership characteristics. It relates observable skills, competencies and values of strategic leaders which are then related to their decisions and firm outcomes. Firm outcomes like innovation, diversification and strategic change have been shown to be influenced by strategic leadership (Petrovsky, James, Moseley & Boyne, 2017)

The institutional theory was advanced and argued by DiMaggio and Powell (1991). The theory argues that processes associated with an organization brings about the required change which then requires that such processes must be well developed and managed. This theory links the structure of an organization by deeply putting an argument concerning aspects like processes, schemes, structure, routines and norms which are established to guide authoritatively the behavior of an organization and try to integrate financial structure with capital structure which are deemed key to strategy implementation (Nite, Hutchinson & Bouchet, 2019).

The choice of this theory by the researcher is based on the argument that it looks at how organizational structures are created, diffused, adopted and adapted over space and time, and how they fall into decline and disuse despite failure to clearly show the applicability in organizations especially during strategic leadership decision making process.

The assumptions of the theory are that the choice of processes and structures of an organization is reflected on external institutions that prefer such choice. It calls therefore for understanding of norms and processes of the organizations both traditional and new changes that may facilitate strategy implementation processes.

The Dynamic Capabilities Theory (DCT) was advanced by Teece, Pisano and Shuen (1997). The theory explains that activities such as development of strategies and implementation of strategic plan may be driven by management fads such as culture change, business process engineering, empowerment, quality, dramatic changes within the environment, declining organizational performance, or even both (Teece, 2014). In essence to clearly define,

formulate and implement a strategy requires sharp and experienced minds through strategic leadership and the shared knowledge along the functional units.

The study applies this theory as it contends that strategy implementation is as a result of capabilities and firm capacity as well as abilities to deploy resources, usually in combination using firm's processes and procedures. The key assumption of this theory is that management role in strategy is integration and adapting and also reconfiguring of skills of the firm especially internal including competencies and more so skills to match the environment (Di Stefano, Peteraf & Verona, 2014). The capabilities according to the theory coupled with resources enable organizations achieve the objectives set through strategic plan and implementation process.

Studies linking the moderating role of organizational structure on the relationship between strategic leadership and strategic implementation or to some extent conceptualized the variables in full or partially, have been identified and discussed. Uzarski and Broome (2019) study on leadership framework for implementation of an organization's strategic plan through proper organizational structure in place applying a qualitative approach and gathering the information using interviews in a Latin American financial institution found that strategic leadership and organizational structure both play a significant role in influencing implementation of organizational strategies. The study further argues that strategy implementation is deemed crucial in the organization and also helps to steer the right decisions that are generated within the framework of the right structures and that the link between structure and implementation can be argued in the context of the fact that it's the structure that helps the strategic leaders to implement any strategy in place.

The study however was carried out in developed countries financial institutions which results might differ significantly from the the current study which is carried out in South Sudan commercial banks.

Nandasinghe (2020) studying leadership and organization strategy implementation through organizational structure in a review on theoretical and empirical perspectives argued that leadership that motivates groups of people to act to accomplish a common objective encourages and helps others to work enthusiastically towards objectives and that through leadership and proper organizational structure a clear vision is established and communication becomes effective with its subordinates and colleagues working to a common goal. With a clear vision through a well-established structure, the organization's direction makes the employees to realize their roles and responsibilities. The study further argues that the success of an organization depends on the quality of its leadership and the structure an organization has put in place resulting to successful strategy implementation.

Hao and Yazdanifardo (2021) on how effective leadership can facilitate change in organizations structure through improved innovation and strategy implementation found that effective leadership and strategy implementation is affected by other factors, for instance organizational structure that gives clear vision in the organization as it facilitates the process of strategy implementation. Leadership is one of the main factors in bringing positive change to the organization towards implementing specific strategies; if there is no leadership in the organization they will not be able to perform as they desire and could experience negative strategy implementations results instead. The study however relied on existing literature review which differs from the current study which is geared towards

utilizing primary data through cross-sectional research design to come up with study results.

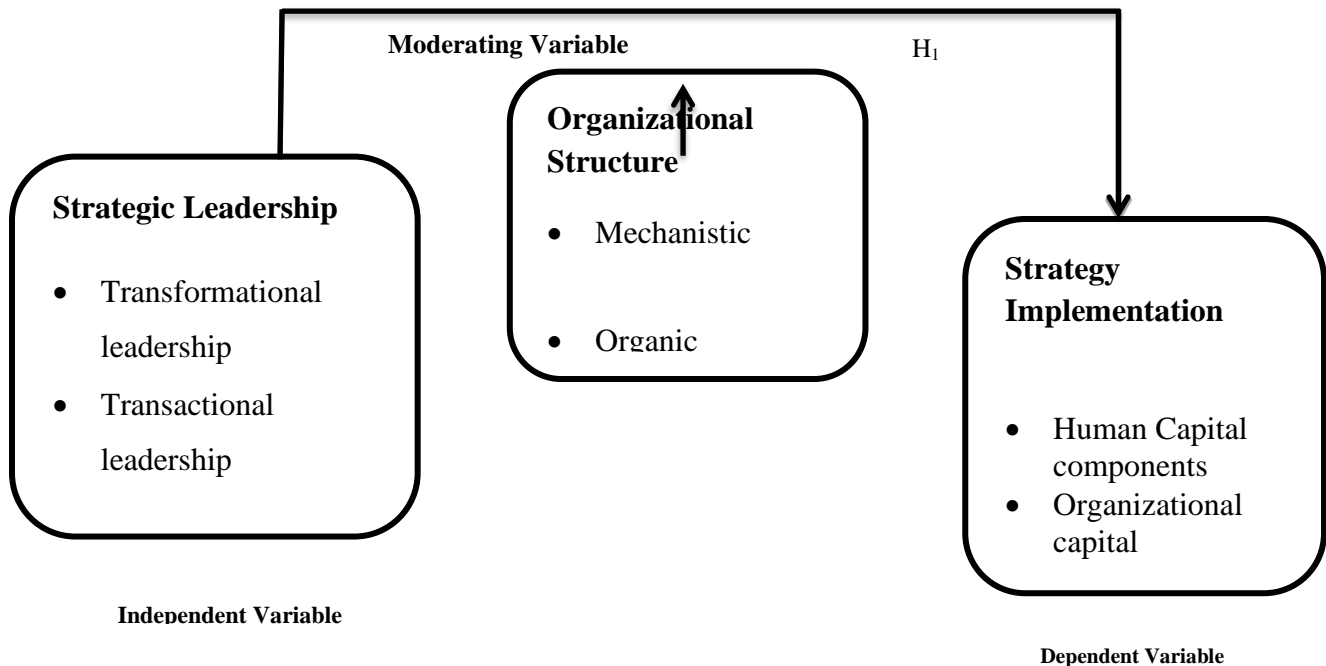
Oloo (2021) studying strategic leadership, Organizational structure, and Performance of the Land Administration Function in Kenya reported that organizational structure had a moderating effect on the relationship between strategic leadership and performance with specific reference to, strategic thinking, leading change, strategic direction, and the development of core competencies. The current study deviates in measuring strategic leadership with key constructs; transactional leadership and

transformational leadership and how they influence strategy implementation deviating from this study which focuses on performance.

Conceptual Framework

The conceptual model in Figure 1 suggests that strategic leadership and strategy implementation relate. Strategic leadership has been conceptualized as the independent variable whereas strategy implementation has been conceptualized as the dependent variable. The study further conceptualizes organizational structure as the moderating variable.

Figure 1: Conceptual Model



Methodology of Research

General Background of Research Methodology

The research methodology discusses the procedures involved to come up with research findings. It starts by establishing the research philosophy, research design employed and the population of the study. Furthermore, the instruments employed and the technique involved including reliability tests, validity tests and regression analysis was established. Finally, the technique of data analysis both descriptive and inferential analysis for testing hypothesis is discussed in this section.

Sample of Research

The study covered all commercial banks in South Sudan. According to Bank of South Sudan (2020) there were 30 licensed commercial banks in the country. The study used a census survey as it covered all commercial banks in South Sudan since a rule of thumb for regression analysis to be performed is a minimum sample of 30. The commercial banks were selected because they are subject to the Bank of South Sudan (BSS) guidelines and regulations. The variables under the study fit well in the discussion within the context of these banks. Given that the population is relatively tiny, this approach was thought to be reasonable. In order to collect data, survey questionnaires were self-administered to these commercial banks by drop-and-pick-up technique. Table 1 provides a summary of the categorization of commercial banks.

Table 1: Categorization of Commercial Banks in South Sudan

Category	Number of commercial banks
National commercial banks	12
Joint Venture commercial banks	11
Foreign commercial banks	7
Total	30

Source: Bank of South Sudan (2020)

Instrument and Procedures

This research used primary data that was gathered using a questionnaire. Before issuing the questionnaire, participants were assured of confidentiality and anonymity concerning their contributions. The management questionnaires were self-administered by use of drop and pick up later approach so as to allow the participants enough time to respond to the questions, thereby enhance accuracy in responses and improve response rate. The researcher equipped himself on various aspects

including making rapport with the participants, and observation of ethical issues in data collection. In order to increase response rate, appointments with the participants were made, upon which the researcher met the participants for data collection. Furthermore, an introduction letter from university of Nairobi faculty of business indicating the aim of the study was obtained and given to the respondents. Additionally, participants were assured of voluntary participation and utmost confidentiality and anonymity.

Data Analysis

Prior to data collection, pilot test was carried out where reliability was computed using Cronbach’s Alpha and reliability using factor analysis. Data diagnostics were conducted to ensure that the data meets the threshold for further tests. The study stepwise linear regression analysis to test the hypothesis.

The general model for predicting strategy implementation was represented by the following model:

Hierarchical Regression analysis

$$SI = a + \beta_{21}X_1 + \beta_{22}X_{2i} + \beta_{23}X_1X_{2i} + \varepsilon$$

Where: SI= Strategy implementation

a= Constant (intercept)

β_{21} - β_{23} = beta coefficients

X_1 = Aggregated score for strategic leadership

X_{2i} = organizational structure

X_1X_{2i} represents the interaction term (strategic leadership, organizational structure respectively)

ε = the error term

Results of Research

The objective sought to determine how organizational structure influences the relationship between Strategic leadership and strategy implementation. This was through the hypothesis

H₁: organizational structure does not significantly moderate the relationship between strategic leadership and strategy performance in commercial banks in South Sudan.

The hypothesis was tested by using Baron and Kenny (1986) three step models of moderation. The graphical representation below is a demonstration of a simple moderation model with strategic leadership (SL) as the independent variable (X), organizational structure (OS) as the moderator (Z) and strategy implementation (SI) as the dependent variable (Y).

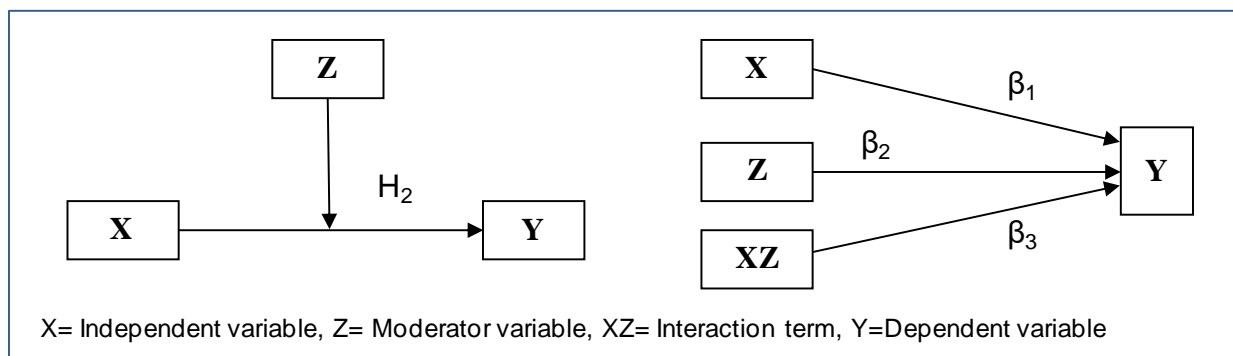


Figure 2: Simple Moderation Model for SL, OS and SI

In step one; Strategic Leadership was regressed on strategy implementation. In step two, strategic leadership and organizational structure were regressed on strategy implementation. In step three the interaction

term between strategic leadership and organizational structure was introduced. The moderation effect is confirmed when the effect of interaction term is statistically significant.

Table 2: Regression Results for Moderation Effect of Organizational Structure on Relationship between Strategic Leadership and Strategy Implementation

Model Summary^d										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.846 ^a	.717	.706	.42063	.717	68.251	1	27	.000	
2	.850 ^b	.722	.700	.41670	.005	.498	1	26	.487	
3	.860 ^c	.739	.708	.41523	.018	1.680	1	25	.207	1.439
a. Predictors: (Constant), Strategic leadership										
b. Predictors: (Constant), Strategic leadership, Organizational structure interaction										
c. Predictors: (Constant), Strategic leadership, Organizational structure interaction										
d. Dependent Variable: Strategy implementation										
ANOVA^a										
Model		Sum of Squares	df	Mean Square	F	Sig.				
1	Regression	11.851	1	11.851	23.641	.000 ^b				
	Residual	4.688	27	.174						
	Total	16.539	28							
2	Regression	11.939	2	5.970	33.740	.000 ^c				
	Residual	4.600	26	.177						
	Total	16.539	28							
3	Regression	12.229	3	4.076	68.251	.000 ^d				
	Residual	4.310	25	.172						
	Total	16.539	28							
a. Dependent Variable: Strategic leadership										
b. Predictors: (Constant), Strategic leadership										

c. Predictors: (Constant), Strategic leadership, Organizational structure						
d. Predictors: (Constant), Strategic leadership, Organizational structure interaction						
Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.383	.426		.898	.377
	Strategic leadership	.906	.110	.846	8.261	.000
2	(Constant)	.449	.440		1.019	.318
	Strategic leadership	.959	.134	.896	7.177	.000
	Organizational structure	-.082	.116	-.088	-.706	.487
3	(Constant)	.664	.465		1.426	.166
	Strategic leadership	.688	.247	.643	2.784	.010
	Organizational structure	-.135	.122	-.145	-1.109	.278
	Knowledge sharing	.268	.207	.318	1.296	.207
a. Dependent Variable: Strategy implementation						

Source: Research data (2022)

Table 2 shows that model 1 is significant (p-value < 0.05, $R^2 = .717$) implying that strategic leadership explains 71.7% of variation in strategy implementation. Model 2 is also significant (p-value < 0.05, $R^2 = .722$) implying that strategic leadership explain 72.2% of variation in organizational structure.

Further, upon introduction of the interaction term, coefficient of determination (R^2) changed from .717 in model 1 to .722 in model 2 then .739 in model 3 therefore giving a variation change of .017 which is

significant at 95% confidence level (p=0.016<0.05). Further the change in p-value in model 3 is 0.00 which is also significant (p-value<0.05) implying that organizational structure significantly moderate the relationship between strategic leadership and strategy implementation. The results further depict that F-value for all the three models were high and significant (F=68.251 for model 1; F=33.740 for model 2 and F=23.641 for model 3) implying that the overall models for direct and moderating relationships are significant and have

explanatory value in explaining strategy implementation.

The results further show that strategic leadership and organizational structure individually are significant in explaining strategy implementation ($t=8.261$, $p<0.05$) for model 1, ($t=7.177$, $p<0.05$) for model 2 and for model 3 when interaction term is introduced it is also significant ($t=2.784$, $p<0.05$). Therefore, based on the results of the test, the hypothesis that the relationship between strategic leadership and strategy implementation is not significantly moderated by organizational structure was rejected.

This was guided by the following model; $Y = \alpha + \beta_1 X + \beta_2 Z + \beta_3 X.Z + \epsilon$

Where: Y is strategy implementation

X is strategic leadership

Z is organizational structure

X.Z is strategic leadership and organizational structure (interaction)

ϵ = Error term

β = the beta coefficients of independent variables. After the regression analysis results, the model became $Y = .664 + .906 X_1 + .959 Z + .268 XZ$

The graphical representation demonstrating the moderating effect of organizational structure on how strategic leadership influence strategy performance now becomes

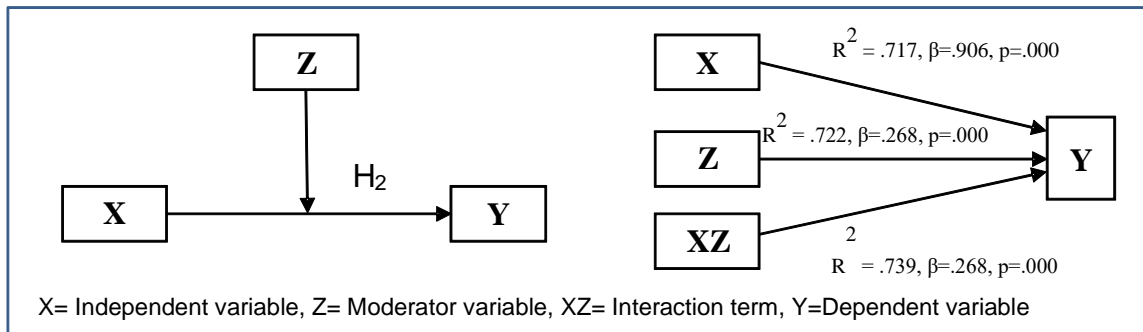


Figure 3: Revised Simple Moderation Model for SL, OS and SI

The revised representation diagram shows that in path **a**; strategic Leadership (SL) as the independent variable (X) regressed against strategy implementation and the results show positive and significant relationship ($R^2=.717$, $\beta =.906$, $p=0.00$). In path **b** organizational structure (OS) as the moderator (Z) is regressed on strategic leadership and the results show positive and significant relationship ($R^2=.722$, $\beta =.268$, $p=0.00$). Further in path **c**, when an interaction term is considered the study also gives positive and significant results ($R^2=.739$, $\beta =.268$, $p=0.00$) implying that

organizational structure adds significantly to the relationship as a moderator. The moderation therefore is depicted in the model. The hypothesis that organizational structure does not significantly moderate the relationship between strategic leadership and strategy implementation in commercial bank of South Sudan is thus rejected.

Discussion

The objective was to determine the influence of organizational structure on the relationship between strategic leadership and strategy

implementation in the commercial banks in South Sudan. The results showed that organizational structure has a statistically significant moderating influence on the relationship between strategic leadership and strategy implementation. The findings support Rajasekar (2014) in the study on factors affecting effective strategy implementation in a service industry in a descriptive survey of electricity distribution companies in the Sultanate of Oman found a significant relationship between strategic leadership and strategy implementation with an argument that good structures enable strategic leaders to offer greatest influence in shaping and transforming organizations through fostering strategy implementation. Furthermore, Uzarski and Broome (2019) study on leadership framework for implementation of an organization's strategic plan through proper organizational structure in place applying a qualitative approach and gathering the information using interviews in a Latin American financial institution found that strategic leadership and organizational structure both play a significant role in influencing implementation of organizational strategies. The study further argues that strategy implementation is deemed crucial in the organization and also helps to steer the right decisions that are generated within the framework of the right structures and that the link between structure and implementation can be argued in the context of the fact that it's the structure that helps the strategic leaders to implement any strategy in place.

Nandasinghe (2020) studying leadership and organization strategy implementation through organizational structure in a review on theoretical and empirical perspectives argued that leadership that motivates groups of people to act to accomplish a common objective encourages and helps others to work enthusiastically towards objectives and that through leadership and proper

organizational structure a clear vision is established and communication becomes effective with its subordinates and colleagues working to a common goal. With a clear vision through a well-established structure, the organization's direction makes the employees to realize their roles and responsibilities. The study further argues that the success of an organization depends on the quality of its leadership and the structure an organization has put in place resulting to successful strategy implementation.

Oloo (2021) studying strategic leadership, Organizational structure, and Performance of the Land Administration Function in Kenya reported that organizational structure had a moderating effect on the relationship between strategic leadership and performance with specific reference to, strategic thinking, leading change, strategic direction, and the development of core competencies.

According to Muthui (2018) in mechanistic organizations, authority reflects a well-defined hierarchy where top-level managers make the majority of the decisions. Because the environment is relatively stable, complex decision-making processes that involve multiple parties are not required. Subordinates are expected to follow the directions of management and not question their rationale. Communication, much like decisions, also flows through hierarchical routes, or from the top down. Individualized job specialization is used to place employees into designated tasks. In mechanistic organizations, it is typical for each person to be assigned one task that is relatively stable and easy to control. As a result of the stability of tasks, there tends to be low integration between functional areas or departments in organizations that use a mechanistic structure. Likewise, this creates a situation where, for the most part, functional areas are

not dependent on each other. A commercial bank where management makes most of the decisions, information is communicated based on chain of command, tasks are highly specialized, departments stand alone and operate as their own entity, and change is, for the most part, uncommon.

Conclusions and Recommendations

The objective was to determine the influence of organizational structure on the relationship between strategic leadership and strategy implementation in the commercial banks in South Sudan. The results showed that organizational structure has a statistically significant moderating influence on the relationship between strategic leadership and strategy implementation. The findings support Rajasekar (2014) in the study on factors affecting effective strategy implementation in a service industry in a descriptive survey of electricity distribution companies in the Sultanate of Oman found a significant relationship between strategic leadership and strategy implementation with an argument that good structures enable strategic leaders to offer greatest influence in shaping and transforming organizations through fostering strategy implementation.

The study revealed that the interaction of strategic leadership and strategy implementation is significantly moderated by organizational structures. It is therefore critical for practitioners to understand that for a commercial bank to be successful, it has to come up with strategic plans which their implementation becomes a milestone focus that depends on several factors including strategic leadership and an effective organizational structure in place. Strategic leaders are also required to undertake critical functions of setting vision, defining objectives and choosing appropriate structure in order to realize the set organizational

goals. In such market environment, an understanding of how to appeal to the markets necessitates a deeper understanding of how strategic leadership and strategy implementation relate and the effect of organizational structure on this relationship.

Acknowledgements

The journey in this doctoral research has been made successful through the direction, guidance, dedication and encouragement of particular professionals. My felicitations and gratitude firstly go to my competent supervisors: Professor. Kennedy Ogollah, Professor Zachary Awino and Professor James Njihia. Their intellect, advice and guidance at each phase of this research have been helpful towards the completion of the study. I thank academic staff who chaired the various doctoral presentations for their insights, valuable comments and support. I also acknowledge the support from all the lecturers in the doctoral program for their guidance and dedication. In addition, I would like to thank the entire University of Nairobi post graduate support team. Many thanks go to the managers of the respondent commercial banks in South Sudan for their kindness in completing the questionnaires. To my friends, colleagues and the data analyst who made immense contribution to make this study a reality I say a big thank you.

References

- Akuei, A. M. A., Katuse, P., & Njenga, K. (2016). *The Role of Organization Culture on Effective Strategy Implementation among Commercial Banks in South Sudan*. Nairobi: USIU
- Child, J. (2015). *Organization: contemporary principles and practice*. John Wiley & Sons.
- Dahri, A. S., Amin, S., & Waseem, M. (2019). Effect of Strategic Leadership on Organizational Performance through Knowledge Management. *Journal of Managerial Sciences*, 13(2).

- Di Stefano, G., Peteraf, M., & Verona, G. (2014). The organizational drivetrain: A road to integration of dynamic capabilities research. *Academy of Management Perspectives*, 28(4), 307-327.
- DiMaggio, P. J. & Powell, W. W. (1991). "Introduction." In *The new institutionalism in organizational analysis*, 1-38, Walter W. Powell and Paul J. DiMaggio, ed. Chicago: University of Chicago Press.
- Fonchamnyo, D. C. (2013). Customers' Perception of E-banking Adoption in Cameroon: An Empirical Assessment of an Extended TAM. *International Journal of Economics and Finance*, 5(1), 166-176.
- Guo, B., Pang, X., & Li, W. (2018). The role of top management team diversity in shaping the performance of business model innovation: a threshold effect. *Technology Analysis & Strategic Management*, 30(2), 241-253.
- Hambrick, D. C., & Mason, P. A. (1984). Upper echelons: The organization as a reflection of its top managers. *Academy of Management Review*, 9(2), 193-206.
- Hao, M. J., & Yazdanifard, R. (2021). How Effective Leadership can Facilitate Change in Organizations structure through Improved Innovation and strategy implementation.
- Jaleha, A. A., & Machuki, V. N. (2018). Strategic leadership and organizational performance: A critical review of literature. *European Scientific Journal*, 14(35), 124-149.
- Janićijević, N. (2017). Organizational models as configurations of structure, culture, leadership, control, and change strategy. *Economic Annals*, 62(213), 67-91.
- Kabeyi, M. (2019). Organizational strategic planning, implementation and evaluation with analysis of challenges and benefits. *International Journal of Applied Research and Studies*, 5(6), 27-32.
- Lyndon, S., Pandey, A., & Navare, A. (2020). Shared leadership and team creativity: Investigating the role of cognitive trust and team learning through mixed method approach. *Personnel Review*.
- Nandasinghe, G. (2020). Leadership and organization strategy implementation through organizational structure: A review on theoretical and empirical perspectives. *Global Journal of Management and Business Research*, July, 25-30.
- Nandasinghe, G. (2020). Leadership and organization strategy implementation through organizational structure: A review on theoretical and empirical perspectives. *Global Journal of Management and Business Research*, July, 25-30.
- Nite, C., Hutchinson, M., & Bouchet, A. (2019). Toward an institutional theory of escalation of commitment within sport management: A review and future directions. *Sport Management Review*, 22(5), 571-583.
- Nite, C., Hutchinson, M., & Bouchet, A. (2019). Toward an institutional theory of escalation of commitment within sport management: A review and future directions. *Sport Management Review*, 22(5), 571-583.
- Oloo, M. O. (2021). *Strategic Leadership, Organizational structure, and Performance of the Land Administration Function in Kenya* (Doctoral dissertation).
- Oloo, M. O. (2021). *Strategic Leadership, Organizational structure, and Performance of the Land Administration Function in Kenya* (Doctoral dissertation).
- Petrovsky, N., James, O., Moseley, A., & Boyne, G. A. (2017). What explains agency heads' length of tenure? Testing managerial background, performance, and political environment effects. *Public Administration Review*, 77(4), 591-602.
- Pollanen, R., Abdel-Maksoud, A., Elbanna, S., & Mahama, H. (2017). Relationships between strategic performance measures, strategic decision-making, and organizational performance: empirical evidence from Canadian public organizations. *Public Management Review*, 19(5), 725-746.
- Tasneem, K. A., & Quresh, S. F. (2020). The Role of Leadership Behaviours and Organizational structure on Effective Knowledge Sharing; Case of State-owned Enterprises in Pakistan. *St. Theresa Journal of Humanities and Social Sciences*, 6(2), 168-193.
- Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 509-533.

Uzarski, D., & Broome, M. E. (2019). A leadership framework for implementation of an organization's strategic plan. *Journal of Professional Nursing*, 35(1), 12-17.

Zainol, N. Z., Kowang, T. O., Hee, O. C., Fei, G. C., & Kadir, B. B. (2021). Managing organizational change through effective leadership: A review from literature. *International Journal of Academic Research in Business and Social Sciences*, 11(1), 1-10.