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The effect of Coordination, Departmental-relationship, and Strategic-leadership on Organizational performance: The case of Zambia Electricity Supply Corporation Limited and Copperbelt Energy Corporation in Zambia

Mr. Bennet Kaonga

Director, Education, Beacon of Hope

Abstract

The purpose of this research is to examine the effects of Coordination, Departmental-relationship and Strategic-leadership on organizational performance in ZESCO Limited and Copperbelt Energy Corporation based in Zambia.

According to literature review, the success rate of strategy implementation in organizations is incredibly low at about 10%. Both tangible and intangible aspects have a bearing on strategy implementation and these involve known and unknown risks, uncertainties and other factors that may cause ZESCO's and CEC's performances to differ significantly from the anticipated ones. This gap bears testimony to the reality that what is planned is not always what is achieved and deserves further research.

Resource Based, Organizational Culture, Organizational structure, strategic leadership and Contingency theories guided the conceptualization of the research. From the conceptual framework, a research model was generated with the following hypotheses:

H1:There is a significant positive relationship between Coordination and Organizational performance.

H2: There is a significant positive relationship between Coordination and Departmental relationship.

H3: There is a significant positive relationship between Coordination and Strategic leadership.

H4: There is a significant positive relationship between Departmental relationship and Organizational performance.

H5: There is a significant positive relationship between Strategic Leadership and Organizational performance.

H6: Departmental relationship significantly mediates the relationship between Coordination and Organizational performance.

H7: Strategic leadership significantly mediates the relationship between Coordination and Organizational performance.

H8: There is a significant positive categorical moderating effect of firm's types (public or private) on the relationship among model construct.

The methodology adopted a cross-sectional descriptive survey. The main instruments in data collection used was semi-structured questionnaires targeting top, middle and lower management staff, because people in these positions were deemed to be knowledgeable on the factors that influence the

implementation of strategy. A total of 230 responses were received from 267 questionnaires, which constituted a response rate of 86%. SmartPLