

**STRATEGIC LEADERSHIP, ORGANIZATIONAL STRUCTURE,
KNOWLEDGE SHARING AND STRATEGY IMPLEMENTATION
IN COMMERCIAL BANKS IN SOUTH SUDAN**

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DECLARATION

I hereby declare that this thesis is my original work and has not been presented for examination at any other university or institution of higher learning for an award. All references cited in the text have been duly acknowledged.

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DEDICATION

To my beloved family and friends, thank you so much for your valuable support and encouragement throughout the entire doctoral studies.

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TABLE OF CONTENTS

| | |
|---|-------------|
| DECLARATION..... | ii |
| DEDICATION..... | iii |
| ACKNOWLEDGEMENT..... | iv |
| LIST OF TABLES..... | x |
| LIST OF FIGURES..... | xii |
| ABBREVIATIONS AND ACRONYMS..... | xiii |
| ABSTRACT..... | xiv |
| | |
| CHAPTER ONE: INTRODUCTION..... | 1 |
| 1.1 Background of the Study | 1 |
| 1.1.1 Strategic Leadership | 3 |
| 1.1.2 Organizational Structure..... | 6 |
| 1.1.3 Knowledge Sharing | 9 |
| 1.1.4 Strategy Implementation | 12 |
| 1.1.5 Commercial Banks in South Sudan | 15 |
| 1.2 Research Problem | 17 |
| 1.3 Research Objectives..... | 22 |
| 1.4 Value of the Study | 23 |
| 1.5 Organization of the Thesis | 24 |
| 1.6 Chapter Summary | 25 |
| | |
| CHAPTER TWO: LITERATURE REVIEW..... | 26 |
| 2.1 Introduction..... | 26 |
| 2.2 Theoretical Foundation | 26 |
| 2.2.1 Upper Echelon Theory | 27 |
| 2.2.2 Knowledge-Based Theory | 29 |
| 2.2.3 Institutional Theory | 32 |
| 2.2.4 Dynamic Capabilities Theory..... | 33 |

| | |
|--|-----------|
| 2.3 Strategic Leadership and Strategy Implementation | 36 |
| 2.4 Strategic Leadership, Organizational Structure and Strategy Implementation | 44 |
| 2.5 Strategic Leadership, Knowledge Sharing and Strategy Implementation | 48 |
| 2.6 Strategic Leadership, Organizational Structure, Knowledge Sharing and Strategy Implementation | 51 |
| 2.7 Summary of Knowledge Gaps | 56 |
| 2.8 Conceptual Framework | 60 |
| 2.9 Hypotheses of the Study | 61 |
| 2.10 Chapter Summary | 62 |
| | |
| CHAPTER THREE: RESEARCH METHODOLOGY | 63 |
| 3.1 Introduction | 63 |
| 3.2 Philosophical Orientation..... | 64 |
| 3.3 Research Design..... | 66 |
| 3.4 Population of the Study..... | 68 |
| 3.5 Data Collection | 69 |
| 3.6 Reliability Tests | 71 |
| 3.7 Validity Tests | 72 |
| 3.8 Operationalization of Key Study Variables | 73 |
| 3.9 Diagnostics Tests | 75 |
| 3.9.1 Data Cleaning and Preparation | 75 |
| 3.9.2 Assessing Model Assumptions..... | 76 |
| 3.9.2.1 Normality | 76 |
| 3.9.2.2 Test for Outliers | 76 |
| 3.9.2.3 Linearity | 77 |
| 3.9.2.4 Homoscedasticity | 77 |
| 3.9.2.5 Multicollinearity | 77 |
| 3.10 Data Analysis | 78 |
| 3.11 Summary of the Chapter | 80 |

| | |
|---|-----------|
| CHAPTER FOUR: DATA ANALYSIS AND FINDINGS..... | 81 |
| 4.1 Introduction..... | 81 |
| 4.2 Response Rate..... | 82 |
| 4.3 Reliability of the Instrument..... | 83 |
| 4.4 Factor Analysis for Validity Test..... | 84 |
| 4.5 Prerequisite Analysis (Test of Regression Assumptions)..... | 86 |
| 4.5.1 Test of Normality..... | 86 |
| 4.5.2 Test of Linearity..... | 87 |
| 4.5.3 Test for Heteroscedasticity..... | 89 |
| 4.6 Test of Multicollinearity..... | 90 |
| 4.7 Autocorrelation Test..... | 92 |
| 4.8 Demographic Data of Commercial Banks..... | 92 |
| 4.9 Descriptive Analysis for Strategic Leadership..... | 94 |
| 4.10 Descriptive Analysis for Transformational Leadership..... | 96 |
| 4.11 Transactional leadership..... | 99 |
| 4.12 Descriptive Analysis for Organizational Structure..... | 101 |
| 4.13 Mechanistic Structure..... | 102 |
| 4.14 Organic Structure..... | 104 |
| 4.15 Descriptive Analysis for Knowledge Sharing..... | 108 |
| 4.16 Databases..... | 109 |
| 4.17 Meetings..... | 110 |
| 4.18 Discussion Fora..... | 111 |
| 4.19 Personal Conversations..... | 113 |
| 4.20 Reports..... | 114 |
| 4.21 Descriptive Analysis for Strategy Implementation..... | 115 |
| 4.22 Human Capital Components..... | 116 |
| 4.23 Organizational Capital Components..... | 118 |

CHAPTER FIVE: HYPOTHESES TESTING AND DISCUSSION OF RESULTS121

5.1 Introduction 121

5.2 Correlation Analysis 122

5.3 Relationship between Strategic Leadership and Strategy Implementation..... 124

5.4 Strategic Leadership, Organizational Structure and Strategy Implementation 125

5.5 Intervening Influence of Knowledge Sharing on the Relationship between
Strategic Leadership and Strategy Implementation 130

5.6 Joint Effect of Strategic Leadership, Organizational Structure, Knowledge
Sharing on Strategy Implementation 135

5.7 Summary of Research Objectives, Hypotheses, Results and Interpretation 138

5.8 Discussion of Findings..... 139

5.8.1 Strategic Leadership and Strategy Implementation.....140

5.8.2 Strategic Leadership, Organizational Structure and Strategy Implementation
.....144

5.8.3 Strategic Leadership, Knowledge Sharing and Strategy Implementation147

5.8.4 Strategic Leadership, Organizational Structure, Knowledge Sharing and
Strategy Implementation153

5.9 Chapter Summary 156

CHAPTER SIX: SUMMARY, CONCLUSION AND RECOMMENDATIONS... 157

6.1 Introduction 157

6.2 Summary of Findings..... 157

6.3 Conclusions..... 159

6.4 Contributions of the Study Findings 161

6.5 Implications of the Study 161

6.5.1 Theoretical Implications161

6.5.2 Policy Implications162

6.5.3 Implications to Practitioners163

6.5.4 Implications to New Knowledge164

| | |
|--|------------|
| 6.6 Recommendations | 165 |
| 6.7 Limitations of the Study..... | 167 |
| 6.8 Suggestions for Future Research | 168 |
| REFERENCES..... | 170 |
| | |
| APPENDICES | 200 |
| Appendix I: Research Questionnaire | 200 |
| Appendix II: List of Commercial Banks in South Sudan..... | 208 |

LIST OF TABLES

| | | |
|--------------------|---|-----|
| Table 2.1: | Summary of Knowledge and Research Gaps | 57 |
| Table 3.1: | Categorization of Commercial Banks in South Sudan | 69 |
| Table 3.2: | Operationalization of Key Study Variables | 74 |
| Table 3.3: | Hypotheses, Analytical Statistical Models and Interpretation of Results..... | 79 |
| Table 4.1: | Response Rate..... | 83 |
| Table 4.2: | Summary of Reliability Statistics | 84 |
| Table 4.3: | Summary of KMO and Bartlett’s Test..... | 85 |
| Table 4.4: | Test of Normality | 87 |
| Table 4.5: | Test of Homogeneity of Variances | 90 |
| Table 4.6: | Multicollinearity Results..... | 91 |
| Table 4.7: | Autocorrelation Test Results | 92 |
| Table 4.8: | Organizational Demographics | 93 |
| Table 4.9: | Staff Commitment Attributes..... | 95 |
| Table 4.10: | Transformational Leadership..... | 96 |
| Table 4.11: | Transactional Leadership..... | 99 |
| Table 4.12: | Organizational Structure attributes | 102 |
| Table 4.13: | Mechanistic Structure | 103 |
| Table 4.14: | Organic Structure | 104 |
| Table 4.15: | Knowledge Sharing Attributes..... | 108 |
| Table 4.16: | Databases | 109 |
| Table 4.17: | Meetings..... | 110 |
| Table 4.18: | Discussion Fora..... | 112 |
| Table 4.19: | Personal Conversations..... | 113 |
| Table 4.20: | Reports | 114 |
| Table 4.21: | Strategy Implementation Attributes..... | 115 |
| Table 4.22: | Human Capital Components | 117 |
| Table 4.23: | Organizational Capital Components | 118 |
| Table 5.1: | Correlation Analysis Results | 123 |

| | | |
|-----------------------|---|-----|
| Table 5.2: | Regression Results for the Effect of Strategic Leadership on Strategy Implementation | 124 |
| Table 5.3: | Regression Results for Moderation Effect of Organizational Structure on Relationship between Strategic Leadership and Strategy Implementation | 127 |
| Table 5.4 (a): | Regression Results from the Test of the Effect of Strategic Leadership on Strategy Implementation | 131 |
| Table 5.4 (b): | Regression Results from the Test of the Effect Strategic Leadership on Knowledge Sharing..... | 132 |
| Table 5.4 (c): | Regression Results from the Test of the Effect of Knowledge Sharing on Strategy Implementation | 133 |
| Table 5.4 (d): | Regression Results Depicting Intervening Effect of Knowledge Sharing on Strategic Leadership on Strategy Implementation | 134 |
| Table 5.5 (a): | Model Goodness of Fit on the Joint Effect of Strategic Leadership, Organizational Structure, Knowledge Sharing and Strategy Implementation | 136 |
| Table 5.5 (b): | Model Overall Significance on the Joint Effect of Strategic Leadership, Organizational Structure, Knowledge Sharing and Strategy Implementation | 136 |
| Table 5.5 (c): | Regression Coefficients on the Joint Effect of Strategic Leadership, Organizational Structure, Knowledge Sharing and Strategy Implementation | 137 |
| Table 5.6: | Research Objectives, Hypotheses, Results and Interpretation Summary | 138 |

LIST OF FIGURES

| | | |
|--------------------|--|-----|
| Figure 2.1: | Conceptual Framework | 60 |
| Figure 4.1: | Linear Relationship between Strategic Leadership and Strategy Implementation..... | 88 |
| Figure 4.2: | Linear Relationship between Organizational Structure and Strategy Implementation..... | 88 |
| Figure 4.3: | Linear Relationship between Knowledge Sharing and Strategy Implementation..... | 89 |
| Figure 5.1: | Simple Moderation Model for SL, OS and SI..... | 126 |
| Figure 5.2: | Revised Simple Moderation Model for SL, OS and SI..... | 129 |

ABBREVIATIONS AND ACRONYMS

| | |
|--------------|-------------------------------|
| ATM: | Automated Teller Machine |
| BOSS: | Bank of Southern Sudan |
| BSS: | Bank of South Sudan |
| CBOS: | Central Bank of Sudan |
| CPA: | Comprehensive Peace Agreement |
| DCT: | Dynamic Capabilities Theory |
| DV: | Dependent Variable |
| IV1: | Independent Variable |
| IV2: | Intervening Variable |
| KBT: | Knowledge-Based View |
| MD: | Moderating Variable |
| UET: | Upper Echelon Theory |

ABSTRACT

Researchers and practitioners in strategic management are figuring out why some organizations implement their strategies better than others irrespective of their leadership capabilities in place. A thriving financial sector is central to the economic development, the banks therefore need to develop a competitive edge like putting in place strategically aligned leadership, the structure that encourages strategy implementation and a system of sharing vital knowledge to key implementing sections for them to realize and achieve their goals and purpose. The study main objective was to establish the relationship between strategic leadership, organizational structure, knowledge sharing and strategy implementation in commercial banks in South Sudan. The research was anchored on the Upper Echelon theory, Knowledge-Based Theory, Institutional Theory and Dynamic Capabilities Theory. The study applied positivism philosophy and descriptive research design. The population of the study was all the thirty commercial banks in South Sudan. Primary data was collected using semi-structured questionnaires. Data was analyzed using descriptive (and inferential) statistics - specifically regression analysis. The findings of the study show that strategic leadership significantly influences strategy implementation ($R^2=.717$, $p<0.05$). The study also found that organizational structure moderates the relationship between strategic leadership and strategy implementation ($R^2=.739$, $p<0.05$). The study further found that knowledge sharing has significant intervening influence on the relationship between strategic leadership and strategy implementation ($R^2=.742$, $p<0.05$). Finally, the joint effect of strategic leadership, organizational structure and knowledge sharing on strategy implementation was found to be positive and significant ($R^2=.751$, $p<0.05$). These findings reinforce the Knowledge-Based theory prediction that leaders have the ability to integrate and shape knowledge sharing and build a functional structure in order for strategy implementation to be successful. By enhancing managerial implications, the study recommends that strategic leaders should undertake critical functions of setting vision, defining objectives, choosing appropriate structure and coordinating knowledge sharing in order to realize the set organizational goals during strategy implementation. The study further recommends that shareholders of the commercial banks need to unlock the value of their investment through effective strategic leadership by improving the management and development of strategic areas of capacity building and managerial policies that would be geared towards enhancing strategy implementation in commercial banks and to develop a framework for adoption by commercial banks, designed to address strategy implementation challenges that continue to hinder realization of key objectives like stellar customer experience, business growth and profitability in line with the shareholders' expectations.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Strategic management researchers and practitioners generally aim to understand why some organizations implement their strategies better than others even if they are operating in similar business conditions (Girma, 2022). Three important factors that are perceived to enhance strategy implementation have been identified in strategic management literature. These are strategic leadership, organizational structure and knowledge sharing (Dahri, Amin & Waseem, 2019). Strategic leadership needs to identify crucial departments and create an implementation team to help implement a certain strategy by creating a structure that identifies various group leaders, the responsibilities and an accountability system that ensures that the implementation team meets its timetable in the implementation process (Zidan, 2023). The knowledge-based view of firm recognizes knowledge as the most important strategic resource for ensuring an organization's long-term competitive advantage and knowledge sharing as a key instrument for the improvement of organizational effectiveness and strategy implementation (Adi, Hiyassat & Lepkova, 2021).

This study was anchored on four theories, namely: Upper Echelon theory, Institutional Theory, Knowledge-Based Theory and Dynamic Capabilities Theory. The Upper Echelon Theory advances that organizational success in strategy implementation is a product of strategic leadership (Hambrick & Mason, 1984). Institutional theory is about structure that takes in to consideration both social, environmental and internal performance goals and objectives (Cohen et al., 2007).

Knowledge-Based Theory suggests that knowledge is diverse in an organization and determines highly how strategy implementation varies from one organization to the other (Wright & McMahan, 1992) and the Dynamic Capabilities Theory argues that strategy implementation is because of capabilities and firm capacity to deploy resources, firm processes and procedures as well as other resources (Teece, Pisano & Shuen 1997). The current study was motivated by several convictions: first, commercial banks play crucial role of mobilizing deposits and advancing credit to productive investments for the benefit of stakeholders - existing and potential investors, government and customers - both retail and corporate in order to achieve the goal of financial intermediation. To achieve this vital role, commercial banks come up with strategic plans which their implementation becomes a milestone focus that depends on several factors including strategic leadership, processes supporting sharing of critical knowledge and an effective organizational structure in place. Secondly, strategic leaders are required to undertake strategic functions of setting vision, defining objectives, choosing appropriate structure and coordinating knowledge sharing in order to realize the set organizational goals.

The context of the study is the commercial banks in South Sudan. These commercial banks comprised both local and foreign owned as incorporated during the CPA (2005) and after independence (2011) vary in terms of organizational structures and generally differ in terms of long operating experience as far as strategic leadership and cumulative knowledge is concerned and yet the literature affirms that strategic leadership and knowledge is the basis of a firm's strategy implementation. In essence therefore foreign owned banks may be dependent on and supported by parent banks through the sharing of experience, knowledge and best practices in formulation and implementation of strategic plans as the knowledge possessed by employees leads to success in strategy implementation.

1.1.1 Strategic Leadership

Leadership is defined as the ability to exercise authority either formal or informal in line with rules, policies and the established laws for the entities' responsibilities in an organization in pursuit of the set vision, mission and objectives (Kanas, 2022). Strategic leadership, according to Khalid, Al Azad, Ed-dafali and Mohiuddin (2022), is about adjusting to change, and more changes necessitate greater leadership. Strategic leadership, as defined by Kabeta and Halubanza, (2023), entails managing via others and requires the leader to be able to envisage, anticipate, and preserve flexibility while ensuring others are empowered to make the necessary strategic adjustments. Darmanin (2021) also defines strategic leadership as the interaction that exist between organizational leaders and their followers towards achieving certain organizational goals and objectives and how the formulated strategies can be translated to intended results by both leaders and followers.

Literature on strategic leadership posits that leaders at higher management levels have overall responsibility for the organization's strategy implementation and that the central objective of an effective strategic leadership is to expand and enhance organization's adaptive and absorptive capacity (Siyal, Liu, Ma, Kumari, Saeed, Xin & Hussain, 2023). It is argued that good leadership has strategic vision and is persuasive at implementing strategy to achieve tangible results. The ability of strategic leaders to empower people through expected ideas, flexible maintenance, and the vision to create the necessary adjustments is regarded as a crucial factor in improved strategy implementation (Nguyen, Le, Trinh & Do, 2019). When leaders interact with their followers, they can influence them to work toward specific organizational goals (Judge, 2012). This is known as strategic leadership. This gives an organization the upper hand over human personnel management thus be able to achieve the desired goals and objectives through maximum production (Nguyen, Le, Trinh & Do, 2019).

Strategic leaders define key and crucial organizational strategic change moments, create appropriate strategies and translate such strategies to actions in operational terms for the change direction required (Du, Ma, Lin & Wang, 2022). Strategic leadership is therefore required to harness and deploy requisite organizational capabilities, which allow entities to ensure successful strategy implementation (Zhong, Li, & Luo, 2022). For any strategic change within the organization, strategic leaders must get the proper interventions through knowing the strategic way of doing it to provide the necessary strategic direction to the organization (Dinwoodie, Quinn & McGuire, 2014).

According to Guo, Zhu and Zhang (2020), effective strategic leadership often entails speaking and listening to people within the organization in order to share expertise, develop and innovate new areas, and find answers to issues. According to Thompson et al. (2010), there is no question that strong organizational culture and effective organizational leadership are two essential components for enabling the successful implementation of a firm's strategy and objectives. Even the best strategy can fail due to ineffective leadership, while even the worst plan can succeed with forceful implementation.

A strategic leader gets all the options available and strategically applies the best combination of optimal strategies to position the firm on the growth path. Bao, Xiao, Bao and Noorderhaven (2022) go on to say that a lack of leadership, specifically strategic leadership by the top management of the organization, has been identified as one of the major impediments to effective strategy and that leadership, specifically strategic leadership, is widely described as one of the key drivers of effective strategy implementation.

They keep demonstrating that the key to effective leadership is the capacity to foresee, preserve flexibility, and enable others to make strategic changes as needed. Xiaotao, Yang, Diaz and Yu (2018) also demonstrate that strategic leadership in organizations can be characterized by a number of distinguishable behaviors that help with the implementation of strategies. These behaviors include setting strategic direction, establishing balanced organizational control, managing the organization's resource portfolio, maintaining an effective organizational culture, and emphasizing ethical behavior.

In this study, strategic leadership has been operationalized according to Xiaotao, Yang, Diaz & Yu, (2018) as transformational and transactional leadership. Transformational leadership concerns with stimulating and inspiring followers to extra perform for better results including aspects like idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (Bower, 2010) whereas transactional leadership involves the use of reward and punishment to enable followers perform. This is through aspects like management-by-exception and contingent reward (Dai, & Fang, 2023).

Strategic leadership, according to Jansen, Vera, and Crossan (2009), also includes inspirational-motivation, vision development, and contingent-reward. Leadership that is transformational and managerial in character ensures that the organization's vision, developed strategies, mission, and strategic objectives are successfully accomplished as planned (Bower, 2010). Reward leadership helps organizations achieve their current objectives more efficiently by linking job performance to valued rewards and by ensuring employees have the resources needed to get the job done.

Inspirational leadership and contingent-reward are important when followers are unwilling or unable to commit to the leader's vision (Zhang, Li & Liu, 2023). There is therefore need for strategic leaders to appreciate the contextual uniqueness of an organization and thus come up with ways of advancing the organizations key mandate in the face of global competition through strategic leadership.

1.1.2 Organizational Structure

Structure is defined as an organizational chart that encompasses how the duties of the work to be done are organized according to the relationships that are functional within an organization workforce (Shirazi, Rezazadeh & Kordestani, 2019). It involves the architectural representation of the leadership, relationships that are functional and talent within an organization workforce. Furthermore, according to Rezazadeh (2019), organizational structure refers to the arrangements or relationships that enable the coordination and management of work, as well as the fact that some work is genuinely focused on modifying or preserving the organizational structure. Martensson and Randevik (2022) further refer to it as a configuration of activities including roles and procedures within an organization.

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. 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 (Choi, 2020). The organizational structure operationalization follows Hitt, Ireland and Harrison (2012) which includes controlling, formalization and centralization where formalization entails the use of procedures and rules that govern behavioral change (Jelinek, 2010). Centralization is the hierarchical scenario with decision making channels including decision at lower level referred to as decentralization and at higher level which implies centralized unit (Thompson, Strickland & Gamble, 2010). 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 (Ali, Hussin, Nikkeh & Mohammed, 2020).

The company also demonstrates control through a three-stage loop that includes setting goals, checking progress, and providing feedback. Standards, regulations, and internal practices are all part of control in a bureaucratic environment. As a result, control enforcement is anticipated to improve strategic decision-making and predictability (Leon, Chandra & Sari, 2023). Speculand (2014) asserts that a decentralized, or more appropriately, informal structure, leads to better strategy execution. A decentralized organizational structure is more suitable for the innovation centered exploration stage and start-up phase (Al Mamun, Hayat, Fazal, Salameh, Zainol & Makhbul, 2022), 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. 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.

The classification of the structure of an organization further follows Lunenburg (2012) 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 that 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. The study therefore conceptualizes organizational structure using the two dimensions as defined by Lunenburg (2012).

1.1.3 Knowledge Sharing

Knowledge refers to an experience combined with new information and how it can be interpreted and reflected in a certain firm's context to achieve a particular performance goal (Xue, 2017). Knowledge sharing is about transmitting and absorption of knowledge including sending and the presentation process to the intended recipient and how knowledge recipient effectively uses the acquired knowledge. Knowledge sharing thus can be in the form of either interacting directly with people or interacting indirectly with the document creation. However according to Yeboah (2023) it's difficult for people to share knowledge in different organizations. Explicit and tacit knowledge are two major forms of knowledge that are explained in the literature on knowledge management (KM) (Hasudungan, Erna, Wulan, Iwan, Margo & Nenden, 2020).

According to Knowledge-Based View (Reus et al., 2009; Felin & Hesterly, 2007), explicit and tacit knowledge offers a strong basis for enterprises to achieve and maintain competitive position. According to Junnarkar and Brown (1997) and Nonaka & Takeuchi (1995), explicit knowledge is defined as visible, recorded, articulated, and constructible knowledge that can be independently preserved.

Whereas, tacit knowledge refers to implicit knowledge which is nondocumented, unarticulated, non-expressible, based on cognitive thoughts and perceptions (*i.e.* embedded in minds of individuals in form of experiences and obtains from other people) and difficult to share (Polanyi, 1966; Ting et al., 2006). However, Skyrme and Amidon (1998) argue that explicit knowledge is a formal and systematic knowledge easy to measure and codified in words or numbers. This formal knowledge can be obtained from various sources of organization including, company procedures, policies, written manuals, internal and external data forms. So, explicit and tacit knowledge sharing practices help to integrate the scattered knowledge to enhance the creativity and innovation which results in better firms' performance (Hasudungan, Erna, Wulan, Iwan, Margo and Nenden, 2020).

The sharing of knowledge is a key aspect in the field of the practices amounting to knowledge management (Choi, 2020). Various terms describing knowledge sharing includes exchange of knowledge, transferring of knowledge, transacting knowledge and knowledge diffusion. Further Bhatti and Sulaiman (2022) explain that incorporating sharing of knowledge and interpretation activities is necessary.

Bhatti, Larimo and Carrasco (2016) concur that the owners of knowledge might share through showing people, description of procedures and codifying. However, those receiving knowledge do the internalizing through the acts of interpretation, reading and learning. According to the knowledge-based view, managing knowledge-based resources is more likely to help businesses achieve long-term better performance and competency than managing tangible resources.

In order to create, share, capture, and apply knowledge that enables organizations to improve resource structuring and capacity building, which results in superior organizational performance, it is postulated that knowledge sharing practices among individuals, groups, and units are crucial for organizations (Lee, 2018). In addition, Knowledge Sharing practices are regarded as synchronization, collaboration and sharing of existing knowledge and expertise within the organization (Haas & Hansen, 2007). This encompasses a set of shared meanings and understandings of related knowledge to employees with access to relevant information and knowledge (Feiz, Dehghani Soltani & Farsizadeh, 2019).

In the strategy implementation process, knowledge should be shared and others retrieved from the institution memory to aid in decision making and planning of who should do what (Lunenburg, 2012). Ramírez, Morales and Rojas (2011) concur that the owners of knowledge might share through showing people, description of procedures and codifying. However, those receiving knowledge do the internalizing through the acts of interpretation, reading and learning. Knowledge sharing practices has got lot of significance, as it provides potential benefits to individuals and organizations (Lin, 2017).

This study operationalizes knowledge sharing according to Markiewicz (2011) which can be in the form of shared databases, written reports, meetings, personal conversations and discussion fora. The innovativeness and creativity in an organization can be achieved through platforms involving fora, discussions and meetings among the groups which constitute knowledge sharing (Clement & Puranam, 2018).

It's the role of strategic leaders to connect the employees in an organization with external sources of knowledge like seminars, trainings and many other sources (Mahdi, Almsafir & Yao, 2011). The networks arising from beyond the boundaries of an organization can lead to the innovativeness spirits within the organizational individuals. The process of which knowledge is shared involves feedbacks and modifications on the source of knowledge which enables the improvement of the originator's knowledge.

1.1.4 Strategy Implementation

According to Kamariotou, Kamariotou and Kitsios (2021), implementation is the process of identifying the organizational objectives' main success areas and putting the required structure in place to bring about the desired outcomes. Elbanna, Andrews, and Pollanen (2016) state that strategy gives a company a competitive edge only if it is skillfully executed through the decisions and actions of front-line managers and employees. Most organizations do not register failures for lack of good strategies but due to poor implementation. Such firms focus on strategy formulation as opposed to strategy implementation, which is a complex and difficult task owing to the turbulent environments that they face (Sony & Naik, 2019).

According to Turner (2022), there is no unified definition of strategy implementation but the process of converting plans and strategies into action with the view of reaching a certain goal. Further strategy implementation is referred to a process by which policies and strategies are actionable through provision of budgets, development of procedures and programs.

The process is considered, most of the times, as operational planning and mostly involves day-to-day decisions making in resource allocation (Chatterjee, Chaudhuri, Thrassou & Vrontis, 2021). Thompson et al. (2010) concur with this view that strategy implementation is an operations-oriented; make-things-happen activity aimed at performing core business activities in a strategy supportive manner.

Ali (2020) noted that strategy implementation is measured through comparing the number of strategies in the strategic plan against number of strategies implemented in each cycle of the strategic plan. The senior management's focus shifts to turning the selected strategic plan into actions and desired results once the strategic path has been projected (Thompson et al., 2010). Making sure the strategies are implemented and moving the organization in the direction of strategy accomplishment is a crucial step in the strategic management process.

A number of arguments have been used to operationalize strategy, one of which is an integrated and dynamic process of institutionalizing and implementing the strategic plan (Dei, 2021). A strategic plan's institutionalization is a step of implementation that focuses on building the essential foundations for nesting a strategy plan. Structures, competencies, systems, common values, and conventions are all part of these institutional frameworks. While operationalization of strategy refers to the process of dividing overarching strategies into action plans with deadlines for implementation.

In order to operationalize a strategy, broad strategies must be reduced to action plans (Kaplan & Norton, 2008). The appropriate institutional structures for nesting the strategic plan must be in place for strategy implementation to achieve the desired objectives. The appropriate organizational structure is one of the useful institutional frameworks for strategy implementation (Dei, 2021). An organization is both a stated goal and a formalized method for pursuing that goal. Organizational mechanism is the framework used to carry out an organization's goals.

Strategy implementation has been operationalized in this study using the McKinsey 7s structure which was developed in 1978 by Peters and Waterman (1982) focusing on how a firm achieves the suitable balance between the firm's chosen strategy and the vital resources required to implement that strategy. The initial framework was investigating the success of the Japanese industry (Banahene, Ahudey & Mensah, 2016). The McKinsey 7s model offers a method for examining how interrelated components fit together during strategy implementation. It illustrates the difference between the functions a firm excels in and the way new strategy is prepared to determine the extent of challenge during implementation (Hanafizadeh & Ravasan, 2011).

The McKinsey 7s framework emphasizes solely on the organizational component and human component of firm resources (Mitchell, Frendendall & Cantrell, 2015). While there are various organizational models developed, such as 8s model by Higgins (2005), McKinsey 7s model is the most popular framework (DeKluyver, 2000). Thus, this study chose the Mckinsey 7s model. The model has been widely used as a tool that analyses how to increase firm performance and establish the best way of implementing the strategies proposed (Singh, 2013).

Mitchell et al. (2015) tested the proposition that strategy implementation of service organizations can be empirically measured by using partial representatives of the McKinsey 7s model. They developed measurements of three of the 7s of the McKinsey's model (strategy, staff and skills) and tested the hypotheses on the effect on strategic implementation and found them to be an effective tool. Also, Tracey and Blood (2012) in their study of brewing firms observed that alignment among four of the 7s (shared values, skills, staff and strategy) are key priorities for the organizations even though the other 7s factors are of key importance. In this study the skills, and shared values variables are grouped as organizational capital components whereas strategy and staff as human capital components to evaluate if when effectively aligned they can enhance strategy implementation.

1.1.5 Commercial Banks in South Sudan

Commercial banks refer to licensed companies to carry on banking business with services such as accepting deposits, lending money and offering investment products. 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 had thirty commercial banks and 26 foreign exchange bureaus. Since a few years ago, the Central Bank of Sudan (CBOS) operated under a dual banking system, with the North using an Islamic system and the South using a traditional banking system, in accordance with provisions of the Comprehensive Peace Agreement (CPA, 2005).

The institutional structure that currently underpins South Sudan's financial sector is built on top of the then dual banking system. The conventional window of the dual system, was managed by the Central Bank of Sudan (CBOS) utilizing conventional financial instruments in compliance with CBOS policies, rules and regulations and its national monetary policy. In compliance with established regulatory and prudential criteria by CBOS, the Bank of Southern Sudan (BOSS) was charged of establishing the legal framework and overseeing Southern Sudan's financial institutions.

To decide whether to remain a part of a united Sudan or declare independence, South Sudanese held a referendum in 2011 under the supervision of an international organization. The decision confirmed independence, and the Central Bank of the independent South Sudan passed statutes including BSS Act 2011 and Banking Act 2012 in response. In recent years, South Sudan's banking industry has experienced rapid expansion. This can be attributed to the South Sudanese Central Bank's effective financial innovation, regulation, and quick reforms.

Even though the number of financial institutions has increased, there is still little competition in the industry, and services and products are only available in urban areas. South Sudan's commercial banks offer limited products mainly, transactional accounts, foreign exchange, transfer and remittance services. 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 (Guan, Liu, Xie & Chen, 2019).

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, choosing appropriate structure and coordinating knowledge sharing in order to realize the set organizational goals (Fedyshyn, Abramova, Zhavoronok & Marych, 2019).

While commercial banks in other nations, such as Kenya, are doing well, there have been general worries that South Sudan's commercial banks are struggling because the nation has both locally and internationally owned commercial banks with a variety of organizational structures. By exchanging best practices, knowledge, and experience in the creation and execution of strategic plans, these foreign banks function as subsidiaries of their parent banks (Akuei, Katuse, & Njenga, 2016). By examining how strategic leadership enhances strategy implementation and whether organizational structure and knowledge sharing have any significant effects on the relationship in the context of commercial banks in South Sudan, the study aims to illustrate how strategy implementation is accomplished.

1.2 Research Problem

Strategy implementation, which is the ultimate goal of a company's existence, is important to the strategic management philosophy (Chatterjee, Chaudhuri, Thrassou & Vrontis, 2021). Studies on strategic leadership demonstrate that there is a connection between strategy implementation and strategic leadership. Sony and Naik (2019) contend that strategic leadership, via understanding the firm and putting suitable measures in place to direct plans toward future demands, contributes to successful strategy execution. However, Judge (2012) argues that strategic leadership does not significantly lead to improved strategy implementation.

Still, other studies (Jooste & Fourie, 2009; Abdow, 2015) found no direct relationship between strategic leadership and strategy implementation. The proposed study therefore takes a holistic focus on the interaction between these variables: strategic leadership, organizational structure and knowledge sharing with strategy implementation. 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, leadership capability and knowledge levels which requires specialized knowledge to be shared for strategy implementation to take place. This 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 in order to define objectives and coordinate knowledge sharing required 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.

Commercial banks in South Sudan also lack long operating experience in terms of strategic leadership and cumulative knowledge since foreign banks operate as subsidiaries with limited shared knowledge. This therefore calls for strategic leadership to deal with these unique challenges in addition to the execution issues. The difference in organizational design and structure from bank to bank requires best combination of knowledge practices facilitated 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).

Some studies carried out in South Sudan found leadership and strategy implementation relating significantly. For instance, Akuei et al (2016) studying how implementation of strategies is effectively influenced by organizational culture in South Sudan commercial banks in a descriptive survey found a positive influence of leadership on effective strategy implementation. The study relied on organizational culture which had a single element of leadership among other factors in a model and thus the need for strategic leadership role in totality is necessary for generalization of the findings.

Ammar and Ahmed (2016) studying the factors deemed necessary in Sudanese microfinance to adopt mobile banking through collection of primary data by use of a questionnaire found a significant influence of leadership and implementation of technology among micro finance institutions in South Sudan. Microfinance sector was key in the study with other factors like organizational structure not considered thus the focus on commercial banks in South Sudan will give a different level of leadership influence especially if the structure under operation is also considered in the model.

Interrogation of literature found several studies (Jooste & Fourie, 2009; Abdow, 2015) that have been carried out to determine the extent of the association existing between strategic leadership and strategy implementation. Further there are also those that have tried to show how organizational structure and knowledge sharing manifest among different organizations. Taylor (2013) studied implementing and maintaining a knowledge sharing culture via knowledge management teams in an empirical review of literature with results showing that well managed knowledge by strategic leaders significantly influences strategy implementation. Nevertheless, the study did not recognize the role of organizational structure in the model hence the results may not be generalizable as the strategy implementation in commercial banks in South Sudan is based on the industry structure.

Rajasekar (2014) considered factors affecting effective strategy implementation in a service industry in a descriptive survey and 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 however was grounded on electricity distribution companies in Oman as influenced by factors such as strategic leadership and structure on strategy implementation and thus applying it to the commercial banks in other countries like South Sudan could be different in the study context considering the shared knowledge and the organizational structure experienced at firm level and how these interactions lead to implementation of strategy.

Palladan, Abdulkadir and Chong (2016) studied the effect of strategic leadership, organization innovativeness; information technology capability on effective strategy implementation in a cross-sectional survey and concluded that strategic leadership behaviours, organizational innovation attitude (innovativeness) and IT capability promote strategy implementation effectiveness. The study relied much on other factors such as innovativeness and IT capabilities and totally disregarded the effects of factors such as shared knowledge and the structure in which a firm operates thus the role of organizational structure and knowledge sharing would give a different theoretical and empirical understanding as they are expected to add significantly on how strategic leadership and strategy implementation relates.

Dahri, Amin and Waseem (2019) in the study on the role of strategic leadership and management of knowledge in managing and empowering organization resources in a survey conducted among 115 leaders found positive and significant influence of strategic leadership on dynamic capabilities and strategy implementation. Organizational structure was omitted in the model hence the study findings would have been different especially if organizational structure was also considered in the relationship. Uzarski and Broome (2019) studying leadership framework for implementation of an organization's strategic plan in a qualitative approach found that strategic leadership and organizational structure both play a significant role in influencing implementation of organizational strategies. The study gave comprehensive conclusions without considering how other factors like organizational structure and knowledge sharing could influence the relationship. Thus, if such variables for instance are conceptualized as moderating and intervening variables, they might have a great influence on how strategic leadership and strategy implementation relate in the context of commercial banks in South Sudan.

Abashe (2016) on the influence of Strategic Leadership in Strategy Implementation in Commercial Banks in Kenya using a descriptive survey method concludes that strategic leaders develop strategic vision, set goals and objectives of the organization and that through informed decision making is when strategy implementation process is enhanced. Nevertheless, the study did not recognize the role of organizational structure and knowledge sharing in the model. Hence the results may not be generalizable as the strategy implementation in commercial banks in South Sudan is based on the industry structure and how knowledge is shared across the functional units.

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 and intervening effects at the significance levels along the stated hypotheses is required for further comparisons.

Therefore, the study seeks to answer the question; how does strategic leadership, organizational structure and knowledge sharing influence strategy implementation among commercial banks in South Sudan?

1.3 Research Objectives

The study main objective was to establish the influence of strategic leadership, organizational structure and knowledge sharing on strategy implementation in commercial banks in South Sudan. The specific objectives were to:

- i) Establish the influence of Strategic Leadership on Strategy Implementation
- ii) Ascertain the influence of Organizational Structure on the relationship between Strategic Leadership and Strategy Implementation

- iii) Establish the influence of Knowledge Sharing on the relationship between Strategic Leadership and Strategy Implementation
- iv) Determine the joint effect of Strategic Leadership, Organizational Structure and Knowledge Sharing on Strategy Implementation

1.4 Value of the Study

The study findings may contribute to the development and building of current theories by providing a framework that links strategic leadership, organizational structure, and knowledge sharing and strategy implementation. It is also expected to confirm or refute theoretical propositions, assumptions and critiques arising from theories such as Upper Echelon theory, Institutional Theory, Knowledge-Based Theory, and Dynamic Capabilities Theory. The theoretical contribution will be in the context of commercial banks with a focus on commercial banks in South Sudan.

The study hopes to inform policy on the strategic importance of supporting and strengthening strategy implementation through adapting dynamic strategic leadership and implementation policies for commercial banks in South Sudan and beyond. The study will further enable shareholders of the commercial banks unlock the value of their investment through effective strategic leadership. The study would help improve the management and development of strategic areas of capacity building and management by commercial banks and the general benefits accrued by the banks as a result of strategic leadership. Improved policies would be geared towards enhancing the performance of commercial banks.

In practice, the study would create a panacea framework for adoption by commercial banks, designed to address strategy implementation challenges that continue to hinder realization of successful strategy implementation: stellar customer experience, business growth and profitability in line with the shareholders' expectations. The study is also expected to enrich local knowledge on strategic leadership, organizational structure, and knowledge sharing and strategy implementation concepts. The research also provides an opportunity for researchers to investigate the effectiveness of the strategic leadership models adopted by commercial banks in South Sudan. In so doing, they can contribute to the available body of knowledge.

1.5 Organization of the Thesis

This thesis has a clear outline for its six chapters. The study's introduction is provided in the first chapter, which also highlights important philosophical and contextual issues.

Such ideas are relevant to important elements like strategic leadership, organizational structure, knowledge sharing and strategy implementation. The context is where the study covers and this entails commercial banks in South Sudan.

The second chapter is logically organized and covers a thorough review of the literature. It begins by presenting the theories that are thought to be important for the study. It then moves on to a review of the empirical literature based on the study variables and their potential effects on execution as well as how the variables interact with one another. Finally, it summarizes the gaps in the literature that are felt to be important to identify and discuss.

The data offered in chapter three relates to the study's methodology, with important subsections including how it was influenced by philosophy and the design taken into account. The population and the method used to determine it, along with other elements like operationalization and analysis features, were also discussed. The fourth chapter discussed the analysis process and how the results were interpreted, which led to the fifth chapter's discussion of the findings. The sixth chapter summarized the most important aspects of the results and provided a deeper understanding of the implications involved, including key conclusions and limitations.

1.6 Chapter Summary

This chapter discussed conceptual literature concerning the key study variables; strategic leadership, organizational structure, knowledge sharing and strategy implementation. The chapter also identified and discussed context of the study that is; commercial banks in South Sudan. The problem statement was discussed and also research objectives both general and specific as well the value of the study to different stakeholders.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature in line with the study objectives and hypotheses to be tested. The chapter highlights and discusses in detail the theories underpinning the variables considered in the study. The development of the theoretical framework helps to discover which theories best fits the variables argument. A theory may be understood as a system of ideas intended that explains the existence or the behaviour of a certain phenomenon. In this section the theory is outlined and discussed based on their assumptions and critique in line with the study variables.

The review of literature in this chapter is based on how the variables relate as outlined in the objectives and subsequently research hypotheses. The gaps are further identified and discussed in a tabular format giving conceptual, contextual and methodological gaps as identified in the reviewed literature. An illustration of diagrammatical manner of a conceptual framework showing key variables and their key constructs are conceptualized and also an outline of the study hypotheses to be tested and a chapter summary well described to bring out the chapter focus. The subsections are discussed chronologically in detailed form.

2.2 Theoretical Foundation

The development of theoretical framework helps to clarify relevant theories in a clearly defined manner. In this section the theories are outlined and discussed based on their assumptions and critiques in line with the study variables. These include Upper Echelon theory (Hambrick & Mason, 1984); Institutional Theory (DiMaggio & Powel, 1991); Knowledge-Based Theory (Wright & McMahan, 1992); and Dynamic Capabilities Theory (Teece, Pisano & Shuen 1997).

2.2.1 Upper Echelon Theory

The anchor theory for the current study was the Upper Echelon Theory (UET). 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. According to Guo, Pang, and Li (2018), the upper echelon theory's basic assumption is that organizations are a reflection of the abilities, knowledge, and values of senior executives who work at the strategic level. The idea holds that effective strategies and decisions are developed through strategic leadership in a way that is in line with how the process of strategic implementation should be carried out (Chen & Liu, 2018).

The theory states that figuring out how strategic decision-making enables one company to function better than another is a major theme in management. Separating an organization's strategy from the people who decide on its tactics can be a serious error. An organization's top management primarily exists to make decisions on the organization's course. The CEO and top management teams (TMTs) have received a lot of attention in the literature, as well as the function they perform inside a business. According to the upper echelon hypothesis (Hambrick and Mason, 1984), managerial background traits are related to the strategic choices made by a business. A TMT is a formation of top-level managers and directors within a firm (Finkelstein and Hambrick, 1996) possessing specific expertise in areas that will enable an organization to make informed decisions.

This expertise encapsulates the tangible and intangible knowledge and characteristics an individual possesses. According to Hambrick and Mason, individual characteristics and cognitions are developed by past experience, education, and personal values. Cognitions shaped by these, influence the way top managers analyze and respond to situations, and the strategy chosen for the organization (Kaplan, 2005). 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).

This theory has been used to relate strategic leaders to firm outcomes and has argued that these leaders may have a positive or negative influence on firm outcomes. As a result, there is no consensus on how these leadership characteristics affect firm outcomes. Some scholars have even argued that strategic leadership characteristics have no influence on firm outcomes. Despite this, Hambrick and Mason (1984) argue that they can be used as valid - though imprecise - measures of managerial ability.

Some authors (Schmid, Wurster & Dauth, 2015; Phipps & Burbach, 2010) however have critiqued the theory. For instance, Phipps and Burbach (2010) contend that the claim that management plays a crucial role in advancing organizational goals is debatable because not all managers and leaders are able to accurately interpret organizational needs. As a result, it is up to employees in various categories to innovate and contribute intelligently to the overall organizational direction by having their opinions taken into consideration.

These views are also held by Petrovsky, James, Moseley, and Boyne (2017) who contend that an organization's success depends not only on the abilities of its managers and leaders but also on the positive contributions made by its employees and other stakeholders such as clients, vendors, and the interests of the government. This thesis directs how strategic leaders should be conceived in order to influence strategy execution.

The propositions by the upper echelon theory have brought forth significant literature in research of the role of strategic leadership on strategy implementation. It is argued that organizations with great leaders (with proper mindset) will transform ideas and plans in to actions and therefore the achievement of the objectives and goals. The theory is chosen for this study because its assertion is similar to the study's main objective which supposes that strategic leadership can influence the strategy implementation in organizations. This theory provides assumptions that the role of strategic leaders in influencing organizational outcomes can be interpreted, the key postulation being that organizational outcomes and strategic decisions are partially predicted by strategic leaders (Qian, Cao & Takeuchi, 2013).

2.2.2 Knowledge-Based Theory

Wright and McMahan (1992) to support the arguments of Resource-Based View by Teece et al., (1997) that leaders have the ability and capacity to redirect, reconfigure, transform, integrate and shape central knowledge as a key resource to organizational success first originated the Knowledge-based theory. The basic argument of Knowledge-Based Theory (KBT) is that firms are heterogeneous entities loaded with knowledge (Judge, Witt, Zattoni, Talaulicar, Chen, Lewellyn & Lopez, 2015). The theory advances that a firm is a system of knowledge with employees being knowledge holders who should be coordinated to share knowledge and create value for the firm (Twum & Harker, 2017).

According to the Knowledge-Based View (KBV), a company's ability to create new information using its own resources determines how successful it is at producing, integrating, and disseminating knowledge. Knowledge is the organization's primary resource (Grant, 1996). Knowledge-based companies are thought to be more innovative, effective, and efficient than any other type of organization, according to earlier studies (Bierly & Chakrabati, 1996; Davenport & Prusak, 1998). This suggests that the sole source of a lasting competitive advantage is knowledge. The company needs tacit knowledge to integrate and coordinate other resources and capabilities in order to achieve superior performance with the required resources and superior capabilities (Davenport & Prusak, 1998). Organizational knowledge has an important position as a major source of organizational competence. This is because knowledge is contextual information, experiences, values and opinions of experts (Davenport & Prusak, 1998).

The definition of "knowledge as resource" is up for debate. According to one school of thought, "knowledge as resource" concentrates on knowledge itself, which may be shared, integrated, licensed, codified, and stored in a computer-based knowledge repository where it can be used to generate value for an organization (Carlsson, 2004). Another school of thought, according to Carlsson, held that "knowing" rather than knowledge itself should be the main focus. This calls for a focus on the environment in which knowledge is produced, disseminated, integrated, and applied. The later view has primarily a process and flow view, which means that the design, structuring of knowledge processes and flows form the basis for achieving competitive advantage. Furthermore, since competitive advantage is based on knowledge and the ability to continually develop new knowledge; this knowledge element is an important factor and resource in the success of the organization (Bierly & Chakrabati, 1996).

The theory is considered by this study since it suggests that a firm's ability to implement its strategies depends on its ability to capitalize, defend and apply knowledge that it creates and shares (Ibrahim, 2017). Arguably, according to Todorova, Remus and Cragg (2012) the theory assumes that knowledge is derived from employees and therefore firm's competitive advantage depends on how management can coordinate and harness from employees' abilities to perform certain work and share with other employees in different departments to unify strategy implementation.

According to Tavana, Hajipour, and Oveisi (2020), the creation and transformation of knowledge into a competitive advantage is a priority for businesses, and those resources—especially knowledge—are crucial to ensuring that the advantage of the business is increased because it is difficult to imitate certain types of knowledge. According to this view, the firm's better performance is dependent on its capacity to capitalize on, defend, and utilize information that it creates and disseminates (Staunton, 2017).

The major critique of the theory according to De, Jaegere, Lederer and Vas (2014) is its argument that knowledge is derived from employees. This is inconsistent with other arguments that knowledge is associated with innovations and testing of such innovativeness in different functional units against the output to determine the applicability success of such knowledge before it is fully adopted. It is therefore important for knowledge to be created and shared among employees in different departments along the line of management to foster the strategy implementation. This can be achieved through strategic leaders encouraging knowledge sharing among employees in every department.

2.2.3 Institutional Theory

The institutional theory was advanced and argued by DiMaggio and Powell (1991). The theory posits 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.

However, the theory has been criticized by Schmid, Wurster, and Dauth (2015) who claimed that the emphasis on rules and other beliefs that should be rewarded in well-coordinated economic transactions based on strict adherence to the set structures is a concern that should be reexamined because what is important for any organization is how the structure is developed and structured in a way that facilitates the strategy implementation process. This theory is pertinent to the current study because it supports the idea raised in the literature review about organizational structure and its function in the process of implementing a strategy.

2.2.4 Dynamic Capabilities Theory

Teece, Pisano and Shuen (1997) advanced the Dynamic Capabilities Theory (DCT). 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.

According to the theory, an organization cannot successfully integrate and distribute resources in a way that is best suited to the constantly shifting business environment and market demands since those valuable resources cannot be replicated and can only be used to provide a company an advantage over rivals. In order to achieve operational objectives and maintain organizational competitiveness, the theory emphasizes on how these distinctive resources of an organization can be integrated, leveraged, and reconfigured to ever-changing business scenarios (Li & Tuunanen, 2020).

Specifically, the theory focuses on three main constructs which include process, position, and the path with process examining how an enterprise integrate resources, reconfigure, and the capability for organizational learning. Position on other hand, describes the critical resources like technical, structural and market asset that can enhance a firm's competitive advantages. Finally, path is used to uncover the directions of future business operations by examining what to acquire for example technology in order to survive in dynamic changes characterized by ever changing need to improve organizational operations and service delivery (Meng & Sun, 2019).

The theory is anchored on three capabilities which includes coordination capability, learning capability and strategic competitive response capability where coordination involves ability to reconfigure, integrate and combine necessary factors that can lead to innovation whereas learning capability is where development in terms of developing a certain technology and its applicability takes place and strategic competitive response capability is where processes, structures and routines are enhanced after acquisition of unique technology (Liu, Yu, Teng, Leung & Song, 2018). According to the theory for firms to put their valuable resources to use, they must continuously scan the dynamic environment and put necessary changes through acquisition of technologies that would give them competitive edge through improved operational processes, reduced costs and enhanced service to customers as compared to other similar firms offering complimentary of substitute services (Li & Tuunanen, 2020).

The theory, however, has come under fire for how it is used. For instance, it is said that the theory does not provide a clear framework for its outcomes based on merits and that there are no clear models to quantify these capabilities in relation to organizational competitiveness. Additional criticisms contend that the theory's operationalization has not been adequately addressed, making it ineffective in explaining how capabilities arise and lacking in conceptual clarity. Therefore, additional research is necessary to try to close the gaps by illuminating theory-related concepts and how they relate to the usefulness of organizational practices (Li & Tuunanen, 2020).

The theory has however been widely applied successfully by strategic managers at firm level, sectors, regions and nations in different industries such as manufacturing, hospitality, education and health to enable firms recognize the advantages derived from external knowledge in form of new technologies which they assimilate and apply to their processes to gain competitiveness. Specifically, the theory is based on absorptive capability where an organization is able to absorb, assimilate and exploit all innovations available including acquiring of unique technology to apply in its quest to achieve competitiveness.

The study uses this theory because it claims that capabilities and company capacity, as well as capacities to deploy resources, are frequently combined with firm processes and procedures to determine how well a strategy is implemented. This theory's main premise is that management's involvement in strategy entails integrating, adapting, and reconfiguring firm talents, particularly internal ones, including competences and skills more specifically 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. The critics of this theory argue that the theory presents dynamism in different resources and capabilities leaving out other scenarios like the notion of variable co-alignment, a capability that could boost strategy implementation (Helfat & Martin, 2015). It is therefore important to understand the changing market and come up with processes that will lead to quick strategy implementation to remain competitive on the changing and uncertain markets. This consequently results to a better strategy implementation processes.

The study is argued on the basis of the four main theories which include Upper Echelon theory, Institutional Theory, Knowledge-Based Theory and Dynamic Capabilities Theory. However, the key and anchor theory that is considered to overarch other theories of the study is the Upper Echelon Theory. This is because the main focus of the study is the role of strategic leadership on strategy implementation, a concern for commercial banks in South Sudan. The theory assumes that the key role of strategic management is to develop an effective structure and deploy resources including sharing knowledge and reconfiguring internal firm's skills and functional competences to match requirements of a successful strategy implementation.

2.3 Strategic Leadership and Strategy Implementation

Studies had been undertaken linking strategic leadership and strategy implementation aspects. For example, Mubarak and Yusoff's (2019) study on the impact of strategic leadership on strategy implementation through previous literature review discovered that organizations appear to struggle with implementing their strategies, and leadership is claimed to be one of the most significant barriers and that leadership is found to be an important driver in successful strategy execution, suggesting that the role of leadership should be undertaken meticulously while articulating and important decisions. The study however was based on literature review to come up with conclusions as opposed to the current study which adopts cross-sectional research design with specific reference to commercial banks in South Sudan.

The study by Adoli and Kilika (2020) in a review of literature on conceptualizing the role of leadership strategy in the context of strategic management process and specifically focusing on the nature of strategic management process and its contribution to answer fundamental question of how firms achieve desired strategic implementation through use of suitable leadership found that organizational leaders formulating strategies through approaches that are systematic, rational as well as logical to strategic choices at corporate, business and functional levels are able to achieve desired goals in strategic plan.

This therefore calls for an appropriate leadership strategy aimed at eliminating the gap in human capital that exists in various levels of strategic management process in an organization between the current and desired state of leadership in the future that will address the organization deficiencies by considering the right number of leaders required by the firm for the next at least 5 years with required leadership qualities, skills, behavior, team capabilities and appropriate culture. This study however only focused on a comprehensive review of conceptual and theoretical literature that brings out the role of leadership strategy in the context of strategic management process as opposed to the current study which focuses on specific leadership styles of transactional and transformational and how they affect strategy implementation through use of primary data.

Rahman, Dey and Al-Amin (2019) studying the relationship between organizational strategy and leadership style in performance efficiency in an extensive studies conducted on different peer reviewed journals which is based on leadership and organizational strategy with performance. The findings of different authors are taken into consideration to show the cause effect relationship between organizational strategy and leadership strategy.

This study establishes different proposition and validated those proposition with the analysis of different findings of different authors among them the importance of leadership in organizational strategy with the view that proper leadership results to organizational strategy that is in tandem with the organizational goals. The study however focused on performance efficiency which differs from the current study which emphasizes of strategy implementation as an end result of strategic leadership with specific reference to commercial banks in South Sudan context.

A review literature study by Zainol, Kowang, Hee, Fei and Kadir (2021) on managing organizational change through effective leadership argued that a well-planned change management by strategic leadership is crucial to ensure that change can be made to the entire organization and effectively implemented. Organizational change to foster implementation of strategies must be driven by a good leadership so that it is effectively and efficiently administered. The overall view from the past studies shows that a good manager has the ability to drive the employees to accept change initiatives in the organization towards implementing a certain strategy of interest. This paper aimed to evaluate how prior researches had been dealing with change management in recent years taking in account of leadership styles of the managers. The current study deals with specific leadership styles and how strategy implementation can be achieved without necessarily managing change in the organization.

Strategic leaders must ensure that their teams understand and uphold the company's ethical standards and corporate governance, according to Kirimi and Minja (2011). As a result, the course that a company takes in terms of its performance would be a sign of the style of leadership displayed by the leadership. Strategic leaders, according to Carter and Greer (2013), will always work to fulfill the organization's bottom line, which translates into improved financial performance, product market success, and shareholder returns. Therefore, strategic leaders would make an effort to promote strategic direction and communicate it to other stakeholders in order to coordinate efforts to accomplish set objectives.

According to Rowe (2012), strategic leaders demonstrate a synergy of managerial characteristics and skills that are crucial to both short and long-term strategic positioning and, ultimately, to the firm's better performance. Utilizing organizational resources to achieve desired performance is made possible by these competencies. Strategic leaders, according to Nyabdza (2008), also display behaviors that help the company successfully carry out its strategies. Oladele and Akeke (2016) contend, however, that strategic leadership does not always result in performance and that just a few factors, such as inspiration, show a strong positive link with leadership. It can therefore be implied that strategic leaders need to possess and are willing to learn in a bid to improve their capacity to steer organizations for better performance in the eye of the all stakeholders be it shareholders, customers and even regulators as is the case of MFIs.

Kitonga (2016) used a mixed technique approach in which both the illustrative or explanatory as well as survey relating to the descriptive design were used to study the impact of leadership at the strategic level on organizational execution in not-revenue driven associations in Nairobi County. The ability to effectively impact non-financial performance was said to depend on strategic direction and ethical principles.

Using a cross-sectional review methodology, Ofori (2009) investigated the relationships between the full range initiative model, manpower results, and the culture involving an organization in relationships with genuine pioneers in Singapore. He discovered that moral leadership is strongly associated with the influence that is idealized, individual thought, pioneer adequacy, ability of workers to expend additional effort, and satisfaction with the leaders in position. The fact that the investigation setup was cross sectional in nature hinders this examination. Longitudinal studies can be used to examine the effects of fleetingness.

Using a correlational analysis, which is descriptive by design and adheres to a positivist ideology, Mutia (2015) thought about the impact of important leadership at the strategic level and its effect on the expansion of houses of worship in Kenya. The analysis found that emphasizing moral behavior was a reliable sign of the congregation's operational proficiency. The investigation focused on non-benefit associations. Church growth was closely related to culture, human capital, and other factors.

Ozer and Tnaztepe (2014) used a contextual analysis that was used to a Turkish export business to examine the effects of key leadership styles on firm execution. It was discovered that relationship-based initiative styles and transformational initiative styles are intrinsically linked to business execution. However, the execution of a firm is more strongly impacted by leadership initiatives and transformational styles. The investigation depended on small and medium enterprises (SME) in export in turkey while the present examination concentrated on Microfinance institutions (MFIs). A few styles of leadership are applicable to key initiative, especially those attentive to behaviour or rather conduct of leaders and that have been the subject of later examination.

Carter and Greer (2013) conducted an observational analysis at the Midwest Academy of Management in Chicago using sources of empirical data to examine the attributes, styles, and implementation of leadership at the strategic level. The findings indicate that a leader's experiences, traits, and personalities have a substantial impact on how they interpret the situations they find themselves in and, consequently, how they make decisions. Therefore, these choices have an effect on execution in some way. As the responsibilities of senior executives continue to grow, consideration for how these advancements may affect performance is justified. The factors that determine how senior leaders are presented in terms of strategy using effectiveness proportions beyond financial execution alone need to be better understood.

Matzler et al. (2008) used a field overview (via methodologies for surveys) to study leadership style and its impact on the growth and execution of small to medium-sized businesses (SMEs) in Ghana's manufacturing region. It was established that organizational execution was significantly and measurably impacted by leadership and business practice. Methodology, though, had a more notable effect. The study failed to acknowledge how motivation and inherent advantages affect performance. Whether or not the presentation of SMEs is also a product of a process, it was not established for the owner or manager to have a substantial role in the definition of the business's methodology.

Ullah (2013) investigated the impact of leadership behavior on organizational performance in the UK's D&R Cambric Communication Company using both qualitative and quantitative research methods. It was discovered or made clear that leadership behaviors have a substantial impact on how organizations carry out their missions. However, the investigation focused specifically on a leader's behavior as a performance-affecting factor. It was necessary to undertake a more thorough investigation to determine whether the CEO's interactions with the organization's representatives were a major factor in the success of the business.

Katana (2018) found that there was a crucial role of leadership for competitiveness in Kenyan public as well as private colleges in his examination of the leadership at strategic level role that is sustainable in Kenyan private colleges using a quantitative research plan and cross-sectional review investigate configuration. In order to create a sustained competitive advantage, university administrators should comprehend and adopt a holistic strategy to maintaining an effective corporate culture.

In order for the findings of a study by Bartlett and Ghoshal (2014) on creating competitive advantage via people to be achieved, strategic leaders must plan the future of any firm. This involves strategic leaders integrating vision, innovation and creating necessary plans for success and the stable operation of the organization. In the literature study on topics relating to strategic management, competitiveness, and globalization, Hitt, Ireland, and Hoskisson (2013) underline that performance of the firm is independent of strategic leadership when they foster competitiveness in the firm. In addition, the Center for Creative Leadership (2004) makes the case that formulation, implementation, reassessment, and modification are the steps that strategic leaders take to develop and carry out their strategies. It is claimed that strategic leaders are few, with only 10% demonstrating these abilities, which results in unsuccessful organizations.

The advantage and success of an organization impacts how top leaders are chosen and recruited, claims Daft (2011) in his theory based on research on leadership experience. This is based on the idea that top-tier executives will comprehend the organization and direct strategies toward future requirements. In his qualitative and quantitative review study, Judge (2012) discovered that a strategic leader's ability to interact with others in the business and establish bonds with them is essential since it boosts performance. In Behavioral Leadership and Success to Organization, Bower (2010) expresses his opinions in the sense that the difficulties facing management are crucial to the success of the company. The gaps within the organizational performance can be bridged if the right strategic leaders of the organization are identified and recruited to steer the organizational objectives. These gaps are threats to performance of any organization since they affect the effectiveness and more so efficiency of the management teams.

A study by Kabeyi (2019) on organizational strategic planning, implementation and evaluation with analysis of challenges and benefits argued that for an effective strategy to be implemented, strategic leadership should start with a SWOT analysis which will enable the organization to build on its strengths and utilize opportunities while controlling or managing threats and weaknesses and that strategy implementation should be linked by an evaluation strategy by strategic leadership to realize strategy success otherwise the strategies remain useless paperwork.

The study argued that a good strategic plan will give significant benefits to organizations like increased profitability and better corporate governance. It should however be noted that having a strategic plan does not guarantee success, but a well-crafted, innovative and creative plan that is well implemented will guarantee success which is the focus of this study in the context of South Sudan commercial banks.

2.4 Strategic Leadership, Organizational Structure and Strategy Implementation

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 as it 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 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. The current study differs with this study in the sense that positivism approach using quantitative data is utilized to determine the magnitude of the influence of organizational structure in the relationship between strategic leadership and strategy implementation with reference to commercial banks in South Sudan.

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 move in the direction 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.

Thompson, Strickland and Gamble (2010) emphasize that strategic leadership offers greatest influence in shaping and transforming organizations through good structures to foster strategy implementation. This calls strategic leaders therefore to organize and set up the right structure that can enable them achieve the intended strategies in place through the process of strategy implementation.

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. 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. For instance, a change in any strategy will follow the decision of leaders to change the structure so that the implementation can take place depending on the support that is required (Dobni, 2003).

The understanding of the relationship therefore follows the argument that for any strategy to be developed and implemented, a structure must be considered by strategic leaders for the smooth flow of information concerning that strategy (Hitt, Ireland & Harrison, 2012). For any strategy to be implemented in an organization in an effective manner, issues such as allocating resources, leadership, culture and structure cannot be left out. These must be aligned with the strategy during formulation, adoption and implementation phases (Chandler, 1962).

It is therefore important to argue in the context of past researchers that for any organization to be successful in its decisions especially concerning strategic leadership, they ought to adhere to the rules of engaging both structure and strategy implementation aspects. Therefore, strategic leaders should put in place proper organizational structure that facilitates the adoption and implementation of strategies in place to foster the overall goals and objectives of the organizations. Alavi & Leidner (2001) also state that structure of an organization can influence the implementation of strategies through strategic leader's communication and how information flows, controlling the resources allocation and further assigning roles.

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.

2.5 Strategic Leadership, Knowledge Sharing and Strategy Implementation

Research works put emphasis on how knowledge sharing is important in determining how strategic leaders can enhance strategy implementation with some reporting positive relationships and others negative relationships and even others concluding that the variables exhibits no relationship at all. For instance, Alkheyi, Khalifa, Ameen, Hossain, Hewedi, and Nasir (2020) investigated the mediating impact of information sharing in the UAE Municipalities when it came to strategic leadership practices on strategy execution. The study used Smart PLS-SEM (Partial Least Square-Structural Equation Modelling), and a quantitative research design.

The findings of the study revealed that strategic leadership practices significantly affect knowledge sharing and strategy implementation. Besides, strategic leadership practice affects strategy implementation through knowledge sharing and knowledge sharing significantly affects strategy implementation. The importance of strategic leadership practice and knowledge sharing for strategy implementation showed that knowledge sharing in principle tend to be pragmatic by focusing the long-term success. The study however was undertaken in developed economies with a case study of municipalities which differs from the current study which is undertaken in commercial banks in South Sudan.

According to Bock, Zmud and Lee (2012) strategic leadership is required to facilitate the sharing of knowledge in key functional units and among employees themselves for strategy implementation to be successful. This is within the argument that different employees have diverse talents and are able to innovate best ideas suitable for strategy implementation which should be encouraged to be shared across the organizational units. The sharing of knowledge in an organization is well associated with how strategic leaders organize the structure that allows the utilization of the shared knowledge for implementation of strategies in place (Gupta & Michailova, 2004).

The argument of Davenport and Prusak (2010) holds that strategic leaders should encourage the sharing of knowledge within the functional units and also argues that knowledge itself may not influence strategy implementation but the level of absorption and utilization of such knowledge is what it determines the strategy implementation success which is attributed to strategic leadership efforts. The effective implementation of a strategy is key as opposed to how best strategies you have developed within the organization that are not implemented (Grover and Davenport, 2001). This further worsens when the strategic leaders apply the same ineffective knowledge management methods whilst facing poor results instead of engaging one another for information exchange on how to solve arising challenges and improving on current way of doing business.

This can also be accomplished through strategic leaders identifying the best knowledge sources to be relied upon and contacted in case of system improvement or failure. This includes personnel possessing key skilled areas (Tasmin & Woods, 2008). According to Grover and Davenport (2001), the strategy of a firm can only be enhanced through properly engaging the right combination of knowledge diffusion practices. This will equip the organization with the necessary knowledge on how to tackle technical functional challenges that arises (Choi, Simon & Davis, 2008).

The performance of the Ministry of Interior in the United Arab Emirates is managed by knowledge-oriented leadership and knowledge exchange, according to Almatrooshi, Khalifa, Ameen, Hossain, and Morsy's (2020) study. SEM was used in the study to explore its hypothesis. The MOI's 441 employees were randomly chosen as a sample. The study's findings, which tested both direct and indirect correlations, indicate that KOL has a favorable impact on OP via KS. All of the theories were confirmed. The study however considered performance as the dependent variable deviating from the current study which focuses on strategy implementation through strategic leadership and knowledge management in commercial banks specifically in South Sudan.

Lyndon, Pandey and Navare (2020) also studied shared leadership and team creativity: Investigating the role of cognitive trust and team learning through mixed method approach adopting a mixed method approach with sequential explanatory research strategy found that cognitive trust positively influences shared leadership. Further, team learning fully mediates the relationship between shared leadership and team creativity. The major themes that emerged from the qualitative study are participant's experiences of shared leadership in team, reasons to exert leadership, reasons to accept leadership and consequences of shared leadership. Team creativity was the focus of the study which is built on by the current study to determine how strategy implementation can be enhanced through knowledge sharing and strategic leadership in a cross-sectional research design and positivism approach to test hypotheses.

A study by Kasemsap (2021) on a practical framework and causal model of empowering leadership, team cohesion, knowledge-sharing behavior, and team performance of petroleum refinery plant employees in Thailand with data analyzed with descriptive statistics using SPSS and path analysis using LISREL found that dimensions of empowering leadership, team cohesion, and knowledge-sharing behavior have mediated positive effect on team performance. Knowledge-sharing behavior positively mediates the relationships between empowering leadership and team performance and between team cohesion and team performance. Furthermore, empowering leadership is positively correlated with team cohesion. The study focused on team performance as the dependent variable whereas the current study focuses on strategy implementation in commercial banks instead of petroleum industry as exhibited in the previous study under review.

2.6 Strategic Leadership, Organizational Structure, Knowledge Sharing and Strategy Implementation

Several studies have conceptualized the idea on how strategic leadership, organizational structure and knowledge sharing jointly influence strategy implementation. For instance Dahri, Amin and Waseem (2019) in their study on the role of strategic leadership in managing and empowering organization resources, as well as to review the effect of knowledge management as the constituent factor of organization dynamic capability which contributes to the success of organization strategy implementation in Regional Bank of PT with a sample of 115 leaders of Upper and Middle Managers in Bank Sulselbar and used Structural Equation Modelling and path analysis found that there is positive and significant influence of strategic leadership on dynamic capabilities and strategy implementation, yet there is no positive and significant influence of knowledge management on dynamic capability and strategy implementation.

With a questionnaire created and given to a sample of (345) employees in the Electric Power Sector in Jordan with a variety of positions, gender, experience, departments, age, and the number of employees they supervise, Essa (2018)'s study on the relationship between strategic leadership, organizational factors, and knowledge sharing revealed that transformational and transactional leadership styles were the predominate leadership styles. Moreover, there was a positive relationship between the strategic leadership and knowledge sharing, between transformational leadership and knowledge sharing and between the transactional leadership and the knowledge sharing in the Electric Power Sector in Jordan and those organizational factors such as structure played a significant role in the relationship.

However, the results indicated that there was no statistically significant relationship between strategic leadership and knowledge sharing and a statistically significant negative inverse relationship between organizational structure and knowledge sharing. The study focused more on knowledge sharing but strategy implementation was not considered which is the main focus of the current study among commercial banks in South Sudan.

For instance, Daft (2011) argues that the manner in which changes occur within and without the organization has forced the strategic leaders to apply better strategies to counter such changes and also put up such best structures that can aid decision making and also foster smooth strategy implementation. He further states that in any serious organization, knowledge possessed by workers is a great asset to implementing strategies if well shared among the units in place. The organizational structure should therefore be framed in a manner that strategic leaders can encourage the flow of knowledge among employees to enable smooth implementation of strategies.

According to Slater, Olsen and Hult (2010) organizations that are well guided by objectives and goals should therefore strive to have the right leaders in place who should fit the right structure that fosters the function of knowledge sharing among employees to achieve the desired goals including better strategy implementation and enhanced performance. The future decisions of any organization lie in the hands of strategic leaders who are entitled to implement the formulated strategies for immediate actions and also in the long run for organizational viability (Bass, 2007).

Leadership therefore is one of the crucial elements for fostering knowledge sharing within the organization through creation of vision and inspiring the present workers and all other existing members in an organization to accomplish the vision. They have the responsibility of setting the right structure depending on how knowledge is available and how they intend to distribute the same knowledge towards achieving the key results. Implementation of strategies deemed crucial in the organization also helps to steer the right decisions that are generated as a result of shared knowledge within the framework of the right structures (Gupta & Michailova, 2004). The right structure in place gives a notion that leaders should also be recruited carefully to match with the structures in place and the intended strategies to be implemented.

Further still, it is argued that the structure of an organization significantly contributes to strategy implementation through creation of clear understanding and application of the processes to aid achieving the strategies formulated (David, 2010). It's notably important to reckon that a good structure will automatically lead to better implementation of strategy. This is the reason why reportedly some organizations with proper structure in place outperform those with poor structures in the function of implementing the strategies in place.

According to Aiken and Hage (2005) organization structure may also entail an authority controlling the organizational life aspects that may include achieving objectives through implementing strategies. It is also concluded that the influence of structure in the implementation of strategies is vital and inevitable. The dimensions of structure will aid how implementation of strategies should be designed. Therefore, coupled with enough knowledge sharing within the units of operation from both internal and external sources with proper structure in place to foster information flow, then successful strategy implementation is inevitable.

According to Choi, Simon, and Davis (2008), businesses can learn from their failures and encourage a collaborative effort among their workers to build success through sharing knowledge. The knowledge supplied by all partners relevant to the business is a crucial asset both inside and outside the organization. Therefore, improving knowledge exchange is necessary to improve an organization's service through effective strategy implementation. The main responsibility of strategic leadership is to execute the applicable strategy effectively, hence the ineffectiveness of strategy execution can be linked to inexperienced top management that is less concerned with strategic leadership (Hrebiniak, 2012).

The issues that surround strategy implementation revolve around the concept of strategic leaders since the leaders are responsible for organizing all the strategic actions that are needed in any organizational success (Musyoka, 2011). All people in management should therefore find ways of enhancing their leadership abilities which are very crucial especially in identifying and implementing the required strategies.

The growing importance of knowledge as a critical resource has encouraged knowledge based organizations to pay greater attention to their knowledge sharing strategies. Knowledge sharing is a good way to effectively and efficiently create, sustain and transfer knowledge (Davenport & Prusak, 2010). An appropriate knowledge sharing strategy is seen as a tool to build competitive advantage in the long term and therefore differentiates companies from competitors. It is imperative therefore to study how strategic leadership, knowledge sharing and organizational structure work together to influence strategy implementation anchoring on empirical evidence previously studied.

The study by Pratama, Syamsuddin, Oktora and Sunarsi (2021) on the impact of organizational culture and transformational leadership on knowledge sharing using structural equation modeling through path analysis depicted that organizational structure and transformational leadership have a positive influence on knowledge sharing in organizations. Organizational structure and leadership style both play a vital role in promoting knowledge sharing activity among the employees. The study however dwelled on knowledge sharing as the dependent variable and used structural equation modeling as opposed to the current study which uses regression analysis to determine the influence of strategic leadership on strategy implementation.

Tasneem and Quresh (2020) explored the influence of leadership behaviour on knowledge sharing in state-owned enterprises with the mediating role of organizational structure. Data were collected by conducting a survey and was analyzed through multivariate analysis; PLS “partial least squares” and SEM “structural equation modeling”. The results of the study reflect that both leadership styles i.e. servant and transformational, significantly and positively affect knowledge sharing and organizational structure also has a positive and significant mediating role in the relationship between two leadership styles and knowledge sharing process.

The current study provides the mechanisms of organizational structure in terms of systems and procedures which evaluate its impact on knowledge sharing effectiveness in organizational managers with the help of examining the relationship between transactional leadership, transformational leadership, organizational structure and knowledge sharing and their joint influence on strategy implementation.

2.7 Summary of Knowledge Gaps

The concepts in this study have been taken into account in several other investigations, according to a survey of the literature. There are still open questions, though, and these represent conceptual, contextual, and methodological knowledge gaps. Notably, the factors appear to have been researched throughout time, although some of the correlations have conflicts, while others have not yet undergone empirical testing. The gaps are listed in Table 2.1.

Table 2.1: Summary of Literature and Research Gaps

| Researcher(s) | Focus | Methodology | Findings | Gaps | Focus of the Current Study |
|---|--|--------------------------------|--|--|--|
| Mubarak and Yusoff (2019) | Impact of strategic leadership on strategy implementation | Review of past literature | Leadership is found as an important driver in successful strategy execution | The role of leadership should be undertaken meticulously while articulating and implementing the strategic decisions | The study was based on literature review to come up with conclusions as opposed to the current study which adopts cross-sectional research design with specific reference to commercial banks in South Sudan |
| Zainol, Kowang, Hee, Fei and Kadir (2021) | Managing organizational change through effective leadership argued that a well-planned change management by strategic leadership | Quantitative | Organizational change to foster implementation of strategies must be driven by a good leadership so that it is effectively and efficiently administered. | Managing change which was the focus of the current study is different from strategy implementation | The current study dealt with specific leadership styles and how strategy implementation can be achieved without necessarily managing change in the organization. |
| Uzarski and Broome (2019) | Leadership framework for implementation of an organization's strategic plan through proper organizational structure | Qualitative approach | Strategic leadership and organizational structure both play a significant role in influencing implementation of organizational strategies | The study was carried out in developed countries' financial institutions whose results might differ significantly from the current study which is carried out in South Sudan commercial banks. | The current study focused on commercial banks in the context of South Sudan and the role played by strategic leadership and organizational structure to aid strategy implementation |
| Nandasinghe (2020) | Leadership and organization strategy implementation through | Empirical review of literature | The study argues that the success of an organization depends on the quality of its leadership and the | The study was based on empirical review of literature which reflects different periods in time and not specific to the current | The current study differs in the sense that positivism approach using quantitative data is utilized to determine |

Table 2.1 Contd'...

| | | | | | |
|---|--|----------------------------------|---|---|---|
| | organizational structure | | structure an organization has put in place resulting to successful strategy implementation | dynamism affecting the organization | the magnitude of the influence of organizational structure on the relationship between strategic leadership and strategy implementation with reference to commercial banks in South Sudan |
| Alkheyi, Khalifa, Ameen, Hossain, Hewedi and Nasir (2020) | Strategic leadership practices on strategy implementation: the mediating effect of knowledge sharing in the UAE Municipalities | A quantitative research design | The findings of the study revealed that strategic leadership practices significantly affect knowledge sharing and strategy implementation | Strategic leadership practice affects strategy implementation through knowledge sharing and knowledge sharing significantly affects strategy implementation | The study was undertaken in developed economies with a case study of municipalities which differs from the current study which is undertaken in commercial banks in South Sudan. |
| Almatrooshi, Khalifa, Ameen, Hossain and Morsy (2020) | the role of knowledge oriented leadership and knowledge sharing to manage the performance of Ministry of Interior in UAE | Cross-sectional | There is a positive effect of KOL on OP through KS | The study considered performance as the dependent variable | The current study focuses on strategy implementation through strategic leadership and knowledge management in commercial banks specifically in South Sudan. |
| Lyndon, Pandey and Navare (2020) | Shared leadership and team creativity: Investigating the role of cognitive trust and team learning | Mixed method approach adopting a | Cognitive trust positively influences shared leadership. Further, team learning fully mediates the relationship between | The major themes that emerged from the qualitative study like experiences of shared leadership in team, reasons | Team creativity was the focus of the study which is built on by the current study to determine how strategy |

Table 2.1 Contd'...

| | | | | | |
|-------------------------------|--|--|--|---|--|
| | | mixed method approach | shared leadership and team creativity | to exert leadership, reasons to accept leadership and consequences of shared leadership are key to advance empirical evidence | implementation can be enhanced through knowledge sharing and strategic leadership in a cross-sectional research design and positivism approach to test hypotheses. |
| Dahri, Amin and Waseem (2019) | The role of strategic leadership in managing and empowering organization resources, as well as to review the effect of knowledge management as the constituent factor of organization dynamic capability which contributes to the success of organization strategy implementation in Regional Bank of PT | A sample of 115 leaders of Upper and Middle Managers in Bank Sulsebar and used Structural Equation Modelling | Positive and significant influence of strategic leadership on dynamic capabilities and strategy implementation, yet there is no positive and significant influence of knowledge management on dynamic capability and strategy implementation | Organizational dynamic capabilities was key where knowledge sharing and leadership emerged in the model | The study findings would have been different especially if strategic leadership is taken as the independent variable and knowledge sharing as mediating variable |

Source: Researcher (2021)

The studies above present knowledge and research gaps to be filled. First, the reviewed studies provided mixed conclusions on the direct relationship between strategic leadership and strategy implementation. Some showed insignificant relationship. Other studies showed moderate and significant relationship and others showed positive and statistically significant relationship among the studied variables. The inconsistencies in the studies thus provide other platform of research to ascertain the reliable conclusions.

2.8 Conceptual Framework

According to Ravitch and Riggan (2016) a conceptual framework describes variables and relationships. From the literature review, the study identified conceptual gaps which form the basis of the conceptual framework. Figure 2.1 places strategic leadership as independent variable correlating with Strategy Implementation as dependent variable. Organizational Structure as a moderator and Knowledge Sharing being intervening variable.

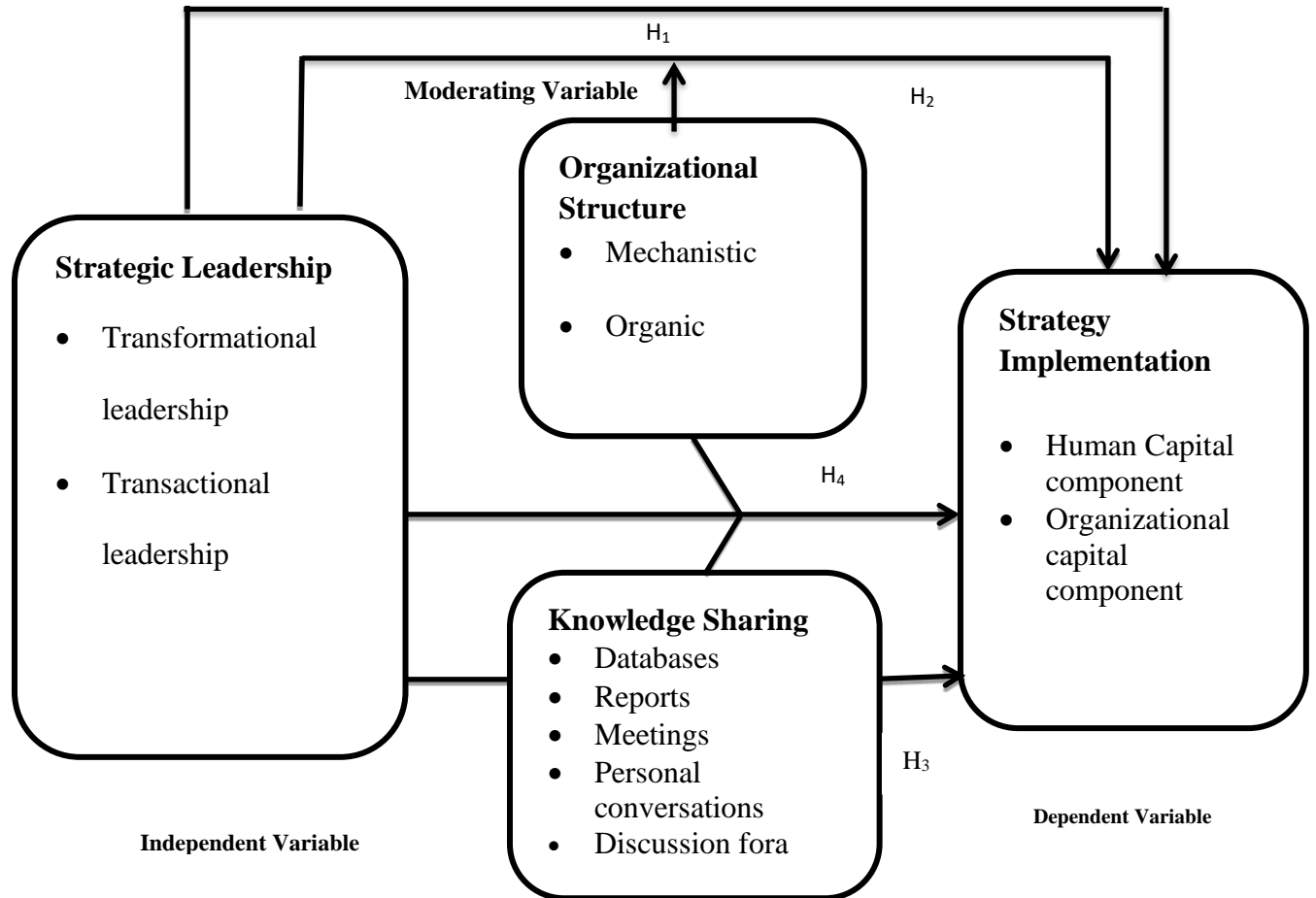


Figure 2.1: Conceptual Framework Intervening Variable

The conceptual framework suggests that strategic leadership and strategy implementation relate. This relationship is further interrogated to add organizational structure and knowledge sharing as the moderating and intervening variables. Finally, the framework suggests a joint effect of strategic leadership, organizational structure and knowledge sharing on strategy implementation.

2.9 Hypotheses of the Study

The study hypothesizes that strategic leadership influences strategy implementation. It is further hypothesized that this relationship is moderated by organizational structure and further mediated by knowledge sharing. In addition, the study hypothesizes that the joint effect of strategic leadership, organizational structure and knowledge sharing is greater than the individual effect of the predictor variables. The hypotheses are presented below.

H₁ There is no significant relationship between strategic leadership and strategy implementation

H₂ There is no significant moderating effect of organizational structure on the relationship between strategic leadership and strategy implementation

H₃ There is no significant intervening effect of knowledge sharing on the relationship between strategic leadership and strategy implementation

H₄ There is no significant joint effect of strategic leadership, organizational structure and knowledge sharing on strategy implementation.

The foregoing chapter covers the review of the related literature for this study by first providing the key theoretical perspectives upon which the study is grounded. The chapter also discusses the relevant conceptual setting of the study and gives a summary of empirical studies. Then it outlines the interaction of the variables as depicted in the conceptual framework as well as the study hypotheses.

2.10 Chapter Summary

This chapter focused on theoretical discussion and literature review where empirical works were identified and discussed. The gaps were identified from the reviews and tabulated for clarity. The chapter also identifies and illustrates conceptual framework and hypotheses thereafter.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter highlights and discusses the methodology proposed for the study in question. The methodological sections proposed are: philosophy of the research; the design to be employed; target population and also the methods for data collection; measurements of validity and reliability; a section of how variables pertaining the study were operationalized and finally analytical techniques to be employed and the pre-analysis of the regression assumptions.

The chapter first outlines and discusses the target population in a clear way on how it determined and applied fully to achieve the study objectives. The study targets commercial banks in South Sudan and thus provides a framework and criteria upon which population was arrived at. The chapter further discusses how data was collected in terms of the procedures followed, the people to respond to the questions and the type of instruments employed justifying each step in a robust manner.

The validation of the instruments through piloting for reliability and validity is also discussed for consistency and content in measuring the intended objectives. Operationalization of key variables is also robustly shown which is followed by explanations on the key analytical models used during analysis stage and finally explains how diagnostic tests were performed to establish the suitability of the data before subjecting it for regression analysis.

3.2 Philosophical Orientation

Research philosophy alludes to a framework of assumptions and beliefs about knowledge development (Collis & Hussey, 2013). Research philosophy deals with the source, nature, and development of knowledge (Saunders, Lewis & Thornhill, 2019). Research philosophy is, therefore, a belief about the ways in which data about a particular study of interest should be collected, analyzed and used. The inherent features of knowledge incorporate fundamental assumptions by which those carrying out research perceive the world (Saunders *et al.*, 2019). Knowledge consists of a set of beliefs about some particular aspects of reality or phenomenon (Ryan, 2018). This leads the researcher to the nature of reality and existence and how knowledge concerning the reality can be made available. This research adopted positivism approach to allow the researcher to empirically determine the relationships between the variables.

A philosophical orientation alludes to a framework of assumptions and beliefs about knowledge development (Collis & Hussey, 2013). It is a belief about the ways in which data about a phenomenon should be collected, analyzed and used. The inherent features of knowledge incorporate fundamental assumptions by which those carrying out research perceive the world (Saunders *et al.*, 2019). Knowledge consists of a set of beliefs about some particular aspects of reality or phenomenon (Ricciardi & Ryan, 2018). This leads the researcher to the nature of reality and existence and how knowledge concerning the reality can be made available.

Various philosophies of research approaches contain the term epistemology and interpret it to mean what is known to be true contrary to doxology which is explained to mean what is believed to be true (Saunders et al, 2007). Philosophy has four different paradigms namely: positivism, Interpretivism, realism and relativism. Realism is quantitative by nature and focuses more on figures; relativism is the paradigm that advocates for experimental data collection methods while experimental design includes laboratory data collection.

There are two main research philosophies guiding research in social sciences namely; positivism and phenomenological paradigms. Phenomenological approach may be qualitative, humanistic, interpretive paradigm or subjectivist whereas a positivist paradigm may be referred to as objective, scientific, traditionalist research or quantitative research paradigm (Ravitch & Riggan, 2016). Positivism takes a quantitative approach while phenomenology is mainly qualitative. The positivist viewpoint is founded on the idea that there is only one reality, even though it may be imperfectly known due to human limitations, and that reality within the context of probability can be found by researchers.

Positivism takes a form of quantitative approach that is empirical where hypothesis testing is adopted to determine relationships and facts generalized to a population (Sekaran & Bougie, 2016). This allows for scientific propositions be actualized through empirical testing and it attempts to gain predictive and explanatory understanding of the outside creation by postulating theories that are so general in terms of statements that express the relationships that are regular (Collis & Hussey, 2013). The philosophy is based on principles of truth, objectivity and legitimacy and an emphasis on truths collected by experiencing, observing directly, and by statistical analysis and quantitative methods measured empirically.

Additionally, positivism is considered appropriate when the research is theory driven and the test of hypothesis is envisaged. Under this philosophy, the researcher was able to collect a large quantity of data at appoint in time, analysed it and thereafter presented results. This study used a positivist philosophy. The main reason for the study to adopt the positivist philosophy is based on the assumption that the study sets to empirically and objectively analyze the relationships existing among the variables under study and also that the study hypotheses were drawn from the literature review. The positivist philosophy also enabled hypotheses testing, acceptance or rejection based on the tested results thus leading to further research.

3.3 Research Design

According to Ricciardi and Ryan (2018), a research design is the overall strategy for gathering, evaluating, and analyzing data in accordance with the study questions or hypotheses under consideration. It can alternatively be described as a framework for specifying the connections between the variables under study and as a manual outlining the numerous steps from the study's hypothesis to the information to be evaluated. According to the positivist approach, a specific study design must give enough assurance to the scientific community that the results produced after using that design represent the real facts and have high standards for reliability and validity.

According to Ryan (2018), there are several research designs used in different disciplines and research philosophies. These include; Case Study Design, Causal Design, Cohort Design, Experimental Design, Exploratory Design, Longitudinal Design, Meta-Analysis Design, Mixed Method Design, Observational Design, Philosophical Design, Sequential Design, Descriptive Design and Descriptive Cross-Sectional Survey Design. Descriptive cross-sectional design was adopted on the fact that the research aimed at testing relationships among various factors.

McCusker and Gunaydin (2015) posit that descriptive study is used to establish the nature of the study variables. The descriptive research design was used as it describes the phenomena associated with the population, estimate the proportion of the population and discover the relationships among the study variables. Mohajan (2018) describe descriptive research as studies aiming at describing a phenomenon under study by determining the characteristics related to the population being studied. Descriptive studies are helpful when the investigator aims to set up the direction and strength of association between or among factors.

As indicated by Zikmund, Babin, Carr and Griffin (2013), cross-sectional design is applied where information is gathered once from a respondent, as opposed to a case of repetition. Creswell and Sinley (2017) propose that numerous investigations in the field of business and strategic study are descriptive and cross-sectional in nature. Further, cross-sectional survey was favored on the grounds that it allowed for the collection of information from a group of respondents with changed attributes and an examination of associations between factors so as to demonstrate or invalidate presumptions about the phenomenon under study. The descriptive cross-sectional design was also deemed appropriate for this study because it facilitated the coverage of the study objectives, the scope, the data to be collected and the analysis that were to be carried out (Cooper & Schindler, 2014).

This kind of study happened at a single moment at specific time and respondents in certain sections involved and therefore merges well with its dictates that for such a design to be used, the data must be collected at a specific time period and respondents must be known and derived from a certain group (McCusker & Gunaydin, 2015). The cross-sectional survey affords the researcher the opportunity to capture data on knowledge management, operating environment, competitive strategies and their individual and joint influence on firm performance at a particular point in time.

Queirós, Faria and Almeida (2017) argue the sense that cross sectional studies makes it possible to establish variable relationships and test hypothesis using regression analysis for conclusions to be made. The study thus takes cognizance of this design to aid in collection of primary data, to analyze, interpret results and draw conclusions. The design has been used successfully by Mkalama (2015), Guo and Kumara (2012).

3.4 Population of the Study

Population is defined in terms of elements, geographical boundaries and time population (Sekaran & Bougie, 2016). The population refers to the whole arrangement of units that the study information is to be used to make conclusions. It characterizes those units that the discoveries of the study are intended to sum up (Saunders et al., 2019).

The study covered all commercial banks in South Sudan. According to Bank of South Sudan (2020) there were thirty licensed commercial banks in the country (Appendix II). Since a rule of thumb for regression analysis to be performed is a minimum sample of 30, the study targeted one respondent in each bank to ensure 100 percent response rate. 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.

The study used a census survey as it covered all commercial banks in South Sudan. Israel (2013), argues that for small samples census may not be expensive depending on the geographical distribution of the organizations under survey thus prompting this particular research to use all the sample since it is small. He further states that error of sampling is eliminated by use of census since all organizations are surveyed.

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 email and the drop-and-pick-up later technique. Table 3.1 provides a summary of the institutional makeup of commercial banks.

Table 3.1: Categorization of Commercial Banks in South Sudan

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

Source: Bank of South Sudan (2021)

3.5 Data Collection

Data collection methods allude to methodical processes of collecting and examining a given information to get answers to questions and assess the findings (Blumberg, Cooper & Schindler, 2014). This study used a structured questionnaire which is a way used in gathering information through a tool comprising of inquiries and prompts to get a reaction from participants. They are intended to gather information from a given respondents (Oluwatayo, 2012).

In this study, primary sources of data were considered crucial. To collect primary data from the sample target, closed-ended questionnaires with a standardized format were used. Nachmias & Nachmias (2004) assert that questionnaires often include questions with a range of potential responses, and respondents are asked to select the one that best expresses their understanding of the matter at hand.

There questionnaire contained well-structured questions derived from theoretical perspective. The questions in each of the constructs in the study applied a 5-point Likert scale where 1 refers to Strongly Disagree, 2 refers to Disagree, 3 refers to Neutral, 4 refers to Agree and eventually 5 refers to Strongly Agree. The use of 5-likert scale made it possible to quantify the data, and hence, permitted the attaining more objective findings relating to the study objectives.

The target respondents were heads of human resource, corporate planning/business development and managing directors (or their deputies), who depending on the structure of the particular bank, were in a position to participate in the survey. 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.

3.6 Reliability Tests

Reliability refers to the measurement of the extent an instrument under research is yielding the results after trials have been done repeatedly (Gliem & Gliem, 2003). Reliability gives an indication basing on the biasness reduction to yield results for consistency in all items considered on the instrument and time aspects (Hair et al., 2012). According to Saunders et al. (2019), it is crucial to examine if the instrument yields consistent results under varied circumstances and at various times, for instance, with different respondents. Test-retest reliability or split half reliability are both components of external/stability reliability. Test-retest reliability measures how consistently scale scores from the same informants hold over short periods of time when the subject's skills or issues are unlikely to change.

This is measured by use of Cronbach's alpha. Reliability was particularly deemed necessary in this study since the focus of the study is further informed by the accuracy and consistency that can be minimized or even completely eliminated if the instrument is well developed after trial (Sekaran & Bouge, 2009). This measure is about consistency and also instrument stability therefore assesses the goodness of the measure.

Different authors recommend different cut off points for reliability, for instance Gliem and Gliem, (2003) indicate that Cronbach value of 0.7 is considered reliable whereas Cooper and Schindler (2006) suggest a range of 0.7 to 0.9 Cronbach's alpha coefficient to be good for reliability test, while Asikhia (2009) recommends a reliability cut off point of 0.6. On their part, Hair et al., (2006) and Bagozzi & Yi (2012) instead recommend a value of 0.5 to be the reliability cut off point necessary for further analysis. The cut off point for the Cronbach alpha coefficient for this study will be 0.5. This is in line with recommendations by Bagozzi and Yi (2012) that reliability standard of 0.5 or greater shows good reliability for an instrument.

3.7 Validity Tests

According to Saunders et al. (2019), the degree to which the analyzed data accurately depicts the phenomenon being studied is known as validity. Validity is typically defined as the extent to which the elements in the instruments adequately operationalize the construct under consideration. There are several different validity tests, including convergent validity, criterion (predictive) validity, construct validity, and face-to-face validity. Construct validity and face-to-face validity tests were used in this study. This is because, according to Saunders et al. (2019), these tests assess the extent to which the scale items' list of questions determines the existence of the target constructs.

Construct validity alludes to the wellness of a concept, idea, or behavior in terms of its translation or transformation, that is a construct into a reality that is functional and operative. Construct validity has got two constituents: convergent and discriminant (McGregor & Murnane, 2010). Construct validity will be measured using factor analysis so as to observe how well the individual measures reflected their constructs. Varimax rotation method will be adopted to rotate the constructs and Principal Component Analysis method for extracting the factors.

Convergent validity is usually accomplished by demonstrating a correlation between the two measures, although it's rare that any two measures will be perfectly convergent. Correlation is measured by a correlation coefficient, r , on a scale of -1 to 1, where $r=-1$ is perfect negative correlation, $r=1$ is perfect positive correlation, and $r=0$ is no correlation at all. Discriminant validity shows that two measures that are not supposed to be related are in fact, unrelated. Both types of validity are a requirement for excellent construct validity.

Content validity refers to the measure that the items in the questionnaire replicate the details that the instrument will be generalized (Oluwatayo, 2012). Content validity for the questionnaire was measured by pre-testing it to participants in one of the commercial banks in South Sudan. In improving content validity of the instrument further, the study adopted the proposals and criticism made by experts under study. The supervisors' direction in the improvement of the instrument was used in ensuring it collects significant information to respond to cover the study objectives.

Face to face validity involves checking of the operationalization of the constructs. It alludes to the measure that of being identified with a particular construct, in the judgment of non-specialists, for example, tests participants and delegates of the lawful framework (Oluwatayo, 2012). A test is deemed to have face validity if the content appears applicable to the examiner performing the research. It assesses the way the questionnaire appears as far as achievability, comprehensibility, uniformity of style and designing, and the lucidity of the used language. Face to face validity was tested through deliberating the items in the questionnaire with specialists in strategy implementation. The experts confirmed their understanding of what the questions sought to measure.

3.8 Operationalization of Key Study Variables

This section discusses the operationalization of the variables of this study as shown in Table 3.2. The variables include; Strategic leadership which was operationalized as independent variable, organizational structure as the moderating variable, knowledge sharing as intervening variable whereas strategy implementation operationalized as dependent variable. Table 3.1 show operationalization of key study variables.

Table 3.2: Operationalization of Key Study Variables

| Variable | Nature of variable | Variable Indicators | Supporting Literature | Measurement Scale |
|--------------------------|---------------------------|---|--|-------------------------------------|
| Strategic leadership | Independent variable | Transformational leadership <ul style="list-style-type: none"> • Idealized influence • Inspirational-motivation • intellectual stimulation • individualized consideration Transactional leadership <ul style="list-style-type: none"> • Management-by-exception • contingent reward | Ohlsson and Larsson, (2017), Hadrawi (2018), Özer and Tinaztepe, (2014), Ljungholm, (2014) | 5 -point Likert type scale |
| Organizational structure | Moderating variable | Mechanistic Structure <ul style="list-style-type: none"> • Complexity • Centralized • Specialized Organic Structure <ul style="list-style-type: none"> • Simple • Decentralized • Less specialization | Rezazadeh & Kordestani, (2019) Lunenburg (2012) Rezazadeh, (2019) Agha, Shirazi, Rezazadeh & Kordestani, (2019) | 5 -point Likert type scale Ratio |
| Knowledge sharing | Intervening variable | <ul style="list-style-type: none"> • Databases • Reports • Meetings • Personal conversations • Discussion fora | Xue, (2017) Hislop, Bosua & Helms, (2018) Clement & Puranam, (2018) Mahdi, Almsafir & Yao, (2011) | 5 -point Likert type scale |
| Strategy implementation | Dependent variable | Human Capital component <ul style="list-style-type: none"> • Strategy • Staff Organizational capital component <ul style="list-style-type: none"> • Skills • Shared values | Elbanna, Andrews & Pollanen, (2016) Sony & Naik, (2019) Banahene, Ahudey & Mensah, (2016); Mitchel et al. (2015) | 5 -point Likert type scale |

Source: Researcher (2021)

The operationalization of these variables was based on thorough review of both theoretical and empirical studies. This was important since measuring variables must be well tested and applied in different context and different times in research.

3.9 Diagnostics Tests

As verified by Zikmund et al. (2013), data analysis alludes to the use of interpretation to make meaning from the collected data with the purpose to determine a consist pattern and summary of the relevant inferences from a given research. The process of data analysis involved Data Cleaning and Preparation, Assessing Model Assumptions, Descriptive Statistics and Logistic Regression Analysis as discussed herein.

3.9.1 Data Cleaning and Preparation

Data preparation first involved a process of cleaning and transforming raw data prior to processing and analysis. It is an important step prior to processing and often involves reformatting data, making corrections to data and the combining of data sets to enrich data. Data preparation process usually includes standardizing data formats, enriching source data, and/or removing outliers. Data obtained was first cleaned by removing the unanswered or incomplete filled questionnaires. The cleaned questionnaires were then coded and analyzed using SPSS version 25 to obtain both descriptive and inferential statistics. Imputation was used to take care of missing data. Mohajan (2018) revealed that missing data could be replaced by use of different estimation methods; this study will adopt the “Missing Values Analysis” add-on module.

3.9.2 Assessing Model Assumptions

To evaluate the model assumptions, different statistical tests were conducted in this study. The tests included test for normality, outlier, linearity, homoscedasticity and multicollinearity.

3.9.2.1 Normality

The test was carried out to see if the sample data to be studied is symmetrical or not. This is important because it is one of three conditions that must be met before parametric tests can be used to examine the data. The other two requirements are a randomly selected sample and homogeneity among the variables to be compared. Only when these prerequisites have been met it is possible to proceed with the parametric tests to check the study hypotheses (Shukla, 2016). In this study, the normality of the sample data distribution was determined using histograms and the Shapiro-Wilk test.

3.9.2.2 Test for Outliers

This test was performed to detect any data points that differed considerably from the rest of the dataset's observations. This could be because of an error in the experiment or measurement variability. There are different techniques to test outlier, however this study used the Mahalanobis distance (Brereton, 2015). A case is deemed a multivariate outlier if the probability associated with its D^2 is 0.001 or less. The Chi-square distribution for D^2 has the same number of degrees of freedom as the number of variables in the calculation (Tabachnick & Fidell, 2013).

3.9.2.3 Linearity

The study used a graphical method to determine whether two variables have a linear relationship. This was accomplished by using a scatter plot to analyze the association between two variables. The deviation from linearity test was also used to see if the relationship between two variables was linear. If the p-values for the deviation from linearity test are greater than 0.05, it is assumed that the two variables have a linear connection.

3.9.2.4 Homoscedasticity

The patterns of the residual plot were compared to the multi regression assumption that residuals are normally distributed and variances are normal across all independent variable values in the study. In order for the data to match the hypothesis, the plot's pattern must be evenly dispersed around the line of best fit (Kline, 2011). This means that the error term is the same for all independent variable values, removing standard error biases and allowing for accurate conclusions regarding the significance of the regression coefficients (Hair et al., 2014).

3.9.2.5 Multicollinearity

The multicollinearity test was performed to see if the variables can predict each other due to their strong correlation. The assumption of multicollinearity was also tested using the Variance Inflation Factor (VIF) Test where lack of existence of multicollinearity is established if the VIF is more than 10. After the basic tests were completed, the following stage was to conduct exploratory data analysis.

3.10 Data Analysis

For this study, both descriptive and inferential statistic were used. To test the study hypotheses, simple and multiple linear regressions were used. Simple linear regression analysis for the first hypothesis, hierarchical regression analysis for the moderating effect of organizational structure, the four steps approach proposed by Baron and Kenny (1986) to test the intervening effect of knowledge sharing and multiple regression tested the combined effect exhibited by hypothesis four using the analytical models. In the event that all the 30 banks could not respond, the study would have used Structural Equation Modeling (SEM) technique to confirm the overall model. According to Hair et al., (2014), SEM can perform evaluation of multiple variables and their relationships in a single comprehensive check even when the sample size is below 30. Researcher could model the dealings among manifest and latent constructs. Table 3.3 shows hypotheses testing techniques.

Table 3.3: Hypotheses, Analytical Statistical Models and Interpretation of Results

| Objective | Hypothesis | Analytical techniques | Interpretation |
|---|--|---|--|
| <p>Objective One: Establish the influence of Strategic Leadership on Strategy Implementation</p> | <p>H₁ There is no significant relationship between Strategic Leadership and Strategy Implementation</p> | <p>Regression analysis. $SI = a + \beta_1 X_1 + \varepsilon$ Where: SI = Strategy implementation β_1 = beta coefficient a = intercept ε = the error term X₁ = strategic leadership (composite)</p> | <p>R² value will reveal SL and SI magnitude change. Beta value will show the strength of the relationship. Any value of 0.05 and below is deemed significant.</p> |
| <p>Objective Two: Establish the influence of Organizational Structure on the relationship between Strategic Leadership and Strategy Implementation</p> | <p>H₂ There is no significant moderating effect of Organizational Structure on the relationship between Strategic Leadership and Strategy Implementation</p> | <p>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) $\beta_{21}-\beta_{23}$ = beta coefficients X₁ = Aggregated score for strategic leadership X_{2i} = organizational structure X₁X_{2i} represents the interaction term (strategic leadership, organizational structure respectively) ε = the error term</p> | <p>R² value will reveal SL and OS interaction on SI magnitude change. A value of 0.05 and below is significant.</p> |
| <p>Objective Three: Establish the influence of Knowledge Sharing on the relationship between Strategic Leadership and Strategy Implementation</p> | <p>H₃ There is no significant intervening effect of Knowledge Sharing on the relationship between Strategic Leadership and Strategy Implementation</p> | <p>Stepwise Regression analysis Step 1: $Y = f(X_1)$ Step 2: $X_3 = f(X_1)$ Step 3: $Y = f(X_3)$ Step 4: $Y = f(X_1, X_3)$ Y = Strategy implementation X₁ = Aggregated score for strategic leadership X₃ = Aggregated score for knowledge sharing</p> | <p>R² value will reveal magnitude change of SI on the degree of correlation between SL and KS. A value of 0.05 and below is deemed to be significant</p> |
| <p>Objective Four: Determine the joint effect of Strategic Leadership, Organizational Structure and Knowledge Sharing on Strategy Implementation</p> | <p>H₄ There is no significant effect of Strategic Leadership, Organizational Structure and Knowledge Sharing on Strategy Implementation</p> | <p>Multiple Regression analysis $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$ Y = Strategy implementation α = constant (intercept) X₁ = the composite index of strategic leadership X₂ = the composite index of organizational structure X₃ = Is the composite index of knowledge sharing $\beta_1, \beta_2, \beta_3$ are the coefficients ε = the error term</p> | <p>Any change in R² shows the joint effect. A value of 0.05 and below is significant.</p> |

Source: Researcher (2021)

3.11 Summary of the Chapter

This chapter discusses the methodology of the study where the philosophy of the study, research design, population of the study and methods of data collection and analysis are presented. The analytical techniques are also presented to give a guide to subsequent chapter where fully analysis and presentation of results are undertaken.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

The study main objective was to establish the influence of strategic leadership, organizational structure and knowledge sharing on strategy implementation with reference to commercial banks in South Sudan. To this end, the four hypotheses corresponding to the four specific objectives were tested. A census survey was carried out where all 30 licensed commercial banks in the target population were included for participation in the study and from whom, therefore, primary data was collected and analyzed for statistical inferences to be made. The chapter elaborates the results that form the foundation upon which additional investigations were done to examine hypotheses. The chapter is premised on different examinations of the collected data and the demonstrations of variables of the research amongst the study's population.

This chapter is structured into two major sections as detailed by subsequent sections. The first section presents the descriptive analysis of strategic leadership, organizational structure, knowledge sharing, and strategy implementation. The second section delves into the hypothesis test results, in which various regression analyses were performed aimed at testing each of the four hypotheses stated. In each section, results are presented and interpreted as an index of the variables under study. Descriptive analysis entailed the use of descriptive statistics such as mean scores and standard deviation to indicate the manifestation of items in both absolute and proportional terms. Coefficient of variation was also applied to depict the rating and the degree at which the various landscapes of the constructs were manifested across the respondent banks.

The standard deviation values were further calculated to reflect variability in responses from the established mean scores. Inferential analysis on the other hand entailed Pearson's correlations aimed at depicting the degree, direction and strength of linear associations between the predictor and outcome variables as well as multiple regression analyses to indicate both the magnitude of change in the outcome variable with unit changes in the predictor, mediator, and moderating variables and the significance thereof, leading to the hypothesis tests.

4.2 Response Rate

Response rate is defined as a summary measure that designates the ratio of the number of participants in a given research to the number of eligible units asked to participate in a given sample (CASRO, 2018). It measures the results of an effort given to properly carry out a research for the purposes of executing the study objectives. This therefore acts as a representation of the whole population under the study and aids in generalization of the study findings across the population.

The study was carried out among 30 commercial banks in South Sudan through drop and pick later method. A total of 30 questionnaires were filled and returned making a response rate of 100%. Such a high response rate for this study can be attributed to the use of introductory letters from the University and Bank of South Sudan (BSS) explaining the purpose and nature of the study, the researcher making prior arrangements through getting permission from the banks management as well as personally administering the questionnaires to the respective banks.

Table 4.1: Response Rate

| | |
|--|-------------|
| Total Questionnaires Distributed | 30 |
| Total Questionnaires filled and returned | 30 |
| Total questionnaires removed after sorting (poorly filled and blank) | 0 |
| Questionnaires well filled | 30 |
| Total response Rate for the study | 100% |

Source: Research data (2022)

4.3 Reliability of the Instrument

Taherdoost (2018) state that reliability is concerned with repeatability, consistency and stability of a questionnaire, testing for reliability is important as it refers to the consistency across the parts of a measuring instrument. A scale is said to have high internal consistency reliability if the items of a scale “hang together” and measure the same construct (Huck, 2011). The most commonly used internal consistency measure is the Cronbach Alpha coefficient. For pilot study, it is suggested that reliability should be equal to or above 0.70. Hinton (2014) suggested four cut-off points for reliability, which includes excellent reliability (0.90 and above), high reliability (0.70-0.90), moderate reliability (0.50-0.70) and low reliability (0.50 and below). Although reliability is important for study, it is not sufficient unless combined with validity. In other words, for a test to be reliable, it also needs to be valid (Wilson, 2014).

Cronbach’s Alpha was used to test for reliability. Cronbach’s alpha has the highest utility for questions on an interval scale – providing a unique, quantitative estimate of the internal consistency of a scale (Cooper & Schindler, 2014). The Cronbach’s alpha measures the internal consistency of the Likert scale questions. The results are shown in Table 4.2.

Table 4.2: Summary of Reliability Statistics

| Variable | Number of Items | Cronbach's Alpha | Decision |
|--|------------------------|-------------------------|-----------------|
| Strategic leadership | 39 | 0.964 | Accepted |
| Organizational structure | 31 | 0.808 | Accepted |
| Knowledge sharing | 26 | 0.803 | Accepted |
| Strategy implementation | 24 | 0.908 | Accepted |
| Overall Reliability Coefficient | | 0.871 | Accepted |

Source: Research data (2022)

From the summarized results of the variables in Tables 4.2, Strategic leadership had a Cronbach's Alpha coefficient of 0.964, Organizational structure had a Cronbach's Alpha coefficient of 0.808, knowledge sharing had a Cronbach's Alpha coefficient of 0.803 and strategy implementation had a Cronbach's Alpha coefficient of 0.908. The overall reliability was 0.871, which exceeded the recommended cut-off point of Cronbach's Alpha coefficient of reliability of ≥ 0.7 as recommended in this study. The results led to the inference that the research instruments adopted for the study had an acceptable reliability coefficient and were thus adequate for the study. The results resounded well with Nunnally (1978) who set an alpha coefficient of 0.7 as the threshold for reliability. Compared to Davis (1964) who suggested 0.5 as the cut-off coefficient for reliability, the results depicted higher coefficients.

4.4 Factor Analysis for Validity Test

Factor analysis (FA) was employed to test validity. It was performed by use of the Kaiser – Meyer – Olkin (KMO) and Bartlett's Test for sampling adequacy. Further Varimax methods and also principal component analysis were applied to extract those factors that clearly measure the variables under investigations.

Principle element analysis and varimax rotation technique was done applying Eigen values greater than or equal to 0.5. Factors with Eigen values greater than (1) were derived and items with factors loadings with greater or equal 0.5 were retained. The study results are presented in Table 4.3.

Table 4.3: Summary of KMO and Bartlett’s Test

| Variable | KMO | Bartlett’s Test of Sphericity | | |
|--------------------------|------|-------------------------------|-----|------------|
| | | Chi-square (χ) | df | Sig. Level |
| Strategic leadership | .904 | 7720.860 | 820 | .000 |
| Organizational structure | .680 | 325.734 | 120 | .000 |
| Knowledge sharing | .671 | 94.600 | 28 | .000 |
| Strategy implementation | .771 | 2269.748 | 190 | .000 |

Source: Research data (2022)

The results indicate that the sampling adequacy for strategic leadership constructs showed adequacy in the respective samples with all values showing at least 0.6 (KMO=.904, Chi-square (χ)= 7720.860, df=820 and sig. level=0.000). The KMO and Bartlett’s Test results for organizational structure indicate that the sampling adequacy value is .680 which is greater than 0.6 at sig. level=0.000 which shows that the statements measuring the constructs under organizational structure are adequate, accurate and true representation of the objective to be measured by the study.

The results of KMO and Bartlett’s Test for knowledge sharing indicates that the constructs are adequate to measure the manifestation of knowledge sharing (KMO=.671, Chi-square (χ) = 94.600, df=28 and sig. level=0.000). This depicts that accurate and true results will be obtained from the instrument after main survey.

The KMO and Bartlett's Test results shows strategy implementation constructs are adequate to measure the manifestation of strategy implementation (KMO=.771, Chi-square (χ)= 2269.748, df=190 and sig. level=0.000). This depicts that accurate and true results will be obtained from the instrument after main survey. Cerny and Kaiser (1977) shared that, values of KMO ranging from 0.60 to 0.89 are deemed meritorious. Thus, it can be inferred that the sample used for running factor analysis for strategic leadership was adequate and thus suitable for use in this present study.

4.5 Prerequisite Analysis (Test of Regression Assumptions)

There are different assumptions for statistical tests that the study variables should meet. Regression analysis is premised on four fundamental assumptions since its objective is to predict the strength and direction of relationship between the study variables. These are linearity, Normality, Homoscedasticity/homogeneity of variance and independence assumptions.

4.5.1 Test of Normality

Use of inferential parametric statistical procedures requires that the data to be tested is normally distributed. Ghasemi and Zahediasl (2012) noted that the assumption of normality needs to be checked before carrying out any parametric test, because validity depends on it. Normality test was intended to ascertain whether data was distributed normally. When normality is absent, using statistical tests that assume normality may not be appropriate. The Shapiro-Wilk test was employed to test for normality. This test establishes the extent of normality of the data by detecting existence of skewness or kurtosis or both. Shapiro-Wilk statistic ranges from zero to one with figures higher than 0.05 indicating that the data is normal (Razali & Wah, 2011).

Table 4.4: Test of Normality

| | Kolmogorov-Smirnov ^a | | | Shapiro-Wilk | | |
|--------------------------|---------------------------------|----|-------|--------------|----|------|
| | Statistic | df | Sig. | Statistic | df | Sig. |
| Strategic leadership | .203 | 30 | .003 | .830 | 30 | .114 |
| Organizational structure | .115 | 30 | .200* | .952 | 30 | .188 |
| Knowledge sharing | .198 | 30 | .004 | .873 | 30 | .072 |
| Strategy implementation | .133 | 30 | .186 | .940 | 30 | .093 |

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Source: Research data (2022)

Normality tested using the Shapiro-Wilk showed that all the variables were above 0.05 ($p > 0.05$) hence confirming data normality. As shown in Table 4.23, p-values for the Shapiro-Wilk tests were 0.114 for strategic leadership, 0.188 for organizational structure, 0.072 for knowledge sharing and 0.093 for strategy Implementation. Since all the p-values were greater than the cutoff point of 0.05, this confirms the hypothesis that data was collected from a population, which is normally distributed.

4.5.2 Test of Linearity

To diagnose the status of this assumption, the linear relationship between the predictors with the dependent variable was assessed by plotting the residuals of the predictor against the dependent variables. Linearity is confirmed if the line of best fit seems to be similarly linearly related with that of the predictors. From the results in Figures 4.1, 4.2, 4.3 residual plot looks great thus; variance of the residuals is constant across the full range of fitted values confirming linear relationships among the variables.

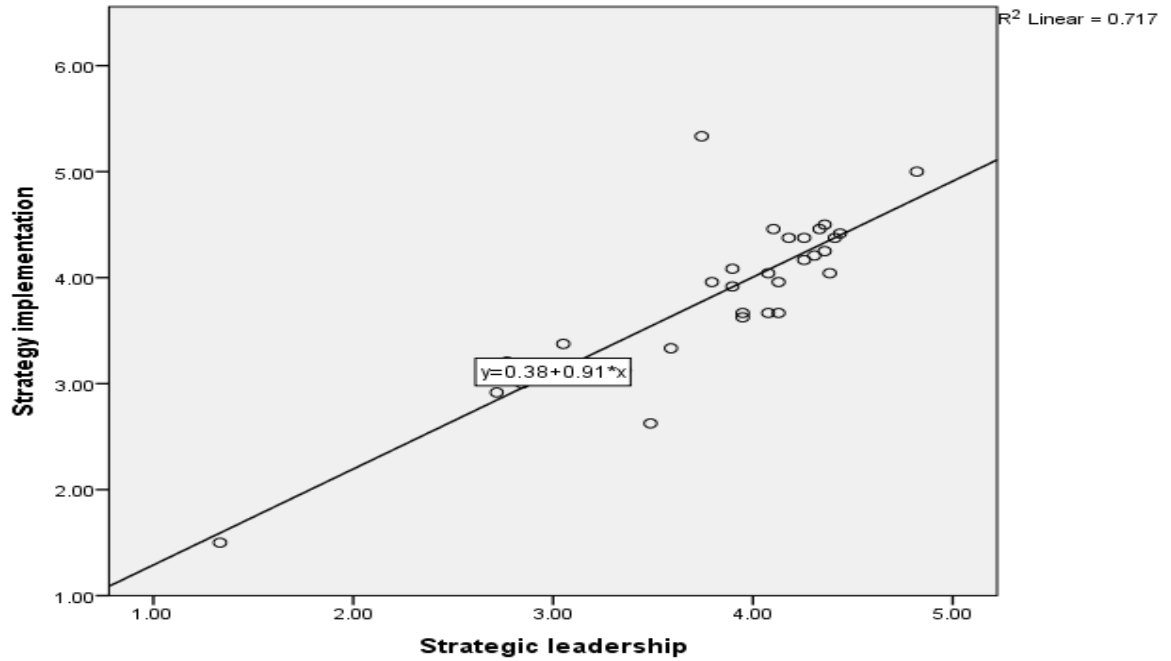


Figure 4.1: Linear Relationship between Strategic Leadership and Strategy Implementation

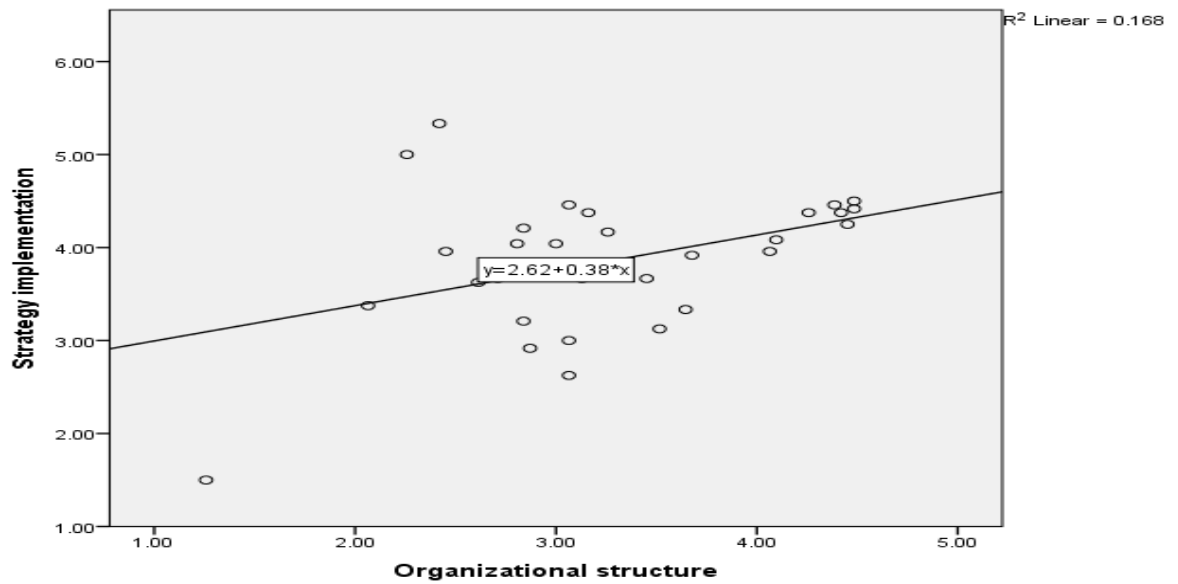


Figure 4.2: Linear Relationship between Organizational Structure and Strategy Implementation

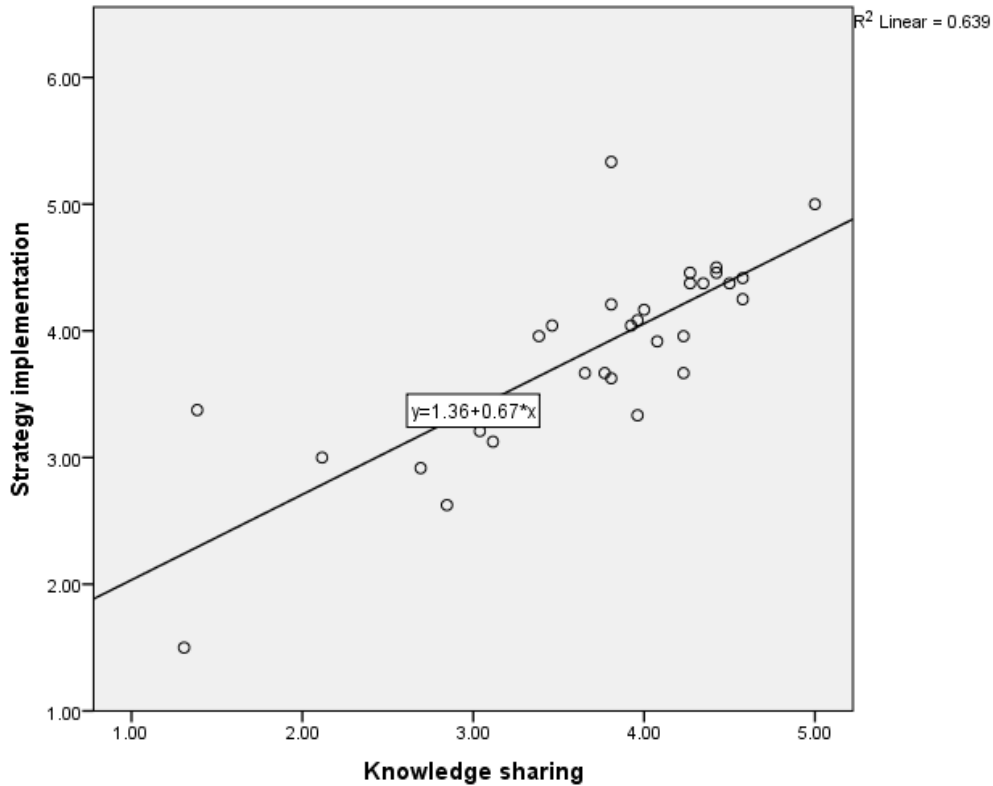


Figure 4.3: Linear Relationship between Knowledge Sharing and Strategy Implementation

The results from the scatter plots show that there is linearity on all explanatory variables (strategic leadership, organizational structure and knowledge sharing) on dependent variable (strategy implementation) thus fit for further analysis.

4.5.3 Test for Heteroscedasticity

Homoscedasticity tests whether the error term depicted between the independent variables and the dependent variable is similar in all independent variables. Levene's of the non-constant variance test measured Homoscedasticity. This test examines whether or not the variance between independent and dependent variables is equal.

If the Levene's Test for Equality of Variances is statistically significant $\alpha= 0.05$ this indicates that the group variances are unequal. It is a check as to whether the spread of the scores in the variables are approximately the same.

Table 4.5: Test of Homogeneity of Variances

| | Levene's Statistic | df1 | df2 | Sig. |
|--------------------------|--------------------|-----|-----|------|
| Strategic leadership | 1.659 | 14 | 214 | .066 |
| organizational structure | 2.061 | 14 | 214 | .075 |
| Knowledge sharing | 1.881 | 14 | 214 | .060 |

Source: Research data (2022)

As presented in Table 4.24 above, the significant values for the Levene's test were 0.066 for strategic leadership, 0.075 for organizational structure and 0.060 for knowledge sharing. From the results, P-values of Levene's test for homogeneity of variances were all greater than 0.05. The test therefore was not significant at $\alpha= 0.05$ confirming homogeneity.

4.6 Test of Multicollinearity

Multicollinearity is a phenomenon whereby high correlation exists between the independent variables. It occurs in a multiple regression model when high correlation exists between these predictor variables leading to unreliable estimates of regression coefficients. This leads to strange results when attempts are made to determine the extent to which individual independent variables contribute to the understanding of dependent variable (Creswell, 2014).

The consequences of Multicollinearity are increased standard error of estimates of the Betas, meaning decreased reliability and often confusing and misleading results. Multicollinearity test was conducted to assess whether high correlation existed between one or more variables in the study with one or more of the other independent variables. Variance Inflation Factor (VIF) measured correlation level between the predictor variables and estimated the inflated variances due to linear dependence with other explanatory variables.

A common rule of thumb is that VIFs of 10 or higher (conservatively over 5) points to severe multi-collinearity that affects the study (Newbert, 2008). A tolerance threshold value of below 0.2 indicates that collinearity is present (Menard, 2000). Table 4.6 presents the result of tests for Multicollinearity.

Table 4.6: Multicollinearity Results

| Model | Collinearity Statistics | | |
|-------|--------------------------|------|-------|
| | Tolerance | VIF | |
| 1 | | | |
| | (Constant) | | |
| | Strategic leadership | .207 | 4.835 |
| | Organizational structure | .608 | 1.646 |
| | Knowledge sharing | .181 | 5.517 |

Source: Research data (2022)

As shown in Table 4.6 above, the results revealed no problem with Multicollinearity. The variables of the study indicated VIF values of between 1.646 and 5.517, which is less than 10 as recommended by the rule of thumb. This indicated that the data set displayed no Multicollinearity.

4.7 Autocorrelation Test

Furthermore, the researcher tested the autocorrelation assumption that implies zero covariance of error terms over time. That means errors associated with one observation are uncorrelated with the errors of any other observation. Durbin Watson test was used to detect serial correlation where the hypothesis states that serial correlation in a certain order of residuals is not significant.

Table 4.7: Autocorrelation Test Results

| Variables | Durbin-Watson | Remarks |
|--------------------------|----------------------|------------------------|
| Strategic leadership | 1.416 | Autocorrelation absent |
| Organizational structure | 1.879 | Autocorrelation absent |
| Knowledge sharing | 1.842 | Autocorrelation absent |

Source: Research data (2022)

As indicated through the Durbin-Watson test whose statistic ranges from zero to four. In the current study, the test results ranged between 1.416 and 1.879, which are near to 2 thus supporting independence of error terms thus implying no or absence of autocorrelation problem. This therefore shows that error terms are uncorrelated to each other.

4.8 Demographic Data of Commercial Banks

The study sought to establish the demographic profile of the banks studied. In this regard, respondents were requested to indicate how long they have been in existence, the total number of permanent employees in their respective banks and the ownership structure. The bank number of years in existence depicts the ability of an organization to evolve from each strategic options and challenges in order to be successful. Total number of employees on permanent terms shows the size and their operational nature. Additionally, ownership structure of an organization is crucial since it specifies the distribution of rights and responsibilities among stakeholders in an organization and general operation of the organization and thus determines strategy implementation. These demographic characteristics established in the study are all summarized in the tables below.

Table 4.8: Organizational Demographics

| Years in Operation | Frequency | Percentage (%) |
|----------------------------|------------------|-----------------------|
| 1-10 Years | 7 | 15.6 |
| Between 11-20 Years | 20 | 62.2 |
| Over 20 Years | 3 | 15.6 |
| Total | 30 | 100.0 |
| Number of Employees | | |
| Up to 10 employees | 2 | 6.7 |
| 11 to 50 employees | 16 | 53.3 |
| 51 to 100 employees | 7 | 23.3 |
| 101 to 200 employees | 4 | 13.3 |
| 201 to 300 employees | 1 | 3.3 |
| Total | 30 | 100 |
| Ownership Structure | | |
| Local owned | 13 | 43.3 |
| Foreign | 7 | 23.3 |
| Both local and foreign | 10 | 33.4 |
| Total | 30 | 100.0 |

Source: Research data (2022)

The results show that majority (62.2%) of banks have been in operation between 11-20 years. This was followed by (15.6%) who indicated having been in operation between 1-10 years and over 20 years respectively. The findings therefore suggest that majority of the banks having been in the industry for long are in position to make informed decisions on strategic leadership issues and strategy implementation. Old firms have a better experience on handling clients and hence because of this experience in the market, they are able to attract many clients. The study shows that majority of the banks 53.3% had an average of between 11 to 50 employees; this was followed by 51 to 100 employees at 23.3%, 101 to 200 at 13.3% with few 6.7% and 3.3% indicating up to 10 employees and 201 to 300 employees.

The study sought to establish ownership structure of commercial banks in South Sudan. The results of the findings indicate that majority of banks are locally owned as indicated by 43.3% and both foreign and local ownership representing 33.4%. Only 23.3% indicated foreign ownership. This depicts that banks in South are both locally owned, foreign owned as well as both foreign and local.

4.9 Descriptive Analysis for Strategic Leadership

The study sought to establish the manifestation of strategic leadership. The respondents of the study in the respective banks were requested to respond to items testing their level of agreement with statements on a scale of 1 to 5 where 1 represented strongly disagree and 5 represented strongly agree. Descriptive statistics show how the variables under the study manifest in the surveyed organizations for the purposes of making the inference on the general industry. Descriptive statistics give a summary about the sample being studied without drawing any inferences based on probability theory. According to Gupta (1952) even if the study is census and the primary aim of a study involves inferential statistics, descriptive statistics are still used to give a general summary. The average of all scores of a particular variable is regarded as a mean score of that variable. On the other hand, standard deviation is a measure of the dispersion of the values from a central point.

According to Bedeian and Mossholder (2000), it is not possible to compare mean and standard deviations in a meaningful way since they greatly differ in their occurrence in various variables. Bedeian and Mossholder (2000) advocate for the use of coefficient of variation (CV) as a measure of relative variability. Coefficient of variation is a standardized measure of dispersion of a frequency distribution or a probability distribution. It is calculated as a ratio of standard deviation to the mean.

Owing to the limitation of the mean and standard deviation of the items used for the variables of this study, the researcher computed the coefficient of variations to obtain values that were very close to the actual values. This gave a true reflection of the nature of dispersion of the items in different variables and their influence on the strategy implementation of commercial banks. For this study, the coefficient of variation ratings was categorized as 0% to 25% very good; 26% to 50% good; 51% to 75% fair and 76% to 100% poor as noted by Bedeian and Mossholder (2000). In addition, the variables were measured after the reduction of results into composite scores. Table 4.9 shows findings of descriptive analysis for strategic leadership.

Table 4.9: Analysis of Data for Staff Commitment Attributes

| | N | Minimum | Maximum | Mean | Std. Deviation |
|-----------------------------|------------------|------------------|------------------|------------------|-----------------------|
| | Statistic | Statistic | Statistic | Statistic | Statistic |
| Transformational leadership | 30 | 1.36 | 4.84 | 3.9067 | .69721 |
| Transactional leadership | 30 | 1.29 | 4.79 | 3.7024 | .82941 |
| Valid N (list wise) | 30 | | | | |

Source: Research data (2022)

Table 4.9 shows that all the variables had means scores of higher than 3.5 or rounded to 4 with transformational leadership having the highest mean score of 3.907 out of the possible 5 with transactional leadership having a mean score of 3.702 out of a possible 5. This shows that a majority of the respondents strongly agreed that transformational leadership is manifested the highest among the commercial banks in South Sudan. The standard deviation for transformational leadership was .697, meaning that the data was mostly concentrated around the mean. The results therefore relate to the objective of the study in the sense that transformational leadership and transactional leadership as the sub constructs of strategic leadership manifests differently among the surveyed banks and are able to determine the level of strategy implementation with transformational leadership playing key role to strategy implementation.

4.10 Descriptive Analysis for Transformational Leadership

The respondents were required to indicate the extent to which they perceived transformational leadership as a sub-construct of strategic leadership manifested among the surveyed commercial banks in South Sudan. To measure this, a set of twenty-five items was used and results are presented in Table 4.10.

Table 4.10: Analysis of Data for Transformational Leadership

| | N | Minimum | Maximum | Mean | Std. Deviation | CV |
|--|-----------|-----------|-----------|-----------|----------------|-----------|
| | Statistic | Statistic | Statistic | Statistic | Statistic | Statistic |
| Transformational leadership | | | | | | |
| The bank leadership sets goals and objectives to be met | 30 | 1.00 | 5.00 | 4.200 | .997 | 0.279 |
| The bank leadership demonstrated good knowledge in executing their roles | 30 | 1.00 | 5.00 | 4.233 | .8584 | .237 |
| The leadership sets functional example to bank personnel. | 30 | 1.00 | 5.00 | 3.933 | .868 | 0.203 |
| The bank leadership has described the duties and roles of each functional unit in tandem with the set goals. | 30 | 1.00 | 5.00 | 4.267 | .868 | 0.221 |
| The bank leadership encourages sharing of new information across the functional unit | 30 | 2.00 | 5.00 | 3.900 | .759 | 0.203516 |
| Bank leadership encourages knowledge acquisition programmes like training opportunities | 30 | 1.00 | 5.00 | 3.967 | 1.066 | 0.195 |
| Bank leadership goes beyond self-interest for | 30 | 1.00 | 5.00 | 4.033 | .889 | 0.268788 |

Table 4.10: Transformational Leadership Contd'...

| | | | | | | |
|---|----|------|------|--------|--------|----------|
| the good of the set goals. | | | | | | |
| Bank leadership leads in strategic decision-making process | 30 | 1.00 | 5.00 | 4.133 | 1.0416 | 0.220643 |
| Bank leadership shares their desires to staff for implementation. | 30 | 1.00 | 5.00 | 3.967 | .964 | 0.252 |
| There exist high standards of performance due to team building initiatives. | 30 | 2.00 | 5.00 | 3.9667 | .999 | 0.243101 |
| The bank leadership has inspiration appeals of faith and trust towards the set goals | 30 | 1.00 | 5.00 | 4.033 | 1.033 | 0.251955 |
| The bank leadership inspires loyalty and commitment to work. | 30 | 2.00 | 5.00 | 4.167 | .791 | 0.256205 |
| The bank leadership displays optimism and enthusiasm. | 30 | 1.00 | 5.00 | 4.000 | .909 | 0.189 |
| The bank leadership emphasizes on collective team building | 30 | 1.00 | 5.00 | 4.167 | .874 | 0.227 |
| The bank leadership organizes motivational talks for the staff | 30 | 1.00 | 5.00 | 3.567 | 1.194 | 0.209 |
| The staff meet performance targets because the management encourages innovative and creativity | 30 | 1.00 | 5.00 | 3.566 | 1.073 | 0.334859 |
| The staff meet performance targets because the management heightens their desire to succeed by stimulating their effort | 30 | 1.00 | 5.00 | 3.733 | 1.081 | 0.3007 |
| The staff meet performance targets because the | 30 | 1.00 | 5.00 | 3.800 | .961 | 0.289465 |

Table 4.10: Transformational Leadership Contd'...

| | | | | | | |
|--|----|------|------|-------|--------|----------|
| management increases their willingness to try harder | | | | | | |
| The bank management strives harder to inculcate best working practices to staff for better outcome | 30 | 1.00 | 5.00 | 3.900 | .959 | 0.253 |
| The management in our bank shares performance successes to stimulate staff to perform well | 30 | 1.00 | 5.00 | 3.867 | .899 | 0.246 |
| The bank encourages investing in staff personal development through coaching and mentoring | 30 | 1.00 | 5.00 | 3.567 | 1.0727 | 0.232 |
| The bank heightens staff desire to succeed by enabling them to pursue training opportunities | 30 | 1.00 | 5.00 | 3.600 | 1.003 | 0.3007 |
| The bank inculcates the willingness of the staff to undertake personal development engagements | 30 | 1.00 | 5.00 | 3.767 | 1.006 | 0.267157 |
| The bank knows each of the staff development needs to be undertaken | 30 | 1.00 | 5.00 | 3.767 | 1.073 | 0.285 |
| The bank does development needs assessment to determine its position in the competitive market | 30 | 1.00 | 5.00 | 3.567 | 1.135 | 0.318 |
| Average mean score | | | | 3.907 | 0.975 | 0.251 |

Source: Research data (2022)

The results in the table show that the average mean score for transformational leadership dimensions is 3.907 with standard deviation of 0.975 and coefficient of variation of 25%. The high mean score imply that transformational leadership has a high influence to strategy implementation among commercial banks in South Sudan. All the statements had a mean score above 3.0 with the statement giving highest mean score being that the bank leadership has described the duties and roles of each functional unit in tandem with the set goals (Mean =4.267, SD =.868 and CV=22%). Therefore, Transformational leadership is key to strategy implementation among commercial banks in South Sudan.

4.11 Transactional leadership

Transactional leadership being a critical factor of strategic leadership was determined where the respondents were required to indicate the extent to which they perceived its manifestation among commercial banks in South Sudan. The results are presented in Table 4.11.

Table 4.11: Analysis of Data for Transactional Leadership

| | N | Minimum | Maximum | Mean | Std. Deviation | CV |
|--|-----------|-----------|-----------|-----------|----------------|-----------|
| | Statistic | Statistic | Statistic | Statistic | Statistic | Statistic |
| Transactional leadership | | | | | | |
| Bank leaders set goals, monitor behavior and performance, provide feedback and rewards | 30 | 1.00 | 5.00 | 3.933 | 1.172 | 0.298 |
| Bank leadership emphasizes the importance of having collective sense of mission | 30 | 1.00 | 5.00 | 3.900 | .995 | 0.255 |

Table 4.11: Transactional Leadership Contd'...

| | | | | | | |
|--|----|------|------|--------|-------|----------|
| Bank leadership rewards staff when they meet the work expectations | 30 | 1.00 | 5.00 | 3.733 | 1.143 | 0.306 |
| Bank leaders summons staff for failure to meet the set standards | 30 | 1.00 | 5.00 | 3.733 | 1.172 | 0.31406 |
| Bank leadership rewards for undertaking difficult and unexpected challenges | 30 | 1.00 | 5.00 | 3.700 | 1.149 | 0.311 |
| The bank leaders are willing to share power | 30 | 1.00 | 5.00 | 3.6000 | 1.192 | 0.331 |
| Bank leadership rewards for assignments geared towards better service delivery | 30 | 1.00 | 5.00 | 3.700 | 1.088 | 0.294 |
| Bank leadership are keen to motivating functional units for better performance | 30 | 1.00 | 5.00 | 3.867 | 1.042 | 0.269393 |
| The management is concerned in the event that staff do not meet performance levels | 30 | 1.00 | 5.00 | 3.833 | 1.206 | 0.315 |
| There are corrective measures to enhance performance among the staff | 30 | 2.00 | 5.00 | 3.733 | .868 | 0.233 |
| The bank demotes those staff that do not meet the | 30 | 1.00 | 5.00 | 3.1000 | 1.296 | 0.418 |

Table 4.11: Transactional Leadership Contd’...

| | | | | | | |
|---|----|------|------|--------------|--------------|--------------|
| performance target | | | | | | |
| The punishment for not meeting the target is well communicated to the staff | 30 | 1.00 | 5.00 | 3.633 | 1.129 | 0.311 |
| Each individual work portion is managed closely by the management | 30 | 1.00 | 5.00 | 3.7000 | 1.022 | 0.276 |
| Arising problems are fixed immediately by the bank | 30 | 1.00 | 5.00 | 3.667 | 1.093 | 0.298 |
| Valid N (listwise) | 30 | | | | | |
| Average mean score | | | | 3.702 | 1.112 | 0.302 |

Source: Research data (2022)

The results show that the average mean score for Transactional leadership dimensions as 3.702, standard deviation of 1.112 and coefficient of variation of 30%. This is a high mean score implying that Transactional leadership highly manifests among commercial banks in South Sudan. All the statements had a mean of above 3.0 and therefore the results are an indication that that Transactional leadership manifests highly among the surveyed banks.

4.12 Descriptive Analysis for Organizational Structure

The study sought to establish the manifestation of organizational structure. The respondents of the study in the respective banks were requested to respond to items testing their level of agreement with statements on a scale of 1 to 5 where 1 represented strongly disagree and 5 represented strongly agree. The data was processed to determine the mean and standard deviation. Variables with a mean of 4.0 or higher represented “strongly agree”. A mean score close to 3.0 represented “neutral” and a mean of 2.0 and below represented disagree and strongly disagree. Table 4.12 shows findings of descriptive analysis for organizational structure

Table 4.12: Analysis of Data for Organizational Structure attributes

| | N | Minimum | Maximum | Mean | Std. Deviation |
|-----------------------|------------------|------------------|------------------|------------------|-----------------------|
| | Statistic | Statistic | Statistic | Statistic | Statistic |
| Mechanistic structure | 30 | 1.44 | 4.50 | 3.4259 | .77385 |
| Organic Structure | 30 | 1.00 | 4.54 | 3.0308 | .93855 |
| Valid N (listwise) | 30 | | | | |

Source: Research data (2022)

Table 4.12 shows that all the variables had means scores of higher than 3.0 or rounded to 3 with mechanistic structure having the highest mean score of 3.426 out of the possible 5 with organic structure having a mean score of 3.031 out of a possible 5. This shows that a majority of the respondents strongly agreed that mechanistic structure is manifested the highest among the commercial banks in South Sudan. The standard deviation for mechanistic structure was .774, meaning that the data was mostly concentrated around the mean. The results therefore relate to the objective of the study in the sense that mechanistic structure and organic structure as the sub constructs of organizational structure manifests differently among the surveyed banks and are able to determine the level of strategy implementation with mechanistic structure manifesting highly as far as strategy implementation is concerned.

4.13 Mechanistic Structure

The study further sought to understand how mechanistic structure as sub-construct of organizational structure is perceived by the respondents to manifest among the commercial banks in South Sudan. To measure this, a set of eight items was used. The generated results are presented in Table 4.13.

Table 4.13: Analysis of Data for Mechanistic Structure Dimension of Organizational Structure

| | N | Minimum | Maximum | Mean | Std. Deviation | CV |
|---|-----------|-----------|-----------|----------------|-----------------|-----------------|
| | Statistic | Statistic | Statistic | Statistic | Statistic | |
| Mechanistic Structure | | | | | | |
| Our bank has divided labour in to specialized functions | 30 | 1.00 | 5.00 | 4.1333 | .97320 | 0.235454 |
| Our bank has well defined rules and procedures | 30 | 1.00 | 5.00 | 4.2333 | .97143 | 0.229473 |
| Our bank grants employees limited participation in decision making | 30 | 1.00 | 5.00 | 3.4667 | 1.07425 | 0.309877 |
| Performance standards are set by senior management in this bank | 30 | 1.00 | 5.00 | 4.1000 | .92289 | 0.225095 |
| Decision making in our bank is concentrated at the top-level management | 30 | 1.00 | 5.00 | 4.0333 | .92786 | 0.23005 |
| The decisions in our bank are characterized with formalization and centralization | 30 | 1.00 | 5.00 | 3.9333 | 1.14269 | 0.290517 |
| Our bank has many layers of management | 30 | 1.00 | 5.00 | 3.3333 | 1.26854 | 0.380566 |
| Our bank experiences rigid departmentalization | 30 | 1.00 | 5.00 | 3.0000 | 1.43839 | 0.479463 |
| Average mean score | | | | 3.77915 | 1.089906 | 0.297562 |

Source: Research data (2022)

The results of the descriptive statistics show that Mechanistic Structure had a mean score of 3.77915, standard deviation of 1.089906 and coefficient of variation of 30%. This is a high mean depicting strong agreement among the statements evaluated concerning Mechanistic Structure and how they influence strategy implementation among commercial banks in South Sudan. The statement with the highest mean score was that our bank has well defined rules and procedures (mean=4.2333, SD=.97143 and CV =23%).

4.14 Organic Structure

The study further sought to understand how Organic Structure as a dimension of organizational structure are perceived by the respondents to manifest among the commercial banks in South Sudan. To measure this, a set of twenty-three items was used. The generated results are presented in Table 4.14.

Table 4.14: Analysis of Data for Organic Structure Dimension of Organizational Structure

| | N | Minimum | Maximum | Mean | Std. Deviation | CV |
|---|-----------|-----------|-----------|-----------|----------------|----------|
| | Statistic | Statistic | Statistic | Statistic | Statistic | |
| Organic Structure | | | | | | |
| There is simple structure in our bank | 30 | 1.00 | 5.00 | 3.7333 | 1.36289 | 0.365063 |
| Our bank gives employee greater discretion in decision making | 30 | 1.00 | 5.00 | 3.2000 | 1.34933 | 0.421666 |
| Our banks decisions are decentralized to lower levels | 30 | 1.00 | 5.00 | 3.0667 | 1.48401 | 0.483911 |

Table 4.14: Organic Structure Contd'...

| | | | | | | |
|--|----|------|------|--------|---------|----------|
| Job specialization is exhibited at low degree in our bank | 30 | 1.00 | 5.00 | 2.8667 | 1.27937 | 0.446287 |
| There are few management levels in our bank | 30 | 1.00 | 5.00 | 3.4333 | 1.16511 | 0.339356 |
| The chains of command are short in our bank | 30 | 1.00 | 5.00 | 3.4333 | 1.16511 | 0.339356 |
| There is informal structure in our bank | 30 | 1.00 | 5.00 | 2.8667 | 1.63440 | 0.570133 |
| There is little action taken in our bank until the management approves a decision | 30 | 1.00 | 5.00 | 3.0667 | 1.31131 | 0.427596 |
| An employee who wants to make his own decision would be quickly discouraged | 30 | 1.00 | 5.00 | 3.0000 | 1.41421 | 0.471403 |
| Even small matters have to be referred to someone at the top for a final decision. | 30 | 1.00 | 5.00 | 2.7667 | 1.38174 | 0.499418 |
| In our bank management must be consulted before doing anything | 30 | 1.00 | 5.00 | 3.4000 | 1.45270 | 0.427265 |
| In our bank anything employee does must be | 30 | 1.00 | 5.00 | 3.6667 | 1.39786 | 0.381231 |

Table 4.14: Organic Structure Contd'...

| | | | | | | |
|--|----|------|------|--------|---------|----------|
| approved by management | | | | | | |
| In our bank employees feel that employees feel they are bosses in most matters | 30 | 1.00 | 5.00 | 2.6000 | 1.42877 | 0.549527 |
| Employees in our bank can make their own decisions without checking with anybody else | 30 | 1.00 | 5.00 | 2.3000 | 1.48904 | 0.647409 |
| How things are done in our bank is left up to the employee doing the work | 30 | 1.00 | 5.00 | 2.2000 | 1.58441 | 0.720186 |
| Employees in our bank are allowed to do almost as they please | 30 | 1.00 | 5.00 | 2.0667 | 1.38796 | 0.671583 |
| Most employees in our bank make their own rules on the job | 30 | 1.00 | 5.00 | 2.3000 | 1.60065 | 0.695935 |
| The employees are constantly being checked on for rule violations | 30 | 1.00 | 5.00 | 3.5333 | 1.33218 | 0.377036 |
| Employees in our bank feel as though they are constantly being watched to see that they obey all the rules | 30 | 1.00 | 5.00 | 3.0667 | 1.41259 | 0.460622 |
| The arrangement of employees | 30 | 1.00 | 5.00 | 3.3667 | 1.24522 | 0.369864 |

Table 4.14: Organic Structure Contd'...

| | | | | | | |
|---|----|------|------|-----------------|-----------------|-----------------|
| work unit is well designed in our bank | | | | | | |
| In our bank employees have enough input in deciding their work unit goals | 30 | 1.00 | 5.00 | 3.3333 | 1.32179 | 0.396541 |
| Relationships required to do my job effectively exist | 30 | 1.00 | 5.00 | 3.6667 | 1.24106 | 0.338468 |
| The division of labour actually helps our bank reach its goals | 30 | 1.00 | 5.00 | 3.9000 | 1.12495 | 0.288449 |
| Valid N (listwise) | 30 | | | | | |
| Average mean score | | | | 3.079717 | 1.372463 | 0.464709 |

Source: Research data (2022)

The results of the descriptive statistics show that Organic Structure had a mean score of 3.079717, standard deviation of 1.372463 and coefficient of variation of 46%. This is a moderate mean depicting moderate agreement among the statements evaluated concerning Organic Structure and how they influence strategy implementation among commercial banks in South Sudan. The statements with the highest mean score was that the division of labour actually helps our bank reach its goals (mean=3.9000, SD=1.12495 and CV =29%) while the statement with the lowest mean score was that Employees in our bank are allowed to do almost as they please (mean=2.0667, SD=1.38796 and CV =67%).

4.15 Descriptive Analysis for Knowledge Sharing

The study sought to establish the manifestation of knowledge sharing. The respondents of the study in the respective banks were requested to respond to items testing their level of agreement with statements on a scale of 1 to 5 where 1 represented strongly disagree and 5 represented strongly agree. The data was processed to determine the mean and standard deviation. Variables with a mean of 4.0 or higher represented “strongly agree”. A mean score close to 3.0 represented “neutral” and a mean of 2.0 and below represented disagree and strongly disagree. Table 4.15 shows findings of descriptive analysis for knowledge sharing.

Table 4.15: Analysis of Data for Knowledge Sharing Attributes

| | N | Minimum | Maximum | Mean | Std. Deviation |
|------------------------|-----------|-----------|-----------|-----------|----------------|
| | Statistic | Statistic | Statistic | Statistic | Statistic |
| Database | 30 | 1.00 | 5.00 | 3.5556 | .90161 |
| Meetings | 30 | 1.00 | 5.00 | 3.7000 | 1.01676 |
| Discussion Fora | 30 | 1.00 | 5.00 | 3.8067 | .92994 |
| Personal conversations | 30 | 1.00 | 5.00 | 3.6000 | .96847 |
| Reports | 30 | 1.00 | 5.00 | 3.9083 | .98804 |
| Valid N (listwise) | 30 | | | | |

Source: Research data (2022)

Table 4.15 shows that all the variables had means scores of higher than 3.5 or rounded to 4 with reports having the highest mean score of 3.908 out of the possible 5 with database having a lower means score of 3.556 out of a possible 5. This shows that a majority of the respondents strongly agreed that reports is manifested the highest among the commercial banks in South Sudan. The standard deviation for reports was .988, meaning that the data was mostly concentrated around the mean. The results therefore relate to the objective of the study in the sense that Database, Meetings, Discussion for a, Personal conversations and Reports as the sub constructs of knowledge sharing manifests differently among the surveyed banks and are able to determine the level of strategy implementation with reports manifesting highly as far as strategy implementation is concerned.

4.16 Databases

The study examined how databases as a dimension of knowledge sharing are perceived by the respondents to manifest among the commercial banks in South Sudan. The generated results are presented in Table 4.16.

Table 4.16: Analysis of Data for Database Dimension of Knowledge Sharing

| | N | Minimum | Maximum | Mean | Std. Deviation | CV |
|---|-----------|-----------|-----------|-----------|-------------------|----------|
| | Statistic | Statistic | Statistic | Statistic | Statistic | |
| Databases | | | | | | |
| The bank collects information on customers' needs and preferences and store in a customer's management database | 30 | 1.00 | 5.00 | 3.4000 | 1.24845 | 0.367191 |
| The bank stores and shares information from its research and development activities | 30 | 1.00 | 5.00 | 3.4333 | 1.30472 | 0.380019 |
| The bank acquires new information from business partners, stores and shares to functional units | 30 | 1.00 | 5.00 | 3.6333 | 1.09807 | 0.302224 |
| The bank stores acquired market development skills from business partners and shares to different units for application and utilization | 30 | 1.00 | 5.00 | 3.4333 | 1.00630 | 0.2931 |
| The bank acquires knowledge from macro sources for | 30 | 1.00 | 5.00 | 3.6000 | .89443 | 0.248453 |

Table 4.16: Databases Contd'...

| | | | | | | |
|--|----|------|------|-----------------|-----------------|-----------------|
| developing new products | | | | | | |
| The bank shares documented specific knowledge related to current work operations | 30 | 1.00 | 5.00 | 3.8333 | .94989 | 0.2478 |
| Average mean score | | | | 3.555533 | 1.083643 | 0.306465 |

Source: Research data (2022)

The results on Databases as a dimension of knowledge sharing have a mean score of 3.555533, standard deviation of 1.083643 and coefficient of variation of 30%. All the statements had a mean score above 3.0 indicating that Databases is a key to commercial banks in South Sudan.

4.17 Meetings

Meetings being a construct of knowledge sharing was important for the study and therefore the study determined how respondents perceived how the statements are manifested among the commercial banks in South Sudan. The results are presented in Table 4.17.

Table 4.17: Analysis of Data for Meetings Dimension of Knowledge Sharing

| | N | Minimum | Maximum | Mean | Std. Deviation | CV |
|--|-----------|-----------|-----------|-----------|----------------|----------|
| | Statistic | Statistic | Statistic | Statistic | Statistic | |
| Meetings | | | | | | |
| Inter-departmental review meetings allow opportunities for discussing work methodologies | 30 | 1.00 | 5.00 | 3.8000 | 1.06350 | 0.279868 |
| We hold meetings to | 30 | 1.00 | 5.00 | 3.8000 | 1.24291 | 0.327082 |

Table 4.17: Meetings Contd'...

| | | | | | | |
|---|----|------|------|----------------|----------------|-----------------|
| share own experiences and practices on specific issues of common interest | | | | | | |
| We ask questions that provoke debate and analysis at bank's meetings | 30 | 1.00 | 5.00 | 3.4667 | 1.13664 | 0.327874 |
| We hold meetings to promote excellence at work | 30 | 1.00 | 5.00 | 3.6667 | 1.12444 | 0.306663 |
| Our management use our meeting minutes to make key decisions | 30 | 1.00 | 5.00 | 3.7667 | 1.16511 | 0.309319 |
| Average mean score | | | | 3.70002 | 1.14652 | 0.310161 |

Source: Research data (2022)

The results show that the statements under meetings gave an overall mean score of 3.70002, standard deviation of 1.14652 and coefficient of variation of 31%. All the statements had a mean score above 3.0 with the statement giving highest mean score being that.

4.18 Discussion Fora

Discussion fora being a construct of knowledge sharing was important for the study and therefore the study determined how respondents perceived how the statements are manifested among the commercial banks in South Sudan. The results are presented in Table 4.18.

Table 4.18: Analysis of Data for Discussion for a Dimension of Knowledge Sharing

| | N | Minimum | Maximum | Mean | Std. Deviation | CV |
|--|-----------|-----------|-----------|----------------|-------------------|-----------------|
| | Statistic | Statistic | Statistic | Statistic | Statistic | |
| Discussion Fora | | | | | | |
| Experts in certain areas teach on the methods they use in step by step description during discussion | 30 | 1.00 | 5.00 | 3.6667 | 1.12444 | 0.306663 |
| We participate in discussions on strategy execution and quality management for all employees | 30 | 1.00 | 5.00 | 3.4000 | 1.16264 | 0.341953 |
| New employees are assigned mentors to help them gain work experience during discussion sessions | 30 | 1.00 | 5.00 | 3.9667 | 1.03335 | 0.260506 |
| We spend time in discussion with others to help them solve work problems | 30 | 1.00 | 5.00 | 3.9000 | 1.09387 | 0.280479 |
| We share experiences that can help others avoid risks and deliver their tasks | 30 | 1.00 | 5.00 | 4.0000 | 1.20344 | 0.30086 |
| Average mean score | | | | 3.78668 | 1.123548 | 0.298092 |

Source: Research data (2022)

The results as summarized in the table show that Discussion fora had highest mean score of 3.78668, standard deviation of 1.123548 and coefficient of variation of 30%. The mean score shows high agreement implying that Discussion fora manifests highly among the commercial banks in South Sudan. The findings further show that all statements showed a mean of 3.0 and above implying they are agreed upon above average.

4.19 Personal Conversations

The respondents were required to indicate the extent to which they perceived Personal conversations as a sub-construct of knowledge sharing manifested among the surveyed commercial banks in South Sudan. To measure this, a set of five items was used and results are presented in Table 4.19.

Table 4.19: Analysis of Data for Personal Conversations Dimension of Knowledge Sharing

| | N | Minimum | Maximum | Mean | Std. Deviation | CV |
|---|-----------|-----------|-----------|----------------|-----------------|-----------------|
| | Statistic | Statistic | Statistic | Statistic | Statistic | |
| Personal conversation | | | | | | |
| We contribute ideas and thought to the bank through personal conversations | 30 | 1.00 | 5.00 | 3.7667 | 1.07265 | 0.284772 |
| We encourage our employees to get up to date with important bank information through personal conversations | 30 | 1.00 | 5.00 | 3.5667 | 1.00630 | 0.282138 |
| We share new ideas to redesign work processes through personal conversations | 30 | 1.00 | 5.00 | 3.5000 | 1.10641 | 0.316117 |
| We brainstorm suggestions for solving problems in order to improve current bank issues through personal conversations | 30 | 1.00 | 5.00 | 3.5333 | 1.13664 | 0.321694 |
| We participate fully in personal conversations sessions to find solutions for problems we face within our work | 30 | 1.00 | 5.00 | 3.6333 | 1.03335 | 0.284411 |
| Average mean score | | | | 3.78668 | 1.123548 | 0.298092 |

2

Source: Research data (2022)

The results in the table show that the average mean score for personal conversations dimensions as 3.78668 with standard deviation of 1.123548 and coefficient of variation of 30%. The moderate mean score imply that personal conversations has moderate influence on commercial banks in South Sudan.

4.20 Reports

Reports being a critical factor of knowledge sharing was determined where the respondents were required to indicate the extent to which they perceived commercial banks in South Sudan. The generated results are presented in Table 4.20.

Table 4.20: Analysis of Data for Reports Dimension of Knowledge Sharing

| | N | Minimum | Maximum | Mean | Std. Deviation | CV |
|---|-----------|-----------|-----------|-------------|-----------------|-----------------|
| | Statistic | Statistic | Statistic | Statistic | Statistic | |
| Reports | | | | | | |
| We refer to written reports in decision making | 30 | 1.00 | 5.00 | 3.7667 | 1.19434 | 0.317079 |
| Our management encourages employees to consider reports to improve performance | 30 | 1.00 | 5.00 | 3.8000 | .99655 | 0.26225 |
| Written reports in our bank help employees to solve current challenges | 30 | 1.00 | 5.00 | 3.8000 | 1.27035 | 0.334303 |
| Our bank shares written reports to key functional units | 30 | 1.00 | 5.00 | 3.9000 | 1.09387 | 0.280479 |
| The information contained in our written reports is trusted since the bank involves experts | 30 | 1.00 | 5.00 | 4.1333 | 1.00801 | 0.243875 |
| Valid N (listwise) | 30 | | | | | |
| Average mean score | | | | 3.88 | 1.112624 | 0.287597 |

Source: Research data (2022)

The results show that the average mean score for Reports dimensions as 3.88, standard deviation of 1.112624 and coefficient of variation of 29%. This is a moderate mean score implying that Reports moderately manifests among commercial banks in South Sudan. All the statements had a mean of above 3.0, therefore, the results are an indication that that Reports manifests moderately.

4.21 Descriptive Analysis for Strategy Implementation

The study sought to establish the manifestation of strategy implementation. The respondents of the study in the respective banks were requested to respond to items testing their level of agreement with statements on a scale of 1 to 5 where 1 represented strongly disagree and 5 represented strongly agree. The data was processed to determine the mean and standard deviation. Variables with a mean of 4.0 or higher represented “strongly agree”. A mean score close to 3.0 represented “neutral” and a mean of 2.0 and below represented disagree and strongly disagree. Table 4.21 shows findings of descriptive analysis for strategy implementation.

Table 4.21: Analysis of data for Strategy Implementation Attributes

| | N | Minimum | Maximum | Mean | Std. Deviation |
|--------------------------------------|-----------|-----------|-----------|-----------|-------------------|
| | Statistic | Statistic | Statistic | Statistic | Statistic |
| Human Capital Components | 30 | 1.63 | 5.00 | 3.8250 | .72561 |
| Organizational Capital Components | 30 | 1.44 | 6.06 | 3.8688 | .85544 |
| Valid N (listwise) | 30 | | | | |

Source: Research data (2022)

Table 4.21 shows that all the variables had means scores of higher than 3.5 or rounded to 4 with organizational capital components having the highest mean score of 3.8688 out of the possible 5 and human capital components having a means score of 3.8250 out of a possible 5. This shows that a majority of the respondents strongly agreed that organizational capital components are manifested the highest among the commercial banks in South Sudan. The standard deviation for organizational capital components was .8554, meaning that the data was mostly concentrated around the mean. The results therefore relate to the objective of the study in the sense that organizational capital components and human capital components as the sub constructs of strategy implementation manifests differently among the surveyed banks with organizational capital components manifesting highly as far as strategy implementation is concerned.

4.22 Human Capital Component

The study further sought to understand how Human Capital components as a dimension of strategy implementation are perceived by the respondents to manifest among the commercial banks in South Sudan. To measure this, a set of eight items was used. The generated results are presented in Table 4.22.

Table 4.22: Analysis of Data for Human Capital Component

| | N | Minimum | Maximum | Mean | Std. Deviation | CV |
|---|-----------|-----------|-----------|--------------|-------------------|-----------------|
| | Statistic | Statistic | Statistic | Statistic | Statistic | |
| Human Capital components | | | | | | |
| Success in carrying out strategic activities is measured at all levels of the organization. | 30 | 1.00 | 5.00 | 3.9333 | .90719 | 0.230643 |
| The structure is flexible enough to accommodate any changes in strategy | 30 | 1.00 | 5.00 | 3.8333 | .94989 | 0.2478 |
| The strategic plan is developed using a participatory approach | 30 | 1.00 | 5.00 | 3.9667 | .99943 | 0.251955 |
| Departments are allowed room to device viable ways of achieving strategic objectives | 30 | 1.00 | 5.00 | 3.7667 | .93526 | 0.248297 |
| Achievement of key strategic plan indicators are used as means of performance improvement | 30 | 1.00 | 5.00 | 3.9333 | .94443 | 0.240111 |
| Employees are regularly trained to ensure quality implementation of strategic plan | 30 | 1.00 | 5.00 | 3.8000 | 1.15669 | 0.304392 |
| The bank matches each employee's skills with strategy implementation | 30 | 2.00 | 5.00 | 3.3667 | .85029 | 0.252559 |
| The bank is keen on competencies when recruiting staff for strategy implementation | 30 | 2.00 | 5.00 | 4.0000 | .94686 | 0.236715 |
| Average mean score | | | | 3.825 | 0.961255 | 0.251559 |

Source: Research data (2022)

The results of the descriptive statistics show that Human Capital components had a mean score of 3.825, standard deviation of 0.961255 and coefficient of variation of 25%. This is a high mean depicting strong agreement among the statements evaluated concerning Human Capital components and how they influence commercial banks in South Sudan. All the statements had a mean score above 3.0 with the statement giving highest mean score being that the bank is keen on competencies when recruiting staff for strategy implementation (mean=4.0000, SD=.94686 and CV =24%). Non-equity alliance is, therefore, key to commercial banks in South Sudan.

4.23 Organizational Capital Component

The study examined how Organizational capital components as a dimension of strategy implementation and how it is perceived by the respondents to manifest among the commercial banks in South Sudan. The generated results are presented in Table 4.23.

Table 4.23: Analysis of Data for Organizational Capital Component

| | N | Minimum | Maximum | Mean | Std. Deviation | CV |
|--|-----------|-----------|-----------|-----------|----------------|----------|
| | Statistic | Statistic | Statistic | Statistic | Statistic | |
| Organizational capital components | | | | | | |
| The bank has a strategic department headed by skilled management | 30 | 1.00 | 5.00 | 3.7000 | 1.20773 | 0.326414 |
| Staff in strategy are motivated to acquire more skills for strategy management | 30 | 2.00 | 5.00 | 3.9667 | .88992 | 0.224348 |
| Management promotes qualified | 30 | 3.00 | 5.00 | 4.1667 | .74664 | 0.179192 |

Table 4.23: Organizational Capital Component Contd'...

| | | | | | | |
|---|----|------|------|--------|---------|----------|
| staff to head its operations | | | | | | |
| Employees are mentored and coached to participate in decision making | 30 | 1.00 | 5.00 | 3.7333 | .98027 | 0.262575 |
| There is team spirit in the execution of company duties | 30 | 1.00 | 5.00 | 5.2333 | 7.18083 | 1.372142 |
| There are adequate resources to enable employees accomplish their duties | 30 | 1.00 | 5.00 | 3.8000 | .92476 | 0.243358 |
| Management encourages cross-organizational employee feedback on strategy implementation process | 30 | 1.00 | 5.00 | 3.7333 | 1.14269 | 0.30608 |
| The company organizes team building activities for staff | 30 | 1.00 | 5.00 | 3.6333 | 1.06620 | 0.293452 |
| The staff have proactive culture | 30 | 1.00 | 5.00 | 3.6333 | 1.12903 | 0.310745 |
| The company has a transparent hiring process | 30 | 1.00 | 5.00 | 4.0333 | .99943 | 0.247795 |
| The bank has adequate staff to execute strategy implementation functions | 30 | 1.00 | 5.00 | 3.8333 | .98553 | 0.257097 |
| The banks staff are well motivated to execute their mandate | 30 | 1.00 | 5.00 | 3.6667 | .88409 | 0.241113 |
| The staff are given opportunities to innovate | 30 | 1.00 | 5.00 | 3.4333 | 1.25075 | 0.3643 |

Table 4.23: Organizational Capital Component Contd'...

| | | | | | | |
|--|----|------|------|-----------------|-----------------|-----------------|
| Management encourages staff to unleash their capabilities on strategy implementation process | 30 | 1.00 | 5.00 | 3.6333 | .99943 | 0.275075 |
| The bank has organized the staff in each functional units depending on capabilities | 30 | 1.00 | 5.00 | 3.8333 | .91287 | 0.238142 |
| Valid N (listwise) | 30 | | | | | |
| Average mean score | | | | 3.868738 | 1.398401 | 0.338728 |

Source: Research data (2022)

The results on Organizational capital components as a dimension of strategy implementation has a mean score of 3.868738, standard deviation of 1.398401 and coefficient of variation of 34%. The statement with the highest mean score was that There is team spirit in the execution of company duties (Mean = 5.2333, SD = 7.18083 and CV = 1.372142).

CHAPTER FIVE

HYPOTHESES TESTING AND DISCUSSION OF RESULTS

5.1 Introduction

In this chapter, results of correlation and regression analysis are documented and presented. Hypotheses were formed on the basis of theoretical review, empirical literature review as well as research objectives; they were tested using simple regression analysis for direct relationship in hypotheses one, Hierarchical Regression Analysis for testing moderation, stepwise regression analysis for testing of mediating effect and multiple regression analysis was used to test the joint effect.

Coefficient of determination (R^2) was used in this study as a tool capable of giving the variation in the outcome variable explained by the predictor variable (s). This measure was therefore useful in showing how each variable provided useful information in reference to the dependent variable. However, in testing joint effect, adjusted R^2 was utilized.

As noted by Anderson and Darling (1954), the adjusted R^2 measure is useful where predictor variables are many and this is based on the fact that degrees of freedom tend to be lost as more variables are added. The F-test was used as a test of significance for the overall regression whereas t-tests were utilized to establish independent contribution of each variable in the prediction of the outcome variable. Significance judgment was based on p-values. Rumsey (2011) documents the range of p-values as being between 0 and 1 where $p\text{-value} \leq 0.05$ indicated strong evidence against the null hypothesis paving way for the rejection of the null hypothesis.

However, a p-value > 0.05 indicated weak evidence against the null hypothesis and as such fail to reject the null hypothesis. In the following sections of the chapter, findings of the analysis are presented along with the study objectives and corresponding hypotheses.

5.2 Correlation Analysis

Correlation analysis was carried out to determine if there is any statistically significant relationship between the study variables strategic leadership, organizational structure, knowledge sharing and strategy implementation. Pearson correlation coefficient was used to measure the degree of association between variables under consideration that is predictor variables with the dependent variable. Pearson correlation coefficients range from -1 to +1. Negative values indicate negative relationship and positive values indicate positive relationship, where Pearson coefficient $r < 0.2$ indicates very weak correlation, Pearson coefficient $0.2 < r < 0.4$ indicates weak correlation, Pearson coefficient $0.4 < r < 0.6$ indicates moderate correlation, Pearson coefficient $0.6 < r < 0.8$ indicates strong correlation and Pearson coefficient $0.8 < r < 1.0$ indicates very strong correlation. The results presented in Table 5.1 show individual indicators and how they relate to each other.

Table 5.1: Correlation Analysis Results

| | | Correlations | | | |
|--------------------------|---------------------|----------------------|--------------------------|-------------------|-------------------------|
| | | Strategic leadership | Organizational structure | Knowledge sharing | Strategy implementation |
| Strategic leadership | Pearson Correlation | 1 | .554** | .891** | .847** |
| | Sig. (2-tailed) | | .002 | .000 | .000 |
| | N | 30 | 30 | 30 | 30 |
| Organizational structure | Pearson Correlation | .554** | 1 | .626** | .409* |
| | Sig. (2-tailed) | .002 | | .000 | .025 |
| | N | 30 | 30 | 30 | 30 |
| Knowledge sharing | Pearson Correlation | .891** | .626** | 1 | .799** |
| | Sig. (2-tailed) | .000 | .000 | | .000 |
| | N | 30 | 30 | 30 | 30 |
| Strategy implementation | Pearson Correlation | .847** | .409* | .799** | 1 |
| | Sig. (2-tailed) | .000 | .025 | .000 | |
| | N | 30 | 30 | 30 | 30 |

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

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

Source: Research data (2022)

The analysis shows that Strategic leadership had the strongest positive influence on strategy implementation (Pearson correlation coefficient (r) =.847 and P<0.05) implying that the relationship is statistically significant. In addition, Knowledge sharing was positively correlated to strategy implementation (r =.799 and P<0.05) implying a statistically significant relationship. Further organizational structure also showed statistically significant relationship (r=.409 and P<0.05). This implies that Strategic leadership, organizational structure and knowledge sharing are key factors in influencing strategy implementation with key interest to commercial banks in South Sudan.

5.3 Relationship between Strategic Leadership and Strategy Implementation

The objective was to determine the effect of strategic leadership on strategy implementation. A simple regression analysis was utilized where strategic leadership was regressed against strategy implementation. This process aimed at testing the first objective of the study which was to determine the relationship between strategic leadership as the predictor variable and strategy implementation as the outcome variable for commercial banks in South Sudan. The hypothesis formulated was that;

H₁: There is no significant relationship between strategic leadership and strategy implementation in commercial banks in South Sudan.

The derived statistical results from a simple regression analysis are presented in Table 5.2.

Table 5.2: Regression Results for the Effect of Strategic Leadership on Strategy Implementation

| Model Summary | | | | | | | | | | |
|---|----------------------|-----------------------------|-------------------|----------------------------|--------------------|-------------------|-----|-----|-------------|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change of R Square | F Change | df1 | df2 | Sig. Change | Durbin-Watson |
| 1 | .847 ^a | .717 | .707 | .40924 | .717 | 70.972 | 1 | 28 | .000 | 1.416 |
| a. Predictors: (Constant), Strategic leadership | | | | | | | | | | |
| b. Dependent Variable: Strategy implementation | | | | | | | | | | |
| ANOVA ^a | | | | | | | | | | |
| Model | | Sum of Squares | df | Mean Square | F | Sig. | | | | |
| 1 | Regression | 11.886 | 1 | 11.886 | 70.972 | .000 ^b | | | | |
| | Residual | 4.689 | 28 | .167 | | | | | | |
| | Total | 16.576 | 29 | | | | | | | |
| a. Dependent Variable: Strategy implementation | | | | | | | | | | |
| b. Predictors: (Constant), Strategic leadership | | | | | | | | | | |
| Coefficients ^a | | | | | | | | | | |
| Model | | Unstandardized Coefficients | Std. Error | Standardized Coefficients | t | Sig. | | | | |
| | | B | Std. Error | Beta | | | | | | |
| 1 | (Constant) | .384 | .419 | | .918 | .367 | | | | |
| | Strategic leadership | .905 | .107 | .847 | 8.424 | .000 | | | | |

a. Dependent Variable: Strategy implementation

Source: Research data (2022)

The study found a strong positive relationship between strategic leadership and strategy implementation ($R = .847$). Coefficient of determination ($R^2 = .717$) indicates that strategic leadership explain 71.7% of variation in strategy implementation.

The overall model was statistically significant ($F=70.972$, $p<0.05$). The significant relationship is further manifested by the t-value in the coefficient table ($\beta=.905$, $t=8.424$, $p<0.05$). This therefore depicts that strategic leadership is key in determining strategy implementation of commercial banks in South Sudan and thus the hypothesis that there is no significant relationship between strategic leadership and strategy implementation is rejected.

5.4 Strategic Leadership, Organizational Structure and Strategy Implementation

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

H₂: 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).

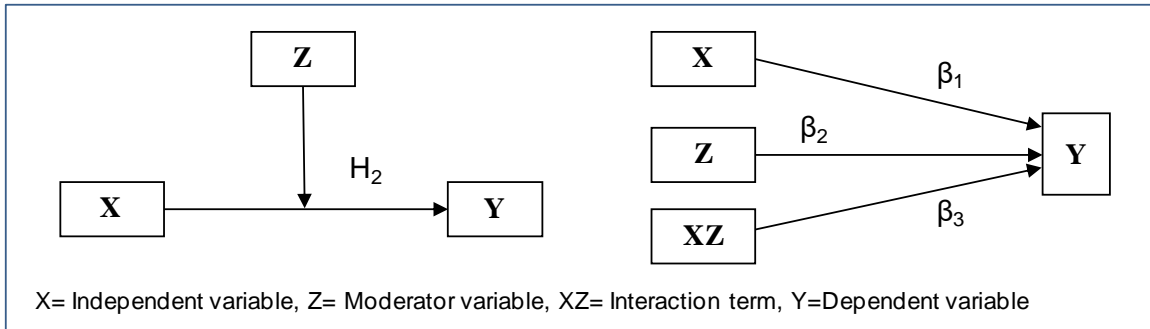


Figure 5.1: Simple Moderation Model for SL, OS and SI

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 5.3: 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 of R Square | F Change | df1 | df2 | Sig. Change | Durbin-Watson |
| 1 | .846 ^a | .717 | .706 | .41670 | .717 | 68.251 | 1 | 27 | .000 | |
| 2 | .850 ^b | .722 | .700 | .42063 | .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 | 68.251 | .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 | 23.641 | .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 |
| | Strategic leadership, organizational structure interaction | .268 | .207 | .318 | 1.296 | .0207 |

a. Dependent Variable: Strategy implementation

Source: Research data (2022)

Table 5.3 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

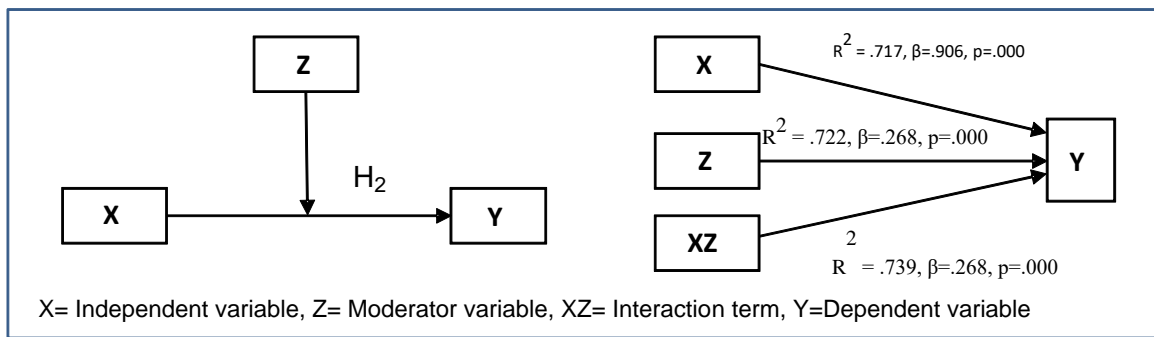


Figure 5.2: Revised Simple Moderation Model for SL, OS and SI

The revised representation diagram shows that in path a; strategic Leadership (SL) as the independent variable (X) are 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 hypotheses that organizational structure do not significantly moderate the relationship between strategic leadership and strategy implementation in commercial bank of South Sudan is thus rejected.

5.5 Intervening Influence of Knowledge Sharing on the Relationship between Strategic Leadership and Strategy Implementation

The study determined the influence of knowledge sharing as an intervening variable in the relationship between strategic leadership and strategy implementation through formulation of the following hypothesis.

H₃: There is no significant intervening effect of knowledge sharing on the relationship between strategic leadership and strategy implementation among commercial banks in South Sudan.

The study dedicated the use of Baron and Kenny (1986) to test how knowledge sharing add to strategic leadership and strategy implementation as an intervener. The conditions pertaining the procedure of intervening testing must be met for conclusion to be met if or not intervening is taking place. In the first step, independent and dependent must relate significantly that is if intervener is not present.

The condition at the second position is that intervening factor and the predictor or independent must relate significantly and the third condition relate to significance that must exist when intervener is subjected to dependent variable. The final says that when controlling of intervener takes place, independent and dependent influence must be significant.

Thus, step one was geared towards regressing strategic leadership on strategy implementation. In the event that the results are significant, the process shiftily moves to second step and if not termination takes course and conclude no intervening effect.

The second step evaluated how strategic leadership and knowledge sharing relate in a regression model. There was determination if results are significant or not, if significant the step 3 takes charge for the condition has been met and in step three knowledge sharing on strategy implementation is tested and a significant condition is necessary to proceed. The controlling of knowledge sharing takes place at step four when strategic leadership is regressed to strategy implementation. A significant influence must be attained if controlling of knowledge sharing takes place which is a condition for an intervening effect. Results presented in Table 5.4(a), 5.4(b), 5.4 (c) and 5.4(d) respectively are for the intervening.

Step One: Strategic leadership was regressed against strategy implementation. The results are presented in Table 5.4 (a).

Table 5.4 (a): Regression Results from the Test of the Effect of Strategic Leadership on Strategy Implementation

| Model Summary | | | | | | | | | | | |
|----------------------|-------------------|----------|-------------------|----------------------------|--------------------|--------|-----|-----|------|---------------|--|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | Durbin-Watson | |
| | | | | | of R Square Change | F | df1 | df2 | Sig. | | |
| 1 | .847 ^a | .717 | .707 | .40924 | .717 | 70.972 | 1 | 28 | .000 | 1.416 | |

a. Predictors: (Constant), Strategic leadership
b. Dependent Variable: Strategy implementation

| ANOVA^a | | | | | | |
|--------------------------|------------|----------------|----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 11.886 | 1 | 11.886 | 70.972 | .000 ^b |
| | Residual | 4.689 | 28 | .167 | | |
| | Total | 16.576 | 29 | | | |

a. Dependent Variable: Strategy implementation
b. Predictors: (Constant), Strategic leadership

| Coefficients^a | | | | | | |
|---------------------------------|----------------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | | | |
| 1 | (Constant) | .384 | .419 | | .918 | .367 |
| | Strategic leadership | .905 | .107 | .847 | 8.424 | .000 |

a. Dependent Variable: Strategy implementation

a. Dependent Variable: Strategy implementation

Source: Research data (2022)

The study found a strong positive relationship between strategic leadership and strategy implementation ($R = .847$). Coefficient of determination ($R^2 = .717$) indicates that strategic leadership explain 71.7% of variation in strategy implementation. The overall model was statistically significant ($F = 70.972$, $p < 0.05$). The significant relationship is further manifested by the t-value in the coefficient table ($\beta = .905$, $t = 8.424$, $p < 0.05$).

The intervening test then proceeded to the second step that involved testing the influence of strategic leadership on knowledge sharing. The results of the tests are presented in table 5.4 (b).

Table 5.4 (b): Regression Results from the Test of the Effect Strategic Leadership on Knowledge Sharing

| Model Summary | | | | | | |
|---|----------------------|-----------------------------|-------------------|----------------------------|---------|-------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | | |
| 1 | .740 ^a | .548 | | .543 | .22509 | |
| a. Predictors: (Constant), Strategic leadership | | | | | | |
| ANOVA^a | | | | | | |
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 5.772 | 1 | 5.772 | 113.918 | .000 ^b |
| | Residual | 4.762 | 28 | .051 | | |
| | Total | 10.534 | 29 | | | |
| a. Dependent Variable: Knowledge sharing | | | | | | |
| b. Predictors: (Constant), Strategic leadership | | | | | | |
| Coefficients^a | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | | Sig. |
| | | B | Std. Error | Beta | T | |
| 1 | (Constant) | 1.504 | .254 | | 5.921 | .000 |
| | Strategic leadership | .663 | .062 | .740 | 10.673 | .000 |

a. Dependent Variable: Knowledge sharing

Source: Research data (2022)

The results as presented in Table 5.4 (b) indicate that strategic leadership is statistically and also positively relating with knowledge sharing ($R = .740$). Further the $R^2 = .548$ depicting knowledge sharing being explained by 54.8% of strategic leadership. The value of F gave $113.918 < F_c = 3.94$ with P-value of .00 which is < 0.05 , signifying significance of the model. This satisfies the condition for step 3 to take effect.

In Step Three Knowledge sharing was regressed against strategy implementation. The results for the step 3 are presented in Table 5.4 (c).

Table 5.4 (c): Regression Results from the Test of the Effect of Knowledge Sharing on Strategy Implementation

| Model Summary | | | | | | |
|--|-------------------|-----------------------------|-------------------|----------------------------|---------|-------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | | |
| 1 | .828 ^a | .686 | | .682 | .15862 | |
| a. Predictors: (Constant), Knowledge sharing | | | | | | |
| ANOVA ^a | | | | | | |
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 5.160 | 1 | 5.160 | 205.071 | .000 ^b |
| | Residual | 2.365 | 27 | .025 | | |
| | Total | 7.525 | 29 | | | |
| a. Dependent Variable: Strategy implementation | | | | | | |
| b. Predictors: (Constant), Knowledge sharing | | | | | | |
| Coefficients ^a | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | | Sig. |
| | | B | Std. Error | Beta | T | |
| 1 | (Constant) | 1.209 | .206 | | 5.862 | .000 |
| | Knowledge sharing | .700 | .049 | .828 | 14.320 | .000 |

a. Dependent Variable: Strategy implementation

Source: Research data (2022)

The results in Table 5.4(c) indicate that knowledge sharing had a significant relationship with strategy implementation ($R = .828$) with knowledge sharing explaining 68.6% of strategy implementation ($R^2 = .686$). The F-value is $205.071 < F_c = 3.94$ with P-value < 0.05 signifying the model at the overall level thus fulfilling the condition for the process to move higher to fourth step.

Step four thus controlled effect of knowledge sharing when testing strategic leadership and strategy implementation where statistically positive results must be met for a conclusion to be met at $\alpha=.05$. The relevant results are summarized in Table 5.4(d).

Table 5.4 (d): Regression Results Depicting Intervening Effect of Knowledge Sharing on Strategic Leadership on Strategy Implementation

| Model Summary | | | | | | |
|---------------------------|----------------------|-----------------------------|-------------------|----------------------------|---------|-------------------|
| | R | R Square | Adjusted R Square | Std. Error of the Estimate | | |
| Model 1 | .851 ^b | .723 | .718 | .14958 | | |
| ANOVA ^a | | | | | | |
| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 | Regression | 5.444 | 2 | 2.722 | 121.654 | .000 ^b |
| | Residual | 2.081 | 27 | .022 | | |
| | Total | 7.525 | 29 | | | |
| Coefficients ^a | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.100 | .196 | | 5.601 | .000 |
| | Strategic leadership | .304 | .121 | .402 | 2.517 | .014 |
| | Knowledge Sharing | 1.036 | .136 | 1.217 | 7.623 | .000 |

a. Dependent Variable: Strategy Implementation

b. Predictors: (Constant), Strategic leadership, Knowledge Sharing

Source: Research data (2022)

The results in Table 5.4 (d) shows that when knowledge sharing is used as a control variable, strategic leadership is statistically significant (p-value=0.000 which is less than 0.05 threshold at 95% confidence level). It can be observed that knowledge sharing adds significantly to the strategy implementation as the variation increased from coefficient of 0.717 to .723 with a p-value=.000. The results further reveal that the variance explained by knowledge sharing is significant (p-value=.000<0.05) in addition to the fact that the significance was increased from $F=115.206 < F_c=3.94$ in the first model (step one) to ($F=121.654 < F_c=3.94$, p-value<.05) in the fourth model.

Based on the analyzed models as suggested by Baron and Kenny (1986), the first three steps have revealed presence of zero order condition. Since there was no model that was insignificant in that case, it can be concluded that intervening effect is most likely. In the fourth step, it is suggested that some form of mediation is supported if the effect of the intervener (knowledge sharing) remains significant after controlling for strategic leadership. If strategic leadership ceases to be significant when knowledge sharing is controlled, the finding supports full mediation. If strategic leadership is still significant (that is, both strategic leadership and knowledge sharing both significantly predict strategy implementation, the finding supports partial mediation.

From the findings in step four, knowledge sharing remained to be significant ($\beta = 1.036$, $t = 7.623$, $p < .05$), even after controlling for strategic leadership implying some form of mediation. Further, it can be observed that strategic leadership, despite having a negative effect, it is statistically significant ($\beta = .304$, $t = -2.517$, $p < .05$). Considering all these results, the hypothesis that there is no significant intervening effect of knowledge sharing on the relationship between strategic leadership and strategy implementation was rejected. The study concludes that knowledge sharing has strong intervening effect on the hypothesized relationship.

5.6 Joint Effect of Strategic Leadership, Organizational Structure, Knowledge Sharing on Strategy Implementation

The fourth hypothesis was to assess how much change in strategy implementation would be jointly explained by the changes in strategic leadership, organizational structure and knowledge sharing. To assess the joint effect, the following hypothesis was tested. *H₀₄: The joint effect of strategic leadership, organizational structure and knowledge sharing on strategy implementation is not statistically significant.*

The hypothesis was tested using multiple regression analysis. In the regression model, strategy implementation was the dependent variable, while strategic leadership, organizational structure and knowledge sharing were predictor variables. Results are presented in Table 5.5 (a), (b) and (c).

Table 5.5 (a): Model Goodness of Fit on the Joint Effect of Strategic Leadership, Organizational Structure, Knowledge Sharing and Strategy Implementation

| Model Summary | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .867 ^a | .751 | .727 | .40051 |

a. Predictors: (Constant), Strategic Leadership, Organizational Structure, Knowledge Sharing

As presented in table 5.5 (a) above, 72.7% (Adjusted R² = 0.727) of variations in the strategy implementation are explained jointly by strategic leadership, organizational structure and knowledge sharing.

Table 5.5 (b): Model Overall Significance on the Joint Effect of Strategic Leadership, Organizational Structure, Knowledge Sharing and Strategy Implementation

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 15.034 | 3 | 5.011 | 31.242 | .000 ^b |
| | Residual | 4.973 | 26 | .160 | | |
| | Total | 20.007 | 29 | | | |

a. Dependent Variable: Strategy Implementation

b. Predictors: (Constant), Strategic Leadership, Organizational Structure, Knowledge Sharing

Table 5.5 (b) presents that the model is statistically significant in explaining the joint effect of strategic leadership, organizational structure, knowledge sharing on strategy implementation specifically in commercial banks in South Sudan, F = 31.242, P<0.05).

Table 5.5 (c): Regression Coefficients on the Joint Effect of Strategic Leadership, Organizational Structure, Knowledge Sharing and Strategy Implementation

| Model | | Coefficients ^a | | | t | Sig. |
|-------|--------------------------|-----------------------------|------------|---------------------------|-------|-------|
| | | Unstandardized Coefficients | | Standardized Coefficients | | |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .188 | .730 | | .258 | .798 |
| | Strategic leadership | 1.314 | .204 | 1.048 | 6.434 | .000 |
| | Organizational structure | .259 | .203 | .214 | 1.273 | .0213 |
| | Knowledge sharing | .089 | .203 | .042 | .438 | .0365 |

a. Dependent Variable: Strategy implementation

As presented in Table 5.5 (c), using standardized coefficients: strategic leadership have a positive effect on joint effect of organizational structure and knowledge sharing on strategy implementation ($\beta= 1.048$, $t= 6.434$, $P<0.05$); organizational structure has a positive effect on joint effect of strategic leadership and knowledge sharing on strategy implementation ($\beta= 0.214$, $t= 1.273$, $P<0.05$); knowledge sharing has a positive effect on joint effect of strategic leadership and organizational structure on strategy implementation ($\beta= 0.042$, $t= .438$, $P<0.05$).

The relationship derived on the joint effect of strategic leadership, organizational structure, knowledge sharing on strategy implementation is statistically significant. The regression equation derived was thus as follows:

$$Y = .188 + 1.048X_1 + .214 X_2 + 0.042 X_3$$

The results of the beta coefficient showed that a unit increase in strategic leadership cause 1.048 positive effect on strategy implementation ($\beta= 1.048$, $t= 6.434$, $P<0.05$); a unit increase in organizational structure cause 0.214 positive effect on strategy implementation ($\beta= 0.214$, $t= 1.273$, $P<0.05$). A unit increase in knowledge sharing cause a 0.042 effect on strategy implementation ($\beta= 0.042$, $t= .438$, $P<0.05$). **The findings therefore reject null hypothesis H₀₄ that there is no significant joint effect of strategic leadership, organizational structure, knowledge sharing on strategy implementation.**

5.7 Summary of Research Objectives, Hypotheses, Results and Interpretation

This study was undertaken with the main aim to identify the moderating effects of organizational structure and mediating effect of knowledge sharing on the relationship between strategic leadership and strategy implementation. The study was anchored on four (4) hypotheses that were tested and supported. Table 5.6 contains a summary of the research objectives, hypotheses, results, interpretation and conclusion.

Table 5.6: Research Objectives, Hypotheses, Results and Interpretation Summary

| Objective | Hypothesis | Findings | | | Interpretation | Conclusion |
|---|--|----------------|---------|-------------|--|----------------------------|
| | | R ² | P-value | F-statistic | | |
| To establish the influence of Strategic Leadership on Strategy Implementation | H ₁ : There is no significant relationship between strategic leadership and strategy implementation in commercial banks in South Sudan | .717 | 0.00 | 70.972 | Strategic leadership has a statistically significant influence on strategy implementation | H ₁ is rejected |
| To establish the influence of Organizational Structure on the relationship between Strategic Leadership and Strategy Implementation | H ₂ : The Organizational Structure does not significantly moderate the relationship between strategic leadership and strategy implementation in commercial banks in South Sudan | .739 | 0.00 | 23.641 | Organizational structure has a statistically significant moderating influence on the relationship between Strategic Leadership and Strategy Implementation | H ₂ is rejected |

Table 5.6 Contd'...

| | | | | | | |
|--|--|------|------|---------|--|----------------------------|
| To establish the influence of Knowledge Sharing on the relationship between Strategic Leadership and Strategy Implementation | H ₃ : The Knowledge Sharing does not significantly mediate the relationship between Strategic Leadership and Strategy Implementation in commercial banks in South Sudan | .723 | 0.00 | 121.654 | Knowledge sharing has a statistically significant intervening influence on the relationship between Strategic Leadership and Strategy Implementation | H ₃ is rejected |
| To determine the joint effect of Strategic Leadership, Organizational Structure and Knowledge Sharing on Strategy Implementation in commercial banks in South Sudan. | H ₄ : The Organizational Structure and Knowledge Sharing jointly do not significantly moderate the relationship between Strategic Leadership and Strategy Implementation in commercial banks in South Sudan | .727 | 0.00 | 31.242 | Strategic Leadership, Organizational Structure and Knowledge Sharing have a joint statistically significant influence on Strategy Implementation | H ₄ is rejected |

Source: Research data (2022)

5.8 Discussion of Findings

In this chapter, the results, which were drawn from the tests of the study variables, are chronologically discussed based on the objectives of the study and the hypotheses.

5.8.1 Strategic Leadership and Strategy Implementation

The objective of the study was to establish the effect of strategic leadership on strategy implementation in the commercial banks in South Sudan. And the corresponding hypothesis was that there is no significant relationship between strategic leadership and strategy implementation in commercial banks in South Sudan however, it was found that strategic leadership has a statistically significant influence on strategy implementation.

The findings support previous studies for instance by Abashe (2016) who studied the influence of strategic leadership in strategy implementation focusing on 106 managers of KCB Group based in Nairobi. The study established that setting long term direction by strategic leaders affects strategy implementation. The study found that leaders set objectives of the company and that in the long-term process, the human resource planning needs are addressed thus more customer-focused due to effective goals setting. According to a study by Kahiga, (2017) on the influence of Strategic Leadership Practices on Competitive Advantage of National Bank of Kenya concluded that banking leaders require the right leadership style like strategic leadership to be able to guide their organization sustainable competitive advantage, above average profitability and financial performance.

This is necessary due to the new daily challenges faced by banks and especially with the most recent global financial crisis. Strategic leadership plays a crucial role in the provision of superior business performance. Competition among banks increased with the creation of incentives by the government in support of domestic and foreign investors to run businesses.

Mubarak and Yusoff (2019) studying the impact of strategic leadership on strategy implementation through previous literature review found that organizations seem to have difficulty in executing their strategies and leadership is claimed as one of the most significant barriers and that leadership is found as an important driver in successful strategy execution suggesting that the role of leadership should be undertaken meticulously while articulating and implementing the strategic decisions.

The study by Adoli and Kilika (2020) in a review of literature on conceptualizing the role of leadership strategy in the context of strategic management process and specifically focusing on the nature of strategic management process and its contribution to answer fundamental question of how firms achieve desired strategic implementation through use of suitable leadership found that organizational leaders formulating strategies through approaches that are systematic, rational as well as logical to strategic choices at corporate, business and functional levels are able to achieve desired goals in strategic plan.

This therefore calls for an appropriate leadership strategy aimed at eliminating the gap in human capital that exists in various levels of strategic management process in an organization between the current and desired state of leadership in the future that will address the organization deficiencies by considering the right number of leaders required by the firm for the next at least 5 years with required leadership qualities, skills, behavior, team capabilities and appropriate culture. This study however only focused on a comprehensive review of conceptual and theoretical literature that brings out the role of leadership strategy in the context of strategic management process as opposed to the current study which focuses on specific leadership styles of transactional and transformational and how they affect strategy implementation through use of primary data.

Rahman, Dey and Al-Amin (2019) studying the relationship between organizational strategy and leadership style in performance efficiency in an extensive studies conducted on different peer reviewed journals which is based on leadership and organizational strategy with performance. The findings of different authors are taken into consideration to show the cause effect relationship between organizational strategy and leadership strategy. This study establishes different proposition and validated those proposition with the analysis of different findings of different authors among them the importance of leadership in organizational strategy with the view that proper leadership results to organizational strategy that is in tandem with the organizational goals.

Kirimi and Minja (2011) stress that strategic leaders influence others through actions and ensure the employees understand and observe the corporate governance and ethical codes. Therefore, the direction that a firm takes in its performance would be an indication of the kind of leadership exhibited by the leadership. Carter and Greer (2013) argue that strategic leaders will always strive to meet the bottom line of the organization, which translates into better financial performance, product market performance and shareholder returns. Strategic leaders would thus endeavour to foster strategic direction and share it with other stakeholders for collective efforts to achieve set goals.

However, Oladele and Akeke (2016) opine that strategic leadership does not necessary lead to performance and only some aspects e.g. inspiration exhibited significant positive relationship with leadership. It can therefore be implied that strategic leaders need to possess and are willing to learn in a bid to improve their capacity to steer organisations for better performance in the eye of the all stakeholders be it shareholders, customers and even regulators as is the case of MFIs.

The study suggests that commercial banks should provide trainings on transformational leadership to supervisors in order to create awareness about the positive impact of transformational leadership on employee engagement which ultimately makes a difference on employees' job performance (Yeshitila & Beyene, 2019). In addition, commercial banks should encourage supervisors to exhibit all dimensions of transformational leadership to make employees love their work and organization rather than performing with fear.

Palladan, Abdulkadir and Chong (2016) studied the effect of strategic leadership, organization innovativeness; information technology capability on effective strategy implementation in a survey of cross-sectional nature conducted in tertiary institutions located in Kaduna State in Nigeria's educational sector. The results showed that contextual performance in the form of strategic leadership behaviors, organizational innovation attitude (innovativeness) and IT capability promotes the effectiveness of the institutions and that having strategic leaders in place couple with innovation attitude and IT capability of the institutions increases the efficiency of the overall institutions due to proper implementation of good and reputable strategies.

Further Palladan (2017) studies the effects of strategic leadership, organizational innovativeness and information technology capability on effective strategy implementation and suggested that strategic leadership, organizational innovativeness and information technology capability are found to be significant and positively affect organizational effective strategy implementation suggesting that the variables are important in facilitating strategy implementation.

5.8.2 Strategic Leadership, Organizational Structure and Strategy Implementation

The second 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.

This calls for strategic leaders therefore to organize and set up the right structure that can enable them achieve the intended strategies through the process of strategy implementation. An effective organizational structure has its roots in making a positive impact on the employee and business and, therefore, is aligned with the business strategy. It flows with the company culture. And, it is designed to attract and accommodate high performing individuals, through creation of positions that leverage their highest skills and provide development and growth, ensuring meaningful work and a sense of purpose from the present into the future (Bolaji & Adeoye, 2018).

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.

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 move in the direction they desire and could experience negative strategy implementations results instead.

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.

Uzarski and Broome (2019) study on leadership framework for implementation of an organization's strategic plan applying a qualitative approach and gathering the information using interviews in a Latin American financial institution found that strategic leadership and organizational structure both plays 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.

5.8.3 Strategic Leadership, Knowledge Sharing and Strategy Implementation

The third objective was to determine the influence of knowledge sharing on the relationship between strategic leadership and strategy implementation in the commercial banks in South Sudan. It was established that knowledge sharing has a statistically significant intervening influence on the relationship between strategic leadership and strategy implementation. The findings support Taylor and Taylor (2013) who argued that a well-managed knowledge by strategic leaders significantly influences strategy implementation and proposes the integration of the principles of shared leadership and knowledge management teams during strategy implementation.

The provision of the necessary information security and maintaining and security of information make up the greatest threat of financial transactions in the present day, so DBMS and classification must be improved in order to facilitate handling and make the most of them (Ahmed, 2020). Banks use databases to keep track of customer accounts, balances and deposits. A DBMS provides a better platform for data privacy thus helping companies to offer an improved data security. Due to the database management system, we have access to well managed and synchronized form of data making it easy to handle. It also gives an integrated view of how a particular organization is working and keeps track of how one segment of the company affects another segment.

Ali and Oudat, (2021) stated that meetings are vitally important if done well. Meetings help employees feel included, trusted, and that they are important team members, as well as giving them the opportunity to contribute to the success of our companies. Meetings and individual one-on-one conversations are fuel that runs companies. Meetings give important opportunities for team members to contribute their ideas and also letting them know our expectations, needs and wants from them. A good leader realizes that employees should be included in the decision-making process. A major decision will not work unless company members understand why it is being made. Through meetings, members can ask about issues concerning the change and have them clarified. Problems and issues are always evident within the team, and they can negatively affect the way employees do their daily tasks. Properly managed meetings can be a venue for team members to share their side of the story. Once a resolution is reached, employees can apply it to other similar situations to avoid repeating the problem.

Alkheyi, Khalifa, Ameen, Hossain, Hewedi and Nasir (2020) studied strategic leadership practices on strategy implementation: the mediating effect of knowledge sharing in the UAE Municipalities. The present study followed a quantitative research design and used PLS-SEM (Partial Least Square-Structural Equation Modelling) using Smart PLS (3.2.9). The findings of the study revealed that strategic leadership practices significantly affect knowledge sharing and strategy implementation. Besides, strategic leadership practice affects strategy implementation through knowledge sharing and knowledge sharing significantly affects strategy implementation. The importance of strategic leadership practice and knowledge sharing for strategy implementation showed that knowledge sharing in principle tend to be pragmatic by focusing the long-term success.

According to Bock, Zmud and Lee (2012) strategic leadership is required to facilitate the sharing of knowledge in key functional units and among employees themselves for strategy implementation to be successful. This is within the argument that different employees have diverse talents and are able to innovate best ideas suitable for strategy implementation which should be encouraged to be shared across the organizational units. The sharing of knowledge in an organization is well associated with how strategic leaders organize the structure that allows the utilization of the shared knowledge for implementation of strategies in place

Another study by Almatrooshi, Khalifa, Ameen, Hossain and Morsy (2020) on the role of knowledge-oriented leadership and knowledge sharing to manage the performance of Ministry of Interior in UAE. The study implemented SEM to investigate the study's hypotheses. A sample of 441 employees in the MOI was selected randomly. After testing the direct and indirect relationships, the study's results show that, there is a positive effect of KOL on OP through KS. All the hypotheses were accepted.

Lyndon, Pandey and Navare (2020) also studied shared leadership and team creativity: Investigating the role of cognitive trust and team learning through mixed method approach adopting a mixed method approach with sequential explanatory research strategy found that cognitive trust positively influences shared leadership. Further, team learning fully mediates the relationship between shared leadership and team creativity.

A study by Kasemsap (2021) on a practical framework and causal model of empowering leadership, team cohesion, knowledge-sharing behavior, and team performance of petroleum refinery plant employees in Thailand with data analyzed with descriptive statistics using SPSS and path analysis using LISREL found that dimensions of empowering leadership, team cohesion, and knowledge-sharing behavior have mediated positive effect on team performance. Knowledge-sharing behavior positively mediates the relationships between empowering leadership and team performance and between team cohesion and team performance.

The findings support previous studies for instance a study by Hu, Huang and Deng (2018) on the method analysis of online discussion forum. With email now considered a major productivity killer by many employees, organizations need to find new ways to improve communication. An online forum can help form a key part of your communication plan. Rather than searching through a packed inbox of emails, you can simply ask a question within the forum and see everyone's responses in a clear, chronological order.

Another advantage is that the key points raised in the discussion don't have to be lost. The most popular platforms will allow you to pin specific posts to the top of the discussion so no-one misses any key statements. Collaboration can help to bring out the creative sides of your team members, as they can work closer together and bring new ideas to the table.

With an online forum, you don't have to. Simply create a discussion and ask your community for help. If everyone posts problems and responds to them, over time it will create a network amongst colleagues that will be actively supporting each other. Even better, as forum posts are generally archived, you can refer back to previous answers given to common issues to do with your project. It could grow to become an FAQ or Wikipedia style resource for your team or even your whole organization.

For today's managers, good communication plays an essential role in their success in the workplace and in their personal life. Leaders who know how to communicate effectively with those around them will see better productivity and improved relationships in every aspect of their lives. Effective communication involves knowing how to listen attentively. It's the ability to offer empathy, open-mindedness, and helpful feedback based on what you hear. Also, a friendly demeanor, confidence, and quality nonverbal communication will also help you, as a manager, develop good relationships with the members of your team. Interpersonal skills are extremely important for creating and maintaining meaningful personal relationships in the workplace. People with good interpersonal communication skills can, therefore, build healthy relationships with their colleagues and work much better as a team. Good interpersonal communication skills are also necessary for managers to help their employees do their jobs successfully. Leaders need to be able to pass on the right skills to the employees that will enable them to perform their tasks and achieve business goals (Ludolph et al., 2018). Business reports provide useful insights for management such as information on spending, profits and growth. Reports will provide important detail that can be used to help develop future forecasts, marketing plans, guide budget planning and improve decision-making.

Managers also use business reports to track progress and growth, identify trends or any irregularities that may need further investigation (Shah & Khan, 2017). In addition to helping guide important decisions, business reports help to build an audit trail of business activities including reports that document annual budgets, sales, meetings and planning initiatives. Business reporting promotes transparency and for many public companies, an annual report is a legal requirement to provide shareholders, the government and others with financial data and ownership information about the business. Additionally, regular reporting throughout the business year enables businesses within the same sector to measure and compare their performances against others. Example, Financial reports are generally prepared on a regular basis by most companies and help to keep them on track toward achieving revenue and profit objectives. These reports highlight any variances in the financial results compared to forecasts in the annual business plan and will explain the reason for any significant negative variance.

Pugna and Boldeanu (2014) focused on establishment of an institutional knowledge management culture - a study of organizational vision, structure and strategy implementation found a significant relationship between managing knowledge, structure and effectiveness of strategy implementation and further argued that the sharing of knowledge in an organization is well associated with how strategic leaders organize the structure that allows the utilization of the shared knowledge for implementation of strategies in place. The study further holds that strategic leaders should encourage the sharing of knowledge within the functional units and also that knowledge itself may not influence strategy implementation but the level of absorption and utilization of such knowledge is what determines the strategy implementation success which is attributed to strategic leadership efforts.

In study by Mageswari, Sivasubramanian and Dath (2015) on knowledge management enablers, processes and innovation in small manufacturing firms using a structural equation modeling approach found that the effective implementation of a strategy is key as opposed to how best strategies you have developed within the organization that are not implemented and proposes that strategic leaders should identify the best knowledge sources to be relied upon and contacted in case of system improvement or failure including personnel possessing key skilled areas. Since commercial banks in South Sudan operate in a dynamic and politically unstable market niche, it is expected that they exhibit best combination of strategic leadership factors and share required knowledge in order for strategy implementation to take place and more so performance.

5.8.4 Strategic Leadership, Organizational Structure, Knowledge Sharing and Strategy Implementation

The last objective was to determine the joint effect of strategic leadership, organizational structures and knowledge sharing on strategy implementation in the commercial banks in South Sudan. The results showed that strategic leadership, organizational structure and knowledge sharing have a joint statistically significant influence on strategy implementation. This supports extant researchers. For instance, Varzaru and Varzaru (2013) argue that organizations that are well guided by objectives and goals should therefore strive to have the right leaders in place who should fit the right structure that fosters the function of knowledge sharing among employees to achieve the desired goals including better strategy implementation and enhanced performance.

Dahri, Amin and Waseem (2019) in their study on the role of strategic leadership in managing and empowering organization resources, as well as to review the effect of knowledge management as the constituent factor of organization dynamic capability which contributes to the success of organization strategy implementation in Regional Bank of PT with a sample of 115 leaders of Upper and Middle Managers in Bank Sulselbar and used Structural Equation Modelling and path analysis found that there is positive and significant influence of strategic leadership on dynamic capabilities and strategy implementation, yet there is no positive and significant influence of knowledge management on dynamic capability and strategy implementation.

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Essa (2018) study on examining the relationship between strategic leadership, organizational factors and knowledge sharing in the electric power sector in Jordan with a questionnaire developed and distributed to a sample of (345) employees in the Electric Power Sector in Jordan with different position, gender, experience, departments, age and number of employees they supervise showed that transformational and transactional leadership styles were the dominant leadership styles in the Electric Power Sector in Jordan unlike autocratic and laissez-faire leadership styles.

Moreover, there was a positive relationship between the strategic leadership and knowledge sharing, between transformational leadership and knowledge sharing and between the transactional leadership and the knowledge sharing in the Electric Power Sector in Jordan and those organizational factors such as structure played a significant role in the relationship. However, the results indicated that there was no statistically significant relationship between strategic leadership and knowledge sharing and a statistically significant negative inverse relationship between organizational structure and knowledge sharing.

The study by Pratama, Syamsuddin, Oktora and Sunarsi (2021) on the impact of organizational culture and transformational leadership on knowledge sharing using structural equation modeling through path analysis depicted that organizational structure and transformational leadership have a positive influence on knowledge sharing in organizations. Organizational structure and leadership style both play a vital role in promoting knowledge sharing activity among the employees.

Tasneem and Quresh (2020) explored the influence of leadership behaviour on knowledge sharing in state-owned enterprises with the mediating role of organizational structure. Data were collected by conducting a survey and was analyzed through multivariate analysis; PLS “partial least squares” and SEM “structural equation modeling”. The results of the study reflect that both leadership styles i.e. servant and transformational, significantly and positively affect knowledge sharing and organizational structure also has a positive and significant mediating role in the relationship between two leadership styles and knowledge sharing process.

Further Machuca (2014) studied the role of leadership: the challenge of knowledge management and learning in knowledge-intensive organizations towards implementation of organizational strategy argued that good structure in place enables knowledge to be shared which in turn influences organizational effectiveness. All people in management should therefore find ways of enhancing their leadership abilities which are very crucial especially in identifying and implementing the required strategies. An appropriate knowledge sharing strategy is seen as a tool to build competitive advantage in the long term and therefore differentiates companies from competitors.

5.9 Chapter Summary

The chapter presented the results of descriptive and inferential statistics. Descriptive statistics (mean, mode, median and dispersion range) were presented using simple frequency, percentages, means and standard deviation. Inferential statistics were used to test the relevant hypotheses and were conducted using simple simultaneous, stepwise and multiple regression analyses to test the statistical significance of the hypotheses at 95% confidence level.

The chapter has also detailed how the direct relationships were tested through simple linear regression and correlation analysis. It also detailed how the indirect relationships (moderation) were tested through hierarchical multiple regression and also how the joint influence was tested through stepwise multiple regression technique.

In review of the results, a hypothesis was said to be statistically significant (was not rejected if the p-value was less than 0.05 significance level, otherwise a hypothesis was considered to be statistically insignificant (not significant) and hence rejected. Finally, the chapter also presented the discussion of the results and conclusions based on the hypotheses tested.

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

This chapter presents summary of the findings, conclusion as well as the recommendations of the study. The field data obtained to address each of the objectives was presented in chapter four through descriptive statistics and effect of the independent variables on the dependent variable. These are presented relative to the findings of the previous chapter evaluating the influence of strategic leadership, organizational structure and knowledge sharing on strategy implementation among commercial banks in South Sudan.

6.2 Summary of Findings

The general objective of this study was to establish the relationship among strategic leadership, organizational structure, and knowledge sharing and strategy implementation among commercial banks in South Sudan. The study was guided by a descriptive cross-sectional design, with the objective of establishing relationships among the study variables. The unit of analysis therefore was commercial banks in South Sudan.

The first objective of the study was to establish the relationship between Strategic Leadership and Strategy Implementation for commercial banks in South Sudan. The explanatory variables were Transformational leadership and Transactional leadership. Using a simple linear regression analysis model, the study established a positive statistically significant relationship between Strategic Leadership and Strategy Implementation.

The second objective of the study was to establish the direct and moderating effect of organizational structure on the relationship between strategic leadership and strategy implementation. Organizational structure was measured by Mechanistic and Organic structure. To establish the moderating effect, Hierarchical Multiple Regression Analysis model was employed and results revealed that the proxies for organizational structure had a statistically significant effect for both direct and moderating effect on the relationship between strategic leadership and strategy implementation. It appears from the findings that organization structures enhance the strategy implementation largely because organizations with established structures are able to develop efficient strategic leadership for employees to penetrate and reach clients conveniently.

The third objective was to establish the direct and intervening effect of knowledge sharing on the relationship between strategic leadership and strategy implementation. Knowledge sharing was measured by five constructs namely; Databases, Reports, Meetings, Personal conversations and Discussion fora. It is established that knowledge sharing had direct and significant influence as well as a significant intervening effect on the relationships between strategic leadership and strategy implementation.

The fourth objective of the study was to ascertain the joint effect of strategic leadership, organizational structure and knowledge sharing on strategy implementation among commercial banks in South Sudan by jointly investigating the indicators of each variable. Using a stepwise regression analysis, the study established significant independent effects of strategic leadership, organizational structure and knowledge sharing on strategy implementation and further it was established that the joint effect had a higher significance as compared to individual effects.

6.3 Conclusions

The study determined the effect of strategic leadership on strategy implementation. The study found a strong relationship between strategic leadership and strategy implementation. Coefficient of determination indicated that strategic leadership explained 71.7 % of variation in strategy implementation. Further the overall model was significant as depicted by F-value. The significant relationship was further manifested by the significant t-value in the coefficient table. This therefore depicts that strategic leadership is key in determining strategy implementation within commercial banks in South Sudan and thus the hypothesis that there is no significant influence of strategic leadership on strategy implementation is rejected.

The second objective sought to establish how organizational structure influence the relationship between strategic leadership and strategy implementation. This was through the hypothesis that organizational structure does not significantly moderate the relationship between strategic leadership and strategy implementation among commercial banks in South Sudan. The hypothesis was tested using Baron and Kenny (1986) three step models of moderation. The results show positive and significant relationship when an interaction term is considered ($R^2=.722$, $\beta =0.688$, $p=0.00$) 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 among commercial banks in South Sudan is thus rejected.

The third objective sought to establish how knowledge sharing influence the relationship between strategic leadership and strategy implementation through hypothesis that knowledge sharing does not significantly mediate the relationship between strategic leadership and strategy implementation among commercial banks in South Sudan. The results show positive and significant relationship when an interaction term and strategic leadership ($R^2=.742$, $\beta=0.564$, $p=0.00$) implying that knowledge sharing adds significantly to the relationship as a mediator. The mediation therefore is depicted in the model. The hypothesis that knowledge sharing does not significantly mediate the relationship between strategic leadership and strategy implementation among commercial banks in South Sudan is thus rejected.

The fourth hypothesis was to determine how much change in strategy implementation would be jointly explained by the changes in strategic leadership, organizational structure and knowledge sharing through hypothesis that organizational structure and knowledge sharing jointly do not significantly moderate the relationship between strategic leadership and strategy implementation among commercial banks in South Sudan. The results reveal that the joint effect of strategic leadership, organizational structure and knowledge sharing on strategy implementation was statistically significant. The results show that jointly the variables explain 74.0% of the variations in strategy implementation ($R^2 = .740$). The results show that the joint effect of strategic leadership, organizational structure and the knowledge sharing on strategy implementation in commercial banks in South Sudan is statistically significant and thus the hypothesis is rejected.

6.4 Contributions of the Study Findings

The findings from this study contribute to the body of knowledge in the area of the influence of strategic leadership, organizational structure and knowledge sharing on strategy implementation. This section highlights the study findings contribution to knowledge, regulators and benefits to commercial banks in South Sudan on managerial policies and practices.

6.5 Implications of the Study

The current study examined the relationship between strategic leadership, organizational structure, knowledge sharing and strategy implementation. The moderating role of organizational structure and knowledge sharing was also examined. The findings of the study present theoretical, managerial and policy implications.

6.5.1 Theoretical Implications

The study also sheds more light on the existing and current theoretical debates on strategic leadership and strategy implementation. The findings of the study showed that strategic leadership is an integral element that contributes to strategy implementation. These findings reinforce the Resource-Based Theory that contends that leaders have the ability and capacity to redirect, reconfigure, transform, integrate and shape central knowledge as a key resource to organizational success. In addition, the study observed that strategic leaders develop strategic vision, set goals and objectives of the organization and that through informed decision making is when strategy implementation process is enhanced (Abashe, 2016).

The findings of the study also showed that knowledge sharing mediates the interaction between strategic leadership and strategy implementation. This observation conforms to Knowledge-Based theory which suggests that a firms' ability to implement its strategies depends on its ability to capitalize, defend and apply knowledge that it creates and shares (Ibrahim, 2017).

6.5.2 Policy Implications

The study makes important contribution to policy makers. Changing market dynamics and economic cycles present great challenges to policy makers in the commercial banks in South Sudan. From a global understanding of key components in the growth of a country's economy, commercial banks are vital to the development of industry and trade. They act as guardians of the country's wealth and resources and enable capital to move to productive assets at the appropriate time. In a nutshell, if commercial banks suddenly disappeared, the economy would collapse, policy should therefore focus on what to improve and what measures should be put in place for commercial banks not to close their doors due to poor strategy implementation as a result of leadership constraints, inadequate structure and limited knowledge in place.

Further, there is a significant role of this study to policy makers as the insights learnt will help them to develop banking regulations and policies that will encourage greater comparability of banks through knowledge sharing amongst different stakeholders to develop capacity and capabilities. Finally, application of gained insights will also help policy makers to grow the overall sustainability, competitiveness, attractiveness and strategy implementation of the commercial banks in the country and beyond.

6.5.3 Implications to Practitioners

The results of the study are also expected to have positive implications to the practitioners. Research has shown that strategic leadership impact significantly on the strategy implementation of commercial banks in South Sudan. Managers must take cognizance of the fact that their main duty revolves around isolating the exact needs of customers and deciding on the best strategy mechanisms including mobilizing deposits and advancing credit to productive investments for the benefit of stakeholders, existing and potential investors, government and customers - both retail and corporate in order to achieve the goal of financial intermediation.

The study has also revealed that the interaction of strategic leadership and strategy implementation is further moderated by organizational structures and knowledge sharing. 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, processes supporting sharing of crucial knowledge and an effective organizational structure in place. Strategic leaders are also required to undertake critical functions of setting vision, defining objectives, choosing appropriate structure and coordinating knowledge sharing in order to realize the set organizational goals.

6.5.4 Implications to New Knowledge

The study aimed at establishing the effect of strategic leadership on strategy implementation of commercial banks in South Sudan. This adds knowledge to the area of strategic management. Strategy implementation is the primary concern in practice and research of strategic management. Strategic leadership thus is considered as an essential source of improved strategy implementation through putting in place the required organizational structure and creation of required environment for crucial knowledge sharing within different functional units. This means an organization which sets out unique features, characteristics, patterns and processes implements their strategies better than others.

The choice of strategy and subsequent implementation may be as a result of the organizational structure and the knowledge in place. For the organization to implement its strategies, it must ensure that they have put in place a required organizational structure and also knowledge is well managed through well constituted strategic leadership. It is through the organization structure that a firm will identify the activities and how they can be coordinated to achieve the desired results. Another way through which performance can be achieved is through firms adopting an effective utilization of knowledge sharing which is associated with the ability of the firm to access and harness specialized knowledge of its members and share across the functional units to boost performance. Individuals and groups in an organization are specialized and talented in different ways thus necessary for the expertise within the reach of any employee to be shared across different units for the coordination and support necessary in development, processing and executing of any plan which eventually leads to competitive advantage.

6.6 Recommendations

Effective and efficient strategy implementation has been identified as a primary factor driven by the strategic leadership. Since the main goal of any strategic manager is to provide a firm's exceptional performance, it is recommended that management should put in place strategic leadership capabilities that focusses on excellent planning, successful strategy execution and getting a competitive edge over rivals. Furthermore, leadership must initiate the assessment procedure to clinch the viability of the entire management procedure. This accountability angle of leadership will highlight the flaws and enhance the strategies through continuous improvement and changes. Furthermore, this evaluation process will assist leaders and managers to maintain and sustain spontaneous growth of the banks while implementing strategies effectively.

Organizational structure helps firms to successfully implement their strategies as a means of outperforming competitors. The study found that organizational structure moderates the relationship between strategic leadership and strategy implementation. Thus, after banks formulate their strategies, strategic leaders must make designing organizational structure its priority. Strategic leadership, structure and strategy implementation need to be closely aligned. Furthermore, banks need to have clear lines of strategy communication with policies and procedure manuals available acting as resource communication elements contributing to strategy implementation. Banks executives need to make roles and reporting structures clearer to hasten decision-making. They should determine how to organize functional activities to ensure they are effective and efficient.

The study also found a significant mediating influence of knowledge sharing on the relationship between strategic leadership and strategy implementation of commercial banks in South Sudan. It is therefore recommended that banks should invest in knowledge management software for an ongoing, continuous process that often runs counter to current business strategies. While installing knowledge software is a one-time affair, knowledge management itself is not a set-and-forget project. The bank's knowledge base is a living, evolving entity that banks need to update and improve over the long term. Furthermore, banks should roll out new knowledge base by engaging high-profile subject matter experts and monitor processes. By so doing, commercial banks can make workflow improvements as they gradually bring in more groups over time. This ensures the substantial volume of content being transferred to new knowledge base gets up and running sooner, thus allowing banks to begin seeing value sooner.

The study finally suggests that board of directors and management of commercial banks should develop and formulate guidelines, governing structure and strategic plans for effective implementation of organization goals and objectives. Shareholders and management of these banks should also know that strategic leadership is an integral part of organizational success and therefore the study recommends that management of any bank should know there is a clear relationship between chief executive officer abilities and performance and senior management team of the organization and the success of the firm therefore, management team influence each stage of the process of strategic process. The study recommends the development of a framework for adoption by commercial banks, designed to address strategy implementation challenges that continue to hinder realization of successful strategy implementation: This framework should be based on the fact that strategy implementation is a function of strategic leadership, organizational structure and knowledge sharing.

6.7 Limitations of the Study

This study like any other agenda in the enterprise of humanity research had some limitations and every effort and precaution was undertaken to deal with them and ensure that they did not significantly affect the findings of the study.

First, this study zeroed down on the strategic leadership in terms of transformational and transactional leadership and left out other indicators that might play a major role like; top management team characteristics, corporate governance and managerial competence which could also come into play as indicators that might influence the relationship between strategic leadership and strategy implementation either as moderating, mediating or controlling variables. Besides the listed set of strategic leadership indicators, it is important also to note that there are possibly other factors which may dictate the direction and speed of strategy implementation that were not considered in this study. These factors include but are not limited to research and development budget, market accessibility and quality of competitive strategies.

Secondly, this research was limited to an emerging economy with notably thin commercial banks and a relatively low market development. This would therefore imply that caution should be taken into account when attempting to generalize the findings to a more developed markets in the region and other parts of the world which record high commercial banks development with sophisticated and efficient technology. Thirdly, the study presumed existence of a linear relationship between strategic leadership, organizational structure and knowledge sharing on strategy implementation. There is a possibility of the study variables having a different form of relationship like a curvilinear relationship that the current study did not explore.

It is worth noting that besides the analytical techniques adopted in this research, there are possibly other methodologies that can be deployed in descriptive studies not applied in this study. It is acknowledged that this does not in any case water down the findings of the study. The adoption of such other statistical procedures and operationalization of variables could have led to enhanced utility in the understanding of the underlying mechanisms behind strategic leadership. The other methodological limitation lies in the heart of data and data collection which is an extremely expensive process especially in the absence of data bases. In this study, questionnaires were developed and respondent to physically by the respondents despite covering huge geographical territories. Although this study had faced such listed limitations and as earlier stated, every effort was made to ensure that these limitations did not significantly affect the findings of the study.

6.8 Suggestions for Future Research

The study focused on commercial banks in South Sudan driven by the fact that these banks operate in a diverse setup characterized by different strategic options, leadership capability and also knowledge levels which requires specialized knowledge to be shared for strategy implementation to take place. Further similar research in other industries like manufacturing, MFIs and SACCOs should be conducted to validate the results of this study. Such a study would increase the empirical knowledge in the subject matter while also extending the generalizability of the study findings.

The moderating effect of organizational structure on the interaction between strategic leadership and strategy implementation has provided mixed results in the past. There is thus a need for future researchers to study this area as they seek to add to the existing body of knowledge with substantive theoretical and empirical insights concerning the earmarked study variable. Finally, the research questionnaires were mainly administered to the target respondents through drop-and-pick-up later method. This increased chances of misinterpretation of the items captured in the questionnaire and survey response syndrome. There is need for future studies to have research survey tools presented to respondents on face-to-face interviews as they are presumed to allow for more in-depth data collection from the respondents and comprehensive understanding of the survey content.

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APPENDICES

Appendix I: Research Questionnaire

The data shall be used for academic purposes only, and will be treated with strict confidence. Your participation in facilitating the study is highly appreciated. All information in this questionnaire will remain absolutely confidential.

PART A: BANK INFORMATION

1. Name of your bank (optional): _____
2. Department: _____
3. Your job title: _____
4. How long has your bank been in existence: (Years)

5. Please indicate the total number of permanent employees in your bank
 Up to 10 employees () 11 to 50 employees ()
 51 to 100 employees () 101 to 200 employees ()
 201 to 300 employees () More than 300 employees ()
6. Please indicate the ownership structure of the bank
 Local owned ()
 Foreign ()
 Both local and foreign ()

PART B: STRATEGIC LEADERSHIP

1. The following statements describe the characteristics of strategic leadership in the banks. Please indicate the extent to which they apply to your bank. Rate the statements using the scale where 1 - "Not at all", 2 - "To a small extent", 3 - "To a moderate extent", 4 - "To a large extent" and 5 - "To a very large extent".

| S/NO | Strategic leadership | 1 | 2 | 3 | 4 | 5 |
|------|--|---|---|---|---|---|
| i) | The bank leadership set goals and objectives to be met | | | | | |
| ii) | The bank leadership demonstrates good knowledge in executing their roles | | | | | |

| | | | | | | |
|--------|---|--|--|--|--|--|
| iii) | The leadership sets functional example to bank personnel. | | | | | |
| iv) | The bank leadership has described the duties and roles of each functional unit in tandem with the set goals. | | | | | |
| v) | The bank leadership encourages sharing of new information across the functional unit | | | | | |
| vi) | Bank leadership encourages knowledge acquisition programmes like training opportunities | | | | | |
| vii) | Bank leadership goes beyond self-interest for the good of the set goals. | | | | | |
| viii) | Bank leadership leads in strategic decision making process | | | | | |
| ix) | Bank leadership shares their desires to staff for implementation. | | | | | |
| x) | There exist high standards of performance due to team building initiatives. | | | | | |
| xi) | The bank leadership have inspiration appeals of faith and trust towards the set goals | | | | | |
| xii) | The bank leadership inspires loyalty and commitment to work. | | | | | |
| xiii) | The bank leadership displays optimism and enthusiasm. | | | | | |
| xiv) | The bank leadership emphasizes on collective team building | | | | | |
| xv) | The bank leadership organizes motivational talks for the staff | | | | | |
| xvi) | The staff meet performance targets because the management encourages innovative and creativity | | | | | |
| xvii) | The staff meet performance targets because the management heightens their desire to succeed by stimulating their effort | | | | | |
| xviii) | The staff meet performance targets because the management increases their willingness to try harder | | | | | |
| xix) | The banks management strives harder to inculcate best working practices to staff for better outcome | | | | | |
| xx) | The management in our bank shares performance successes to stimulate staff to perform well | | | | | |
| xxi) | The bank encourages investing in staff personal development through coaching and mentoring | | | | | |
| xxii) | The bank heightens staff desire to succeed by enabling them to pursue training opportunities | | | | | |

| | | | | | | |
|----------|--|--|--|--|--|--|
| xxiii) | The bank inculcates the willingness of the staff to undertake personal development engagements | | | | | |
| xxiv) | The bank knows each of the staff development needs to be undertaken | | | | | |
| xxv) | The bank does development needs assessment to determine its position in the competitive market | | | | | |
| xxvi) | Bank leaders set goals, monitor behavior and performance, provide feedback and rewards | | | | | |
| xxvii) | Bank leadership emphasizes the importance of having collective sense of mission | | | | | |
| xxviii) | Bank leadership rewards staff when they meet the work expectations | | | | | |
| xxix) | Bank leaders summons staff for failure to meet the set standards | | | | | |
| xxx) | Bank leadership rewards for undertaking difficult and unexpected challenges | | | | | |
| xxxi) | The bank leaders are willing to share power | | | | | |
| xxxii) | Bank leadership rewards for assignments geared towards better service delivery | | | | | |
| xxxiii) | Bank leadership are keen to motivating functional units for better performance | | | | | |
| xxxiv) | The management is concerned in the event that staff do not meet performance levels | | | | | |
| xxxv) | There are corrective measures to enhance performance among the staff | | | | | |
| xxxvi) | The bank demotes those staff that do not meet the performance target | | | | | |
| xxxvii) | The punishment for not meeting the target is well communicated to the staff | | | | | |
| xxxviii) | Each individual work portion is managed closely by the management | | | | | |
| xxxix) | Arising problems are fixed immediately by the bank | | | | | |

PART C: ORGANIZATIONAL STRUCTURE

1. The following statements describe the nature of organizational structure within your bank. Rate the statements using the scale where 1 - "Not at all", 2 - "To a small extent", 3 - "To a moderate extent", 4 – "To a large extent" and 5 – "To a very large extent".

| S/NO | Organizational structure | 1 | 2 | 3 | 4 | 5 |
|-------|---|---|---|---|---|---|
| i. | Our bank has divided labour in to specialized functions | | | | | |
| ii. | Our bank has well defined rules and procedures | | | | | |
| iii. | Our bank grants employees limited participation in decision making | | | | | |
| iv. | Performance standards are set by senior management in this bank | | | | | |
| v. | Decision making in our bank is concentrated at the top level management | | | | | |
| vi. | The decisions in our bank are characterized with formalization and centralization | | | | | |
| vii. | Our bank has many layers of management | | | | | |
| viii. | Our bank experiences rigid departmentalization | | | | | |
| ix. | There is simple structure in our bank | | | | | |
| x. | Our bank gives employee greater discretion in decision making | | | | | |
| xi. | Our banks decisions are decentralized to lower levels | | | | | |
| xii. | Job specialization is exhibited at low degree in our bank | | | | | |
| xiii. | There are few management levels in our bank | | | | | |
| xiv. | The chains of command are short in our bank | | | | | |
| xv. | There is informal and simple structure in our bank | | | | | |

PART D: KNOWLEDGE SHARING

Indicate the extent to which you agree with each of the following statements concerning knowledge sharing in your firm. Use the keys provided to **TICK** (✓) as appropriate.

Key:

- 1-Not at all; 2-To a small extent; 3- To a moderate extent; 4- To a large extent; 5-To a very large extent

| | Knowledge sharing | 1 | 2 | 3 | 4 | 5 |
|-------|---|----------|----------|----------|----------|----------|
| i. | The bank collects information on customers' needs and preferences and store in a customer's management database | | | | | |
| ii. | The bank stores and shares information from its research and development activities | | | | | |
| iii. | The bank acquires new information from business partners, stores and shares to functional units | | | | | |
| iv. | The bank stores acquired market development skills from business partners and shares to different units for application and utilization | | | | | |
| v. | The bank acquires knowledge from macro sources for developing new products | | | | | |
| vi. | The bank shares documented specific knowledge related to current work operations | | | | | |
| vii. | Inter-departmental review meetings allow opportunities for discussing work methodologies | | | | | |
| viii. | We hold meetings to share own experiences and practices on specific issues of common interest | | | | | |
| ix. | We ask questions that provoke debate and analysis at bank's meetings | | | | | |
| x. | We hold meetings to promote excellence at work | | | | | |
| xi. | Our management use our meeting minutes to make key decisions | | | | | |
| xii. | Experts in certain areas teach on the methods they use in step by step description during discussion | | | | | |
| xiii. | We participate in discussions on strategy execution and quality management for all employees | | | | | |

| | | | | | | |
|--------|---|--|--|--|--|--|
| xiv. | New employees are assigned mentors to help them gain work experience during discussion sessions | | | | | |
| xv. | We spend time in discussion with others to help them solve work problems | | | | | |
| xvi. | We share experiences that can help others avoid risks and deliver their tasks | | | | | |
| xvii. | We contribute ideas and thought to the bank through personal conversations | | | | | |
| xviii. | We encourage our employees to get up to date with important bank information through personal conversations | | | | | |
| xix. | We share new ideas to redesign work processes through personal conversations | | | | | |
| xx. | We brainstorm suggestions for solving problems in order to improve current bank issues through personal conversations | | | | | |
| xxi. | We participate fully in personal conversations sessions to find solutions for problems we face within our work | | | | | |
| xxii. | We refer to written reports in decision making | | | | | |
| xxiii. | Our management encourages employees to consider reports to improve performance | | | | | |
| xxiv. | Written reports in our bank help employees to solve current challenges | | | | | |
| xxv. | Our bank shares written reports to key functional units | | | | | |
| xxvi. | The information contained in our written reports is trusted since the bank involves experts | | | | | |

PART E: STRATEGY IMPLEMENTATION

2. Kindly indicate your agreement or disagreement with the following statements concerning strategy implementation in your firm. Rate the statements using the scale where 1 -"Not at all", 2 - "To a small extent", 3 -"To a moderate extent", 4 – “To a large extent" and 5 – “To a very large extent".

| | Strategy Implementation | 1 | 2 | 3 | 4 | 5 |
|-------|---|----------|----------|----------|----------|----------|
| i. | Success in carrying out strategic activities is measured at all levels of the organization. | | | | | |
| ii. | The structure is flexible enough to accommodate any changes in strategy | | | | | |
| iii. | The strategic plan is developed using a participatory approach | | | | | |
| iv. | Departments are allowed room to device viable ways of achieving strategic objectives | | | | | |
| v. | Achievement of key strategic plan indicators are used as means of performance improvement | | | | | |
| vi. | Employees are regularly trained to ensure quality implementation of strategic plan | | | | | |
| vii. | The bank matches each employees skills with strategy implementation | | | | | |
| viii. | The bank is keen on competencies when recruiting staff for strategy implementation | | | | | |
| ix. | The bank has a strategic department headed by skilled management | | | | | |
| x. | Staff in strategy are motivated to acquire more skills for strategy management | | | | | |
| xi. | Management promotes qualified staff to head its operations | | | | | |
| xii. | Employees are mentored and coached to participate in decision making | | | | | |
| xiii. | There is team spirit in the execution of company duties | | | | | |

| | | | | | | |
|--------|---|--|--|--|--|--|
| xiv. | There are adequate resources to enable employees accomplish their duties | | | | | |
| xv. | Management encourages cross-organizational employee feedback on strategy implementation process | | | | | |
| xvi. | The company organizes team building activities for staff | | | | | |
| xvii. | The staff have proactive culture | | | | | |
| xviii. | The company has a transparent hiring process | | | | | |
| xix. | The bank has adequate staff to execute strategy implementation functions | | | | | |
| xx. | The banks staff are well motivated to execute their mandate | | | | | |
| xxi. | The staff are given opportunities to innovate | | | | | |
| xxii. | Management encourages staff to unleash their capabilities on strategy implementation process | | | | | |
| xxiii. | The bank has organized the staff in each functional units depending on capabilities | | | | | |
| xxiv. | The bank has a transparent hiring process to balance the staff in each area of operation | | | | | |

THANK YOU

Appendix II: List of Commercial Banks in South Sudan

| S/NO. | Name of commercial bank | Status | Start of operations |
|--------------|--|---------------|----------------------------|
| 1 | African National Bank | National | 2012 |
| 2 | Afriland First Bank | Joint Venture | 2012 |
| 3 | Agricultural Bank | National | In Process |
| 28 | Alpha Commercial Bank | Joint Venture | 2015 |
| 4 | Buffalo Commercial Bank | National | 2008 |
| 5 | Charter One Bank | Foreign | 2011 |
| 6 | Commercial Bank of Ethiopia | Foreign | 2009 |
| 7 | Cooperative Bank of South Sudan | Joint Venture | 2013 |
| 29 | Ebony National Bank | National | 2015 |
| 8 | Ecobank | Foreign | 2013 |
| 9 | Eden Commercial Bank | National | 2012 |
| 10 | Equity Bank | Foreign | 2009 |
| 11 | International Commercial Bank | Joint Venture | 2012 |
| 12 | Ivory Bank | National | 2006 |
| 13 | KCB Bank South Sudan Limited | Foreign | 2006 |
| 14 | Kush for Agricultural Development Bank | National | 2013 |
| 15 | Liberty Commercial Bank | National | 2012 |
| 16 | Mountain Trade and Development Bank | National | 2011 |
| 17 | National Credit Bank | Joint Venture | 2013 |
| 18 | Nile Commercial Bank | National | 2006 |
| 19 | Opportunity Bank | Joint Venture | 2013 |
| 21 | People's Bank | Joint Venture | 2013 |
| 22 | Phoenix Commercial Bank | Joint Venture | 2013 |
| 23 | Qatar National Bank | Foreign | 2011 |
| 24 | Regent African Bank | Joint Venture | 2013 |
| 25 | Royal Express Bank | National | 2013 |
| 26 | South Sudan Commercial Bank | Joint Venture | 2011 |
| 20 | Southern Rock Bank | Joint Venture | 2013 |
| 30 | St Theresa Rural Development Bank | National | 2016 |
| 27 | Stanbic Bank | Foreign | 2012 |

Source: Bank of South Sudan (2021)