LEADERSHIP STRATEGIES

ADOPTED BY WEST KENYA SUGAR COMPANY LIMITED

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DECLARATION

This is my own original work and has not been presented for examination in any other university

Signature ______________________ Date ___________________________

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This research study presented for the purpose of examination with my approval as the university supervisor.

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DEDICATION

I wish to dedicate this project to my son Trevor Mutula, I started this project when you were just born and this reminds me of the early stages of your life which makes me the happiest dad in the world. You are the best gift I ever received from above. God bless you wherever you are. My mother, I know you are a happy woman to hear of this great news that the project came to a successful end, let me dedicate it to you, Mrs Rosyline Lusike Makokha for your inspiration and prayers. God answered your prayers mum

ABSTRACT

Previously, studies have been carried out about the sugar industry in Kenya and the competitive strategies adopted by these sugar mills to gain competitive edge. However, the research discovered that even though these studies cited various strategies, none was able to point out leadership approaches as a concern for the sugar crises in Kenya today. This study focused on the leadership strategies adopted by Kenyan sugar manufacturing companies to achieve their organizational goals**.** This study therefore sought to fill the existing research gap by carrying out a case study on the leadership strategies adopted by West Kenya Sugar Company limited as a force towards achieving the set organizational goals. The study targeted to interview ten leaders of West Kenya Sugar Company but two of the interviewees were unavailable due to busy schedules and therefore data was collected from the 8 respondents. The study proved that leadership is the kingpin of all operations in a firm and therefore all other strategy implementation depends heavily on the kind of leadership that is in place. Therefore, West Kenya Sugar Company and other sugar factories should invest heavily in leadership in order to make implementation of other strategies a force which will assist the country to fill the gap of sugar production which the study found out to be approximately 200,000 tons of sugar per annum. Effective and efficient leadership will improve the production rate from the current 57% to 76% which will translate to 1,000,000 tons of sugar produced per annum which is sufficient for both consumption and exportation. Key effective strategies were found by this study as task oriented behavioral leadership strategy and relation oriented behavioral leadership strategy. Though the study was limited to West Kenya Sugar Company and hence its findings cannot be used to generalize the practice in the entire sugar industry in Kenya.

TABLE OF CONTENTS

ABBREVIATIONS AND ACRONYMS

COMESA	**-**	Common Market for Eastern and Southern Africa
GDP	-	Gross Domestic Product
KSB	-	Kenya Sugar Board
SDF	-	Sugar Development fund
TCD	-	Tons Crushed Daily
TC/HA	**-**	Tons Crushed per Acre

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Most organizations ought to find ways of performing tremendously than their competitors in order to remain relevant in the market. This can be achieved when the firm has got a proper sense of direction which can only be provided by good leadership. Saleemi (2013) ascertains that the wheels of an organization do not rotate themselves but leadership must be their propeller. A leader is the pillar on which all organizational needs and demands of the individuals are balanced, most often failures of businesses are based on poor leadership than to any other attribute. Therefore, an organization’s failure is due to poor leadership, and the opposite is true. An organization’s success is therefore attributable to good leadership. Any firm will need a good leader who will be able to spearhead the company to the right direction by formulation of leadership strategies that will lead to the firm performing effectively and efficiently

Leadership strategy therefore gives direction through which a firm needs to take in order to achieve results. Though it sounds simple, leadership has evolved since time in memorial and much is needed in a leader to foresee the operations of a firm in order to mince the best out of it. Contingency theory of leadership describes how researchers considered the situation and the context attributes that lead to leadership behaviors effects. The reasoning of this theory was that managers could screen or scan their situation and mold their characters to change leadership results. Variables in this case are characters of the followers, the environment and the roles assigned to the follower

Influence theory focused on influence processes among leaders and followers, the culture and values needed to attain it. Leaders influenced people to change through provision of visions which were inspiring and also acting as an example. In 1970s relational theory emerged and many ideas of leadership have focused on how leaders and employees interact and influence one another in the working environment. In this theory, leadership is viewed as a rational process that gives chance to all participants According to Barney (2010), enabling an organization to make choices on implementation of a strategy that leads to gaining competitive edge is the ultimate objective of the strategic managers of a firm. Leadership is therefore important to organizational performance.

In the Kenyan context, the sugar industry has previously faced many challenges in terms of leadership and this has seen the industry perform poorly leading to closure of many firms, (Kenya Sugar Board 2011). Despite all the efforts by the government to achieve self-sufficiency in sugar production, consumption has always outstripped production. This means the government has not achieved its main goal which was self-sufficiency. Besides, sugar productivity grew from 368,970 tons in 1984 to 520,000 tons in 2008 but it has not been able to meet the expectations of the government because Kenya's imports have since risen from 4000 to 22,000 during the same period. This crisis has seen Kenya to seek sugar abroad in order to fill the gap. The imports have been from sugar producing countries like Mexico, Brazil and COMESA region.

According to the Kenya Sugar Board's strategic plan report (2011), the sugar industry in Kenya contributes the highest percentage to the agricultural sector which is the backbone of the Kenyan economy at large. The sugar industry supports livelihoods of at least 25 percent of the entire Kenyan population which translates to over 10million Kenyans given that the census report of 2009 estimated the entire Kenyan population to 40 million people. The sugar authority narrates that the largest contribution of sugarcane industry is its silent contribution to the group of communities and rural economies in the sugar belts specially the Western region of Kenya. Farmers and businesses in these rural areas depend on monetary returns derived from the industry. Small towns in the western region have developed tremendously and also their survival is dependent on the income from this industry. The sugar accounts for 15 percent of the agricultural Gross Domestic Product and is the largest employer and source of livelihoods for most families in the whole western region of Kenya. About 500000 Kenyans got employment directly or indirectly in the sugarcane businesses ranging from production to consumption in the year 2008.

It also contributes enormously in the money market. The industry saves Kenya in excess of 19.30 billion Kenya shillings in foreign exchange every year and also contributes to infrastructure development through road construction and social amenities like education, health and recreational facilities and sports. In the calendar year 2008/2009, as per the strategic plan report, the factories in Kenya produced close to 520,000 tonnes of sugar operating at 56 percent efficiency rate of the installed capacity. According to the report, the factories have the potential of producing over 1 million tonnes of sugar if operated at

89 percent efficiency rate of the capacity installed. However, the domestic need for sugar consumption currently stands at about 700,000 tones in Kenya and that means Kenya has no capacity to provide surplus for export.

The report also indicates that West Kenya Sugar Company has performed tremendously as compared to the competition and this is attributed to proper leadership and management strategies implemented by the company. Good leadership is therefore essential for management of a firm to be effective.

1.1.1 Concept of strategy

Johnson & Scholes (2004) described strategy as the direction as well as scope that a firm takes in the long run that achieves an edge for the firm by converging of resources in a dynamic environment and fulfill what stakeholders expect. A company’s strategy is the game plan management is using to position itself in the market, catch the eyes and entice customers and also to successfully compete, carry out operations and achieve the objectives of an organization, Thompson, Gamble & Stickland (2004). It consists of a recipe of competitive engagements and business steps that managers employ to convince customers, compete successfully, carry out operations, and achieve organizational objectives. The management can have various alternatives on how to work towards achieving the company goals but later settles on one appropriate alternative which positions the company in a competitive position to compete in a market environment and this is termed as the company strategy.

Why do some firms outperform others over time? Firms in the same industry will always vary in terms of size, products, location and how they have organized themselves, (Walker 2004). Any business setting will always have a goal and in most cases, the main goal of a business is to make profit and thus it has to attract customers by offering better services and products than the competition. A company that operates at losses is likely to discontinue due to lack of finances to sustain the business, therefore, a business has to sustain itself through profit making notwithstanding the fact that this business need a direction which will drive it through the right direction. Firms outperform others because the firms in the same industry will take different directions in terms operations to achieve their goals. This direction is what is called strategy.

1.1.2 Concept of leadership

Leadership has been defined by several scholars in different perspectives. Pierce (2011) argues that there are several different approaches to the definition and this can be defined as the exercise of influence, Pierce (2011) describes leadership as the aspect of influence which is separate and distinct from dominance, control or the coercion of compliance. This can be looked into as trying to influence others through enticing speech and communication process. Secondly, leadership can be described as a form of persuasion. In his book Leaders and the Leadership Process, he gives an example of the 34th US president Dwight Eisenhower who exercised his leadership skills using the aspect of persuasion. The president believed that leadership is when you have the ability to decide what is to be done and convince others willing to do the same. James (2003), argues that leadership can be described as the process of giving direction and influencing actions of a group of people. It entails an unequal distribution of power among leaders and group members. The leader is required to exercise coercive, legitimate, referent power and expert power in order to influence the group members. Thus, leadership is important in organizational management because the impact of leadership can be determined by the firm's level of productivity. An organization with proper leadership is highly tipped to perform better than the competition.

Leadership is therefore proven to be the driver in all types of organization. All sorts of organization will never run without proper leadership and achieve the results that it wanted. To succeed today in business, senior managers must feel and act as coherent group and seen personally developing, deploying, and reviewing clear and visible values and high expectations and the strategies, systems and methods for achieving excellence. They must exercise leadership, John Willey & Sons (1996).

A good strategic leader must find a way on how to effectively influence human behavior in the organization, most notably in uncertain environments and in this current global economic complexity. This can be executed by leaders through working and setting personal example, and through their ability to forecast the future. Ireland, Hoskisson & Hitt (2009) ascertain that the ability to manage human capital is the most important of strategic leader's skills especially given the fact that failure to fill key roles in the organization with talented human capital can lead to inability for the firm to grow. He also establishes the context through which organizational stakeholders like employees, customers and suppliers can efficiently and effectively perform at a high level. Therefore leaders who have the ability to demonstrate these skills can play a key role in improving a firm's performance.

1.1.3 The Sugar Industry in Kenya

According to Kenya Sugar Board 2011 statistics, Kenya incorporated her first Sugar Mill at Miwani, northern part of Kisumu in 1922 and the second was built at Ramisi in the Coastal region in the year 1927. The Government set up other sugar factories which included Muhoroni Sugar in 1966, Chemelil Sugar in 1968, Mumias in 1973, Nzoia Sugar in 1978, and South Nyanza in 1979. Later on, several more sugar industries came up and these included; West Kenya Sugar Company in 1981 which is privately owned, Soin Sugar Company was incorporated in 2006, Kibos Sugar Company was set up in 2007 and Butali Sugar Company which is the latest was set up in 2011. This brings the total number of milling companies to twelve without mentioning the upcoming Transmara Sugar Company limited.

However, despite all the efforts by the government to set up this sugar companies, Ramisi sugar factory stopped operations in 1988 and Miwani sugar mill was put under receivership. When the government incorporated these factories, the main goal was to manufacture and produce sufficient sugar for local consumption and surplus for exportation. In this globally competitive market, the government aimed at generating employment, creation of wealth and supplying of raw materials for other industries. More so, promotion of economic development in the rural economy through sugar farming activities was top of the government agenda.

The government of Kenya enacted seriously on the agenda and in due respect, the government pumped heavily into the sugar industry by holding 83 percent of equity though it later divested 36 percent in Mumias Sugar company. This reduced the held equity in the entire sugar industry to 70 percent, down from the initial 83 percent. However, even before the government came up with this development project, it had initiated Sugar Development Fund (SDF) in 1992 which has since pumped KSH.11 billion for cane development, factory rehabilitation as well as research and infrastructure development.

1.1.4 West Kenya Sugar Company

West Kenya Sugar Company Limited was incorporated in 1981 and has its presence in Kakamega County of Western Kenya where it is engaged in production of sugar and other related products, (Kenya Sugar Board, 2011). The company intends to construct another sugar milling factory at Nasewa-Busibwabo location near Nambale in Busia county in order to harness the huge potential in that region thereby contributing to economic growth, employment, social development and environmental sustainability in the region. The new factory is expected to engage in the activities of sugarcane procurement, milling of sugarcane, production of mill white sugar and marketing of the finished products.

West Kenya has no nuclear estate and 100% of its cane supply comes from its 35,000 out growers. The average yield is 70 TC/HA. The total cane cycle is plant cane (24 months) and ratoon (22 months) which is a four-year cycle. Cane tops are used for seed cane. This model developed probably due to the rapid expansion of the cane area.

At inception (1981), the factory had capacity of 900 TCD. In a very short period of time, West Kenya extended its crushing capacity to 2500 TCD. The planned expansion was from 2,000 to 3,500 TCD and then to 4,000 TCD. Cogeneration was planned, including the processing of molasses into ethanol. The cane required for the expansion was to come from additional out growers and the nucleus estate. However, by 2012 the company had faced a lot of challenges especially cane shortages though they have put up buying stations and weigh bridges in various areas within western belt in order to ensure constant supply of sugarcane.

1.2 Research Problem

Organizations boom when their leadership is superior and in a position to articulate major competitive steps that gear towards achieving results. Saleemi (2013) ascertains that the wheels of an organization do not rotate themselves but leadership must be their propeller. A leader is the pillar on which all organizational needs and demands of the individuals are balanced, most often failures of businesses are based on poor leadership than to any other attribute. Therefore, as Saleemi argues, an organization's failure is due to poor leadership, and the opposite is true. An organization's success is therefore attributable to good leadership.

The sugar industry in Kenya today faces major challenges in terms of leadership and corporate governance and these challenges pose major threats to the Kenyan economy. Kenya Sugar Board (2011) quoted that there was need for the industry to re-strategize its direction as it approached the liberalization of the sugar trade era and needed to find ways of repositioning itself. This statement resonates that there is leadership and governance crisis in the sugar sector in this country. This case scenario is supported by facts that the factories in Kenya have the capacity of producing 1,000,000 tonnes of sugar per annum. The domestic consumption is estimated at 700,000 tonnes per annum and currently, the machines operate only at 56% efficiency rate and produce 520,000 tonnes per annum. This creates a deficit of 180,000 tonnes per annum, which has given the government room for importation in order to meet the domestic consumption need. The major problem is that, the government is importing and yet the sugar factories available in Kenya are capable of producing enough. This is attributable to weak corporate governance and leadership because it requires excellent leadership for a firm to efficiently and effectively operate. To curb the issue of underutilization of the available resources, Kenya needs proper leadership which will improve the efficiency rate from 56% to 75.4% which will translate to 700,000 tonnes per annum which will be enough for domestic consumption and importation will be unnecessary.

Various studies have been carried out to find answers to the sugar crisis in Kenya but little has been done. Kaburu (2014) researched on liberalization and competitive strategies adopted by sugar processing firms in Kenya where he found out that top management failed to embrace technology and supply chain management. Khadija (2011) carried out a study on competitive strategies adopted by Mumias Sugar Company to gain competitive advantage. Barasa (2012) investigated the strategies adopted by Mumias Sugar Company to gain competitive advantage and found that leadership quality is one of the dominant competitive strategies. Gitonga (2003) found out that leadership is one of the major strategies applied by hospitality firms to gain competitive advantage in Nairobi. Despite all these studies, much has been researched on the sugar industry and its challenges but little has been researched on leadership that is required to streamline the sugar sector on Kenya. This study therefore gives a platform through which leadership will be taken as a major crisis in the sugar industry and more studies need to be done to address this issue. Most empirical studies point out that leadership is a problem but they don't suggest which kind of leadership is required to curb the situation.

This study will answer the following question: Which leadership strategies have been adopted by west Kenya Sugar Company Limited?

1.3 Research Objective

The objective of this study was to determine the leadership strategies West Kenya Sugar Company has adopted and how the company has implemented them to see off competition.

1.4 Value of the study

Leadership is key to the performance of any particular firm. This study will add knowledge to the leadership theories which exist by articulating a scholarly understanding of the relationship between leadership and firm's performance. The study intends to categorically understand how leadership can attribute to a firm gaining advantage over competition and this will be a new knowledge which will contribute enormously to what other researchers have found in terms of leadership and firm performance. Answering the research questions of how west Kenya has adopted leadership strategies will assist to fill in the knowledge gaps.

The study will also benefit the country at large in various perspectives. The Kenyan sugar industry has faced major challenges in terms of leadership and generally corporate governance which has led to companies like Miwani sugar and Mumias Sugar facing downfalls in recent past and Ramisi collapsing. All these failures have been attributed to poor leadership or lack of leadership integrity and as a result, Kenyans have witnessed these companies collapse for a certain period of time only to be revived later on. This study, with a case of West Kenya Sugar Company, will use the results to identify the leadership strategies that the company has been adopting over the years to make it more competitive than these other collapsing companies. The results will therefore assist Kenya Sugar Board to appoint the company leaders precisely given that they will be in possession of information on what kind of a leader is capable of achieving results and creating sustainability for the sugar players in Kenya. The study intends to answer the question of sugar importation in Kenya. Despite the fact that Kenya is one of the main sugar producers in Africa, it still imports sugar from Brazil and other sugar producing countries. This has impacted negatively on the sugar industry in Kenya and the economy at large. The outcome of this study should assist the Kenya sugar players with information on leadership and competition. The intensification of competition in the country will in turn lead to enough quality sugar production in the country and imports will be barred in the market.

Lastly, the outcome of this study will assist the West Kenya Sugar company and other firms in Kenya with more options on leadership which will enable them to implement more strategies that may lead to improved effectiveness and efficiency in their sugar production operations. It will also give the company the light on who is the right leader to give the employees direction towards achieving their organizational goals.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter entails the theoretical understanding of the theories under which this study is drawn. This includes the understanding of leadership and strategy as they have been explained by different scholars and how relevant these strategies are to the study. The chapter also examines how leadership strategies can be implemented by an organization to gain competitive edge, which is the theoretical relationship between these strategies that can lead to an organization performing better than the competition.

2.2 Theoretical Foundation/Theoretical Underpinnings

Leadership was believed to be as a one ‘’Great man’’ who made decisions and led others to follow him with respect to strength of traits he inherited and the abilities. This is called the Great man theory, Draft (2011). In 1920s, trait theory was born, researchers wanted to learn if leaders possessed particular traits or characteristics like intelligence or energy that differentiated them from those who were not-leaders. Their thought was that suppose traits could be spotted, leaders could be predicted and trained in order to make nurturing of leaders a norm. The researchers failed to establish the traits. Other theories emerged later on in 1950s till late 1970s, these included behavior theory, relational theory and contingency theory. This study is underpinned by the following theories;

2.2.1 Behavior theory

Behavior theory emerged in 1950s after researchers failed to find the set of leadership traits; they focused on what a great leader does on his routine duty but not who he is. One part of the study touched on what leaders do while at work in terms of managing of activities and taking responsibilities. The study later grew to a different level to learn how effective leaders act differently in terms of behavior from ineffective ones in a management setting, Draft (2011).

This study will examine what sugar leaders do while at their work place and the kind steps they take in terms of management responsibilities. West Kenya Sugar Company has been able to survive the downfall crisis in the industry and therefore the study ought to find out how this theory has played part in their leadership.

2.2.2 Contingency theory

Contingency theory emerged later with researchers considering the situation and the context attributes that lead to leadership behaviors effects. The reasoning of this theory was that managers could screen or scan their situation and mold their characters to change leadership results. Variables in this case are characters of the followers, the environment and the roles assigned to the follower. This is called contingency theory.

This study will also revolve around contingency theory. Under contingency theory, the study will establish how the leadership of West Kenya has dealt with the current situation in the country where many sugar firms have collapsed and experienced losses. The political situation also poses a major threat and how the top level management has enacted on it will also be addressed in this study. Ireland, Hoskisson & Hitt (2009), affirms that organizations tend to create and gain competitive advantage and also earn profitable returns require a very strategic leader. This is the case because the situation is compromised when leaders fail to quickly and appropriately address the ever complex competitive environment. Many CEOs fail because they are unable to address and identify the need for competitive environmental changes in the industry. Therefore, strategic leaders are those who can learn to deal with diversity and complexity of any environmental situations.

2.2.3 Relational theory

In 1970s relational theory emerged and many leadership ideologies focused on how leaders and employees interact and also how they influence one another in the working environment. Under this theory, leadership is perceived as a rational process that gives chance to all participants and enabling each party to contribute to the vision that was brought forward by the leader, Draft (2011).

Relational theory will address the issue of how the leadership of the firm has related to the subordinates. Manager employee relationship is key towards a firm realizing its potential in the market.

2.3 Concept of Strategy

Why do some firms outperform others over time? Firms in the same industry will always vary in terms of size, products, location and how they have organized themselves, (Walker 2004). Any business setting will always have a goal and in most cases, the main goal of a business is to make profit and thus it has to attract customers by offering better services and products than the competition. A company that operates at losses is likely to discontinue due to lack of finances to sustain the business, therefore, a business has to sustain itself through profit making notwithstanding the fact that this businesses need a direction which will drive it through the right direction. Firms outperform others because the firms in the same industry will take different directions in terms operations to achieve their goals. This direction is what is called strategy. Johnson & Scholes (2004) described strategy as the direction as well as scope that a firm takes in the long run that achieves an edge for the firm by converging of resources in a dynamic environment and fulfill what stakeholders expect.

A company's strategy is the game plan management is using to position itself in the market, catch the eyes and entice customers and also to successfully compete, carry out operations and achieve the objectives of an organization, Thompson, Gamble & Stickland (2004). It consists of a recipe of competitive engagements and business steps that managers employ to convince customers, compete successfully, carry out operations, and achieve organizational objectives. The management can have various alternatives on how to work towards achieving the company goals but later settles on one appropriate alternative which positions the company in a competitive position to compete in a market environment and this is termed as the company strategy.

Pearce II (2005) argues that the complexity of business decision making requires well managed strategies. He adds that managing different and multifaceted internal activities of an organization is only part of the contemporary managerial responsibilities and the firm's immediate external environment which entails competition poses a second portion of challenging factors. Apart from competitors and suppliers of the scarce resources, government monitoring agencies and customers also form part of the external environment. External environment also contributes to the general business environment and this includes the economic environment, social factors, political activities and technological dynamism. Other factors which may directly or indirectly affect the business decision making process are the stakeholders of the business who may include, managers, employees, communities, customers and the government. Dealing with these environmental factors effectively gives a company the ability to grow profitably. It therefore requires the management to formulate strategies which will facilitate the optimal positioning of the firm in its competitive environment or rather gain a competitive edge. Therefore, strategy is a pattern of consistent decisions which place a company in its environment and give the company its identity and power to mobilize its strength, and its potential to succeed in the industry, (Cole 1997).

2.4 Types of Leadership Strategies

Leadership, as defined by Yukl (2005) is the process of moving others through influence to understand and agree what direction to take and what needs to be done efficiently, and the process of supporting individuals and making general efforts to accomplish the shared objectives, (Yukl 2005).

Organizations have objectives that they work towards achieving them in the long run as well as short run. These objectives are usually in the form of mission statements and vision statements. Achievement of these goals is initiated by an organization which is a group of people who converge with different roles but aiming to achieve the same goal which could be: profit making (long run goal), customer satisfaction (short run goal), or to compete effectively in the market place which can either be a long term or short term goal. However, for their operations to run effectively, these people (organizations) need a force or a person who will give direction on the organizational operations towards achievement of these objectives. This person is the leader. The way this leader influences the people in the organization to effectively and efficiently deliver their productivity is called leadership.

Dess, Lumpkin & Taylor (2005) argue that Leadership can either be looked into as romantic or external control. The romantic leadership is a belief where implicit assumption is made that the leader is the key force in determining an organizational success or failure. Therefore, the CEO is either lauded for his or her firm's success or blamed for the organizational demise. These views are echoed by Saleemi (2013), who argues that the wheels of an organization do not rotate themselves but leadership must be their propeller. A leader is the pillar on which all organizational needs and demands of the individuals are balanced, most often failures of businesses are based on poor leadership than to any other attribute. Therefore, if any strategies are to be implemented by an organization, it requires leadership to take it to the right direction or the wrong direction depending on the leadership prowess the leader possesses.

Furthermore, Dess et al' second perspective of leadership is external control and under this, the authors argued that rather than make an implicit assumption that the leader is the most important factor that may impact negatively or positively towards a firm's success, the focus is on external factors that may affect the firm. Therefore, leaders can make a difference, but they must be always have a clue of the opportunities and threats that are likely to affect the firm in the external environment and have a proper understanding of their firm's available resources and strengths.

Yukl (2005) ascertains that a group of researchers at the University of Michigan performed a research study and discovered various types of leadership strategies they termed as effective in any organization. The main focus was the identification of relationships among leader behavior in the working environment, group activities and measures of group performance in an organization. Objective measures were used to clarify manager as relatively effective or ineffective for the firm. These were the highlight of the strategies of leadership that were found:

2.4.1 Task Oriented behavioral leadership strategy

Under this leadership strategy, leaders who are effective utilize much of their time and efforts setting example by doing the job that his subordinates do. They are more effective managers in that they concentrate on task oriented functions which include planning and scheduling of work, coordinating his workers activities and providing necessary supplies, equipment and any other assistance Yukl (2005). The researchers found out that more productive managers directed subordinates in setting performance targets which were high and realistic

2.4.2 Relations –oriented behavioral leadership strategy

Under this strategy, Yukl argues that these researchers found out that for the effective managers, human relations are never a concern for task oriented behavior but the effective managers prefer to be more supportive and also spend much time helping subordinates. The supportive managers who were very effective portray certain characters as being friendly, being confident with their subordinate, trusting them, understanding their problems, and also trying to develop their careers. They also tried to be very considerate and kept them informed and appreciated, Yukl (2005). The leaders tend to prefer using general supervisory measures rather than close supervisory measures. That means that the leaders choose to establish goals and general guidelines for their juniors. They give them some freedom on making decisions on the job and also set their own pace.

2.4.3 Participative Leadership

This is the kind of leadership where productive leaders prefer more supervisory measures which focus on a group of subordinates rather than supervising each subordinate separately. The researchers discovered that group meetings give room for participation in decision making; it enhances communication, cooperation and facilitates resolution of conflicts in an organization. In a case like this, leaders’ roles in group meetings is to guide the discussion and keep it supportive, constructive and geared towards solving a problem, Yukl (2005). However, leader participation doesn't imply delegation of responsibilities and the leader will still remain responsible for all decisions made and the outcome thereafter.

2.4.4 Peer Leadership

According to this kind of leadership, all activities are done by a subordinate but under watch of the designated manager or leader of the lot. The subordinates are given chance to carry out functions on their own initiative and effectiveness of the job will heavily depend on the quality of leadership, Yukl (2005).

2.5 Empirical review and research gaps

A firm's tremendous performance than rivals depends on how leadership formulates and implements competitive strategies which will differentiate the firm's products from the rival's. The zeal for competitive edge should trigger corporate level manager's vision of the firm's future, since any effective vision should always lead a company towards its potential in the market. All the tasks that are carried out by the company leadership, for instance allocation of resources designation of an organization should be geared towards developing a position in the market for the firm. According to Walker (2004), failure to adhere to this, economic performance of the firm is likely to decline in a competitive market and it will suffer. He further argued that to achieve this competitive edge, a firm must offer high value products to customers at a cost that produces economic performance better than that of rivals.

These sentiments are echoed by Pearce and Robinson (2005) that whatever the collective strengths of the firm's leadership, the firm's strategists' main goal is to get a position in the industry where his firm can best defend itself from competition or can drive the competitive forces in its favor. A company which has got a leader who is knowledgeable on the sources of competitive pressure gives the firm groundwork for which action a firm can take to address the strategizing agenda. He highlights the important and reliable strengths and weaknesses of the firm, understands the positioning of the company in its industry, clarification of the areas where strategic changes can impact positively and lead to the greatest payoff, and also forecasts where industry trends tend to hold the greatest significance as either opportunities or threats for the firm. Companies with strategic leaders hold the highest capability of overcoming competition in any industry because they will be able to understand the industry and implement precise strategies to counter any competitive forces in the industry. Therefore, for a firm to gain competitive edge in the market, leadership is essential. Good Leadership of a firm in its own creates a competitive edge for a firm.

According to Thompson & Martin (2010), competitive advantage can be sustained by constantly coming up with new innovations and organizations which are change oriented and want to always lead in the industry will seek to innovative ideas and develop new forms of advantage. For any changes to take place on products and services of a particular firm, it requires a pragmatic leader who is able to forecast how the future is likely to look like and what the competition is doing in order to differentiate their products with unique features that competition will not be able to accommodate, this argument is supported by the influence theory of leadership, which states ‘’leaders influence people to change by providing an inspiring vision of the future’’, Draft (2011).

Various research works has been carried out on the sugar industry crises in Kenya but most of the studies failed to address the role of leadership in their cases. Wachiye (2012) carried out a research on the strategic responses to liberalization by sugar firms in Kenya and concluded that the sugar firms in the country were not well prepared. The research did not elaborate on what needs to be done to ensure that in the future to ensure that these firms needed to be prepared at all time to counter any external and internal forces. Leadership is essential in such cases to take a firm through the right steps to achieve the set goals. Khadija (2011), while carrying out a study on the strategies adopted by Mumias Sugar Company to gain competitive advantage was not able to recognize leadership as a major factor for a firm to gain competitive advantage. This study will address these gaps left in terms of leadership and company performance.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter consists of three areas which are research design, data collection and data analysis. The research design illustrated what the study was about and why it was designed. It also described the kind of data that was required and the techniques of data collection that was used. The second part was data collection which examined the type of data that the researcher used and the reasons why such data was preferred in this study. Lastly, data analysis was discussed in 3.4.

3.2 Research Design

A case study was used by the researcher in this study. A research design is defined by Kothari & Garg (2014) as the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure, and is the conceptual structure within which research is conducted. It therefore entails a format of what the researcher intends to do beginning with writing of the hypothesis to the final analysis of data.

Burns (2000) argues that case studies are very important as preliminaries to major investigations because they are intensive and generate comprehensive and subjective data that they may reveal variables, phenomena, processes and relationships which deserve more intensive investigation. A case study can either be qualitative or quantitative or, combinations of both but most case studies fall under qualitative methodology. Burns highlights the fact that case studies is the preferred research design when how, who, why and what questions are being asked or when the focus is on a contemporary area of study within real life context. The researcher used a qualitative case study because it focuses on events which are naturally occurring, ordinary in natural settings, so that he can have a handle on what real life is like, Miles et al. (2014). The West Kenya Sugar Company is the best case to represent the entire sugar industry in Kenya because the firm being one of the best performing in the industry gave the researcher data which was richly subjective and data that brought to light the leadership strategies that these other firms have been adopting to gain competitive edge.

3.3 Data Collection

Since the research design was a case study, interview guide was used as a research instrument to collect data. An interview guide is a list of twenty to twenty two questions that will be used as guide to interview respondents. Mugenda & Mugenda (2003) ascertains that under interview guides which are also called unstructured interviews, the interviewer asked questions and made comments which were intended to lead the respondent towards giving information to meet the study objectives. Probing was used in this technique to collect deeper information from the respondent because of the open nature of the unstructured interviews and the interviewer will take notes as the respondent talks. The targeted respondents were top leadership in the firm who entailed The CEO, The Managing Director, the company accountant, The Human Resource Manager, The Marketing Manager, Security personnel, and The Operations Manager.

The researcher used this technique because, when responses were being noted as the interview moves on, it facilitated data analysis since the information was readily accessible and also classified into appropriate categories by the researcher. This technique is also advantageous because no information was left out by the interviewer. Khadija (2011) successfully used this tool in determining the Competitive Strategies adopted by Mumias Sugar Company to gain advantage.

3.4 Data Analysis

Content analysis was used by the researcher in this study. This is describing in a systematic manner the composition of objects or materials of a research work. It comprises observations and comprehensive description of objects, items that comprise the area of study, Mugenda & Mugenda (2003).

This type of analysis was preferred by the researcher in order to determine leadership strategies that are adopted by West Kenya to gain competitive edge through interview guides.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1. Introduction

The chapter is focused on analysis and interpretation of the data collected from the eight leaders from the company. The study aimed at establishing the leadership strategies adopted by West Kenya Sugar Company Limited. The challenges leaders come across while performing their day to day management activities were also established. Content analysis was used for analysis of the data collected from the respondents to establish the research findings.

4.2 Response Rate

To achieve the objective of this study, 10 managers from ten departments were targeted. Eight managers were interviewed out of the targeted ten which translates to 80% response rate which was considered as sufficient to represent the amount of data required to answer the questions under study. Few respondents cited busy schedules like the company managing director had travelled outside the country. The study was also carried out within a limited period of time.

4.2.1 Length of Service

The researcher also studied on the length of service of the interviewees of the firm to establish whether they had attained enough experience to provide accurate and reliable information in relation to the leadership strategies adopted by West Kenya Sugar Company. The researcher found out that out of the eight managers, it was only the

Human Resource Manager who has been in the company for less than 5 years. He replaced the then incumbent in August 2016 for failing to adequately keep close relations to the subordinates. The other seven managers have been in the firm for over 5 years which gives the research the confidence on the reliability and credibility of the information obtained from the respondents.

4.2 West Kenya Sugar Company Profile

West Kenya Sugar Factory is the second largest sugar factory in Kenya which is located in Kakamega, western part of Kenya. The company is under food manufacturing, sugar craft supplies, farming, sugar estates and industrial services business activities. since inception in 1979, the company has grown from 500 Tons Crushed Daily (TCD) in 1979 to its current crushing capacity of 5000 TCD and employs 2000 workers apart from indirect employment to harvesters, loaders and transporters. In 2005 when the Kenya Sugar Board licensed Butali Sugar Mill Limited in unclear circumstances, the then existing millers sourced cane from their clearly demarcated zones and each miller was able to invest in cane development within their respective zones.

The company has constructed another sugar milling factory at Nasewa-Busibwabo location near Nambale in Busia county in order to harness the huge potential in that region thereby contributing to economic growth, employment, social development and environmental sustainability in the region. This is part of the pragmatic leadership engagements that the company boasts of after realizing the potential from the area. The new factory is expected to engage in the activities of sugarcane procurement, milling of sugarcane, production of mill white sugar and marketing of the finished products.

West Kenya has no nuclear estate and 100% of its cane supply comes from its 35,000 out growers. The average yield is 70 TC/HA. The total cane cycle is plant cane (24 months) and ratoon (22 months) which is a four year cycle. Cane tops are used for seed cane. This model developed probably due to the rapid expansion of the cane area.

At inception (1979), the factory had capacity of 500 TCD. In a very short period of time, West Kenya extended its crushing capacity to 2500 TCD. The planned expansion was from 2,000 to 3,500 TCD and then to 5,000 TCD. Cogeneration was planned, including the processing of molasses into ethanol. The cane required for the expansion was to come from additional out growers and the nucleus estate. However, by 2012 the company had faced a lot of challenges especially cane shortages though they have put up buying stations and weigh bridges in various areas within western belt in order to ensure constant supply of sugarcane.

4.3 Leadership strategies at west Kenya Sugar Company

Interviewed respondents confirmed that West Kenya Sugar Company as a second leading sugar producer in Kenya and just like any other company it faces numerous leadership challenges especially when it comes to harnessing the best out of the subordinates. According to the respondents’ views analyzed they confirmed that the company leaders have come up with various leadership strategies in order to ensure that the company runs smoothly.

The company has had various trainings to subordinates in order to ensure that all employees had knowledge on all the products and processes that take place in the company. The company is also divided into various departments to ensure that leadership becomes easy because each department is headed by one manager. These departments include the procurement department, the human resource department, the finance department, operations department, the security department, marketing department and the employee welfare department. These departments are secluded from the managing director and the CEO who operate their own offices within the firm but all departments report to the two offices. These departments are headed by each individual who exercise leadership in their various departments.

The research established that due to the above strategies, even though the company has got 2000 employees, they are able to control each and every one of them in terms of duty performance and general behaviors. This ensures that all the employees under different departments are able to concentrate on their work and also maximize their potential. Good payments to the workers has also played a major role to ensure that these employees get excited while working, leading to cost of production per ton reduced now to ksh. 20,000. This is how the leadership was found under various leadership strategies

4.3.1 Relations Oriented Leadership Strategies at West Kenya Sugar Company

Close relationship with employees which has led to the formation of a cooperative society was cited as the major strategy employed by the West Kenya Sugar Company to enhance leadership processes.

The study established that the West Kenya savings and cooperative society has brought together the top leadership and the junior employees close through meetings and also through team building events. Social cooperate responsibilities have also played a major part in bring close the leadership and subordinates because it involves all the employees in the firm including the CEO. For instance, the company Managing Director Rai Tejveer led a group of subordinates in collaboration with the county government of Busia to set up class rooms at St. Paul's Olepito primary school in Busia County as part of the CSR program.

Through application of these strategies the company is assured of maintaining close leader follower relationship which is healthy for the firm performance and remaining competitive as outlined in the company's mission statement. The study also found out that these leaders were very supportive to their subordinates and portrayed friendly characteristics with employees. They also showed confidence in their employees which showed that they really trusted them and also knew exactly what they were doing. When asked about how they enhance their career development, most of the respondents ascertained that mostly through training is how the employees advance to different levels of their career. They also tried to be very considerate and kept them informed and appreciated through promotions and gifts. The company leaders also prefer using general supervisory measures rather than close supervisory measures. They also give them some freedom on making decisions on the job, something which has given them confidence in their job.

Respondents also confirmed that West Kenya Sugar Company being the second largest sugar producer in the country faces competition in delivery of its services. The respondents agreed that the major pressure from foreign countries (COMESA) who plans to invest in the country taking a market share of about 51% as compared to the Governments' 30% and 19% to the farmers is a threat not only to the industry but also to West Kenya Sugar Company.

4.3.2 Task oriented leadership strategies

Majority of the respondents interviewed confirmed that they also go to the field and participate in what subordinates do. They claimed that being available ensures that efficiency and effectiveness is observed in order to produce that perfect product that customers require. They also ensure that their workers don't lack any thing at their work place so as they feel comfortable.

In terms of setting targets, the respondents unanimously agreed that to ensure productivity, they involve all employees in terms of target setting so that they become realistic. This is discussed every year to set the long term goals and quarterly to discuss and set short term goals. The researcher found out that this strategy is more productive since managers directed subordinates in setting performance targets which were high and realistic.

4.4. Challenges Faced by West Kenya Sugar Company Limited Leadership

Respondents cited various challenges encountered by the company in implementation of strategies. They responded that despite the company being the second largest in the country with numerous opportunities in the market through offering diverse products, competition from local firms has made it hard for the company to enjoy the business. Kenya Sugar Board licensed Butali Sugar Mill Limited and supported its commissioning in the name of free competition in a liberalized market. This move has created fierce competition for West Kenya Sugar Company most notably for cane sourcing which has also raised the issue concerning cane poaching.

This has even created legal battles between the West Kenya Sugar Company and the Kenya Sugar board with the company arguing that a miller who buys cane from a farmer in an area presumed to belong to another miller cannot be deemed as either stealing or poaching. The Cane farmer has the right to sell his or her cane to a miller of his or her choice as guaranteed by article 40 of the Constitution and the Sugar Act 2001, which specifies that the farmer is the owner of the cane on his farm. West Kenya Sugar denied it was engaged in cane poaching activities and had taken legal action against the Ministry of Agriculture and the Kenya Sugar Board and Butali Sugar Mills Limited on the licensing of the mill against existing laws and regulations. The sugarcane crisis in western Kenya was occasioned by the licensing of Butali Sugar Mills Limited and the commencement of its operation in 2011, which has increased the number of millers competing for decreasing cane;

The company has been experience significant challenges in its quest to diversify and implement aforementioned strategies. There was low factory performance due to low cane availability arising from the competition for sugar cane from Butali Sugar Company.

The research established that sugar cane price remained to be a serious concern by the company, due to cheap imports from the COMESA countries. Inflation has been on the increase especially with the high prices of oil earlier in the period which significantly increased transport costs for sugar cane and distribution cost of the finished products. Kenya remains dependent to foreign countries such as China for modern technology; hence the cost of importation for modern equipment and machines also poses a challenge to the company. Other inputs such as fertilizers and packaging materials which are also petroleum based have been high resulting in high operational costs.

4.5 Discussion of Findings

A company's strategy is the game plan management is using to position itself in the market, catch the eyes and entice customers and also to successfully compete, carry out operations and achieve the objectives of an organization, Thompson, Gamble & Stickland (2004). It consists of a recipe of competitive engagements and business steps that managers employ to convince customers, compete successfully, carry out operations, and achieve organizational objectives. The management can have various alternatives on how to work towards achieving the company goals but later settles on one appropriate alternative which positions the company in a competitive position to compete in a market environment and this is termed as the company strategy.

Even though west Kenya Sugar Company has got other strategies geared towards achieving the company goals, they realized that most of the strategies are undifferentiated from the competition and therefore there is need for the company leadership to take a different direction in order to enhance performance as compared to the competition. This was to start from the leadership perspective and this strategy focused on the employee management relationship which according to the findings, the company has implemented it in a reasonable manner that employees are able to deliver to the brim of their potential.

This step taken by West Kenya sugar company is a resonation of Saleemi (2013) who argued that leadership is like the fulcrum under which the wheels of an organization propel on and also Pearce (2003) described leadership as the process of influencing a group of people to do willingly what needs to be done. Therefore, by bringing together this two sentiments, it clearly brings out the credibility and reliability of employees and leadership relationships as the main pillars to organizational performance. This is why the researcher found out that West Kenya values so much employee leadership relationship strategy which is an echo of Task Oriented behavioral and relational oriented leadership strategies as described by Yukl (2005).

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section gives a summary of the research findings, conclusions and recommendations as found by the researcher. It also outlines the limitations of the study and provides suggestion for further research as well as the significance of the study on policy and practice.

5.2 Summary of Findings

From the findings, West Kenya Company has adopted various strategies for reaching its goals which include ensuring that it remains competitive in the market through offering differentiated products and ensuring that those who are key players are treated better that the competition. These strategies were relation oriented behavioral leadership strategy and task oriented behavioral leadership strategy.

Employee cum leadership relationship was cited as the major strategy which has enabled the firm to get the best out of employees. This has given them an easy time in implementation of other strategies for gaining competitive advantage.

The study established that through this kind of leadership, the company has experienced upward trends in terms of performance and growth. The study cited that through proper leadership and implementation of various strategies, the company has seen the business open other branches in Busia County and in Bungoma County. Diversification has also been realized by the company through this kind of leadership because with that effect, the company has been able to draw good ideas from junior on innovations and differentiation of the available products.

The major challenges facing West Kenya Sugar Company on implementation of leadership strategies include financial constraints to finance all planned projects like the inception of the Naitiri and the Olepito sugar plants. Sugar cane shortage has been witnessed due to the commissioning of the Butali Sugar Company which has posed as a threat to the supply of sugarcanes. This has led to other challenges which are court battles to defend the allegations of sugarcane poaching in the zone.

Competition from foreign investors who have made cheap importations a norm thus affecting the pricing strategy for the company, the year 2017 also saw the electioneering activities also affecting the operations of the company.

5.2 Conclusion

Many organizations sought to perform better in an industry than the competition. Authors have argued that for a firm to realize its full potential in the market, then strategy creation, strategy implementation and strategy sustainability are key to beating competition in any industry. Khadija (2009) concluded that a good strategy to a specified type of firm or organization can contribute to growth, profitability, and market penetration, and cost reduction, cutting edge differentiation of products and sustainable competitive advantage of business firms. However, she did not comment on who comes up with these good strategies, who implements these strategies and also who makes sure that these strategies are sustainable and free from imitation from the competition. Kaburu (2014), while carrying out a research on liberalization and competitive strategies for sugar processing firms in Kenya forgot that it all depends on the leadership of the firm.

A company can have all the best resources, the well-educated employees, the most sophisticated technology on earth, the best supply chain management but if all these attribute are under poor leadership, then the company is headed in the wrong direction. Leadership was proved under this study as the pillar under which an organization leans on and good leadership is effective through when a leader creates a good rapport with employees by portraying confidence, friendship, concern and personal developments in the employees. This is purported by the two leadership strategies of relation oriented behavioral strategy and task oriented behavioral strategy.

Kenya faces a challenge of underproduction in the sugar sector with domestic consumption surpassing production. A normal person may presume that maybe the country lacks enough machines and technology to manufacture enough for consumption, but the reality check is that the Kenya sugar mills are capable of producing 1million tons of sugar per annum which is enough for domestic consumption which is currently estimated at 700,000 tons per annum. Leadership has posed to be the main cause for underproduction due poor strategy implementation, poor resource allocation, poor finance management and poor leadership in general. Given sufficient leadership, Kenya will be able to realize its potential in sugar processing industry and sugar importation will be unnecessary. In her outcomes, Khadija (2011) found out that Mumias sugar faced a downfall due to poor management which had raised the cost of sugar cane from 2300 to 2450 Kenyan shillings. The cost of production of Kenyan sugar is still relatively high and this calls for a well-organized leadership to recue this country from the dip.

5.3 Recommendations

There is need for West Kenya Sugar Company to come up with a legal department which will be able to deal with legal issues which have posed to be one of the major challenges facing the firm and this calls for other sugar factories in the country in order to safeguard the interest of the company strategy implementation process. This is recommended because during this study, the researcher established that legal battles proved to be hindrances for implementation of not only the leadership strategies but also other strategies.

The study proved that leadership is the kingpin of all operations in a firm and therefore all other strategy implementation depends heavily on the kind of leadership that is in place. Therefore, West Kenya Sugar Company and other sugar factories should invest heavily in leadership in order to make implementation of other strategies a force which will assist the country to fill the gap of sugar production.

The study focused on the task oriented behavioral strategy and relational behavioral strategy which proved to be very effective in an organizational setting but there are other strategies like peer relations strategy which could also contribute towards achieving results in an organization, the scholars are also recommended to look at the other side of the coin. This study was underpinned by relational theory and contingency theory but other theories like trait theory and behavioral theory could have also played part.

There is the need for the Sugar directorate to ensure that during appointment of the company leadership, the candidates should go through a well-organized vetting process to ensure that the recruited leaders meet the threshold to handle office and practice the necessary leadership traits for effectiveness.

Even though the government imports sugar to fill the gap between production and domestic consumption demands, the government should put up measures to regulate the amount of sugar imports because the study also established that excessive importation has posed as a threat to the market for the local sugar processing firms. This has enhanced free market entry by foreign investors who have directly or indirectly impacted on the sugar prices in the market.

5.4 Limitations of the study

The study was limited to the strategies from the scholars at Michigan University because of limited time provided for by the study. There could be other effective strategies which

can be employed by the company to ensure productivity. There are various perspectives under which leadership can be approached, for example the bureaucratic style of leadership, pragmatic leadership style, laisse faire leadership but this study was limited to approaches which were Relational oriented and Task Oriented leadership strategies.
The study was limited to West Kenya Sugar Company and hence its findings cannot be used to generalize the practice in the entire sugar industry.

The researcher also faced a number of challenges; it was not easy to reach the company leadership because of the tight schedules they had and also most of them having a phobia of leaking the company information to the competition. Most of them were naïve to be open and disclose all the necessary information required for the study thus not giving comprehensively what study sought to find.

The researcher also faced significant time and financial constraints since movement between the University of Nairobi and the company required time and finances to achieve the study objectives.

5.6 Suggestions for Further Research

The study recommends that future researcher and academicians should conduct further research on the Leadership strategies adopted by other companies in a different industry and also in other sugar factories to find out what other firms practice apart from the West Kenya Sugar company limited. The results of this study can be compared whereby the findings and conclusions can be made based on concrete facts or evidence. Further study can also be done on the effects of cheap importation of sugar in Kenya in relation to how it has impacted on implementation of strategies in the sugar industry in Kenya.

5.7 Implication of Policy, Theory and Practice

These findings will play a major role in policy formulation by the Sugar Directorate since they will be in a position to better understand the effect of leadership strategies implementation by sugar processing firms and how important they are to implementation and sustaining other strategies for competitiveness in the market.

Since most of the sugar processing firms adapted to various strategies, they can use the findings of this study to understand the benefits of adapting to leadership strategies and way of countering challenges of mismanagement. This will assist other firms in the sugar industry to develop competitive strategies to deal with these challenges in order to improve their competitiveness against their competitors as well as implement proper management strategies to enhance organizational performance.

The study also opens the door for the future researchers to explore more on the sugar industry and leadership in Kenya in order to enhance effectiveness and efficiency in these firms.

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APPENDICES

Appendix I: Interview Guide

SECTION A: PERSONAL PROFILE

1**.** What is your gender?

2. How old are you?

3**.** Which position do you hold in West Kenya Sugar Company?

4. For how long have you been working in this company?

5. How long have you worked in your position?

SECTION B: WEST KENYA SUGAR COMPANY BACKGROUND INFORMATION

1. Who owns West Kenya Sugar Company?

2. How long has it been in operation?

3. What does West Kenya do?

4. What is West Kenya's long term goal?

5. What are west Kenya's short term goals?

SECTION C: Leadership Strategies for achieving Competitive Advantage

1. Do you position yourself as a leader in this Organization?

2. Who is responsible for formulation and implementation decisions?

3. Do you think such strategies are geared towards gaining competitive edge?

1. Competitive Strategy

(i) Who are the West Kenya Sugar Company main competitors?

(ii) What is the nature of competitors that West Kenya Sugar Company faces?

(iii) What leadership strategies has the company put in place to withstand such competition?

(iv) How have these strategies contributed towards achieving competitive advantage?

2. Task Oriented Leadership Strategy

(i) As a leader of this company, do you find your position enjoyable?

(ii) Do you face any challenges from your subordinates?

(iii) How do you solve these challenges?

(iv) Do you do what subordinates do or you just guide them?

(v) How do you set goals for subordinates?

3. Relations related leadership Strategy

(i) How much do you trust your subordinates?

(ii) How do you handle subordinates with problems?

(iii) Do you share available information with your subordinates?

If yes, how often

(iv) Do you give them freedom to do what they feel like doing?

(V) How often do you discuss with your subordinates about their career advancement?

4. Participative Leadership Strategy

(i) Do you hold group meetings with your subordinates or with individuals

(ii) How does it contribute towards gaining competitive advantage?

(iii) How do you supervise your subordinates, as individuals or as a group?

Section D: Challenges Faced in implementing the strategies for competitive Advantage

(i) Do you face any challenges in implementation of strategies?

(ii) If so, which ones?

(iii) How do you compare your work environment with your fierce competitors?

(iv) Do you get enough support from your company to carry out your leadership properly?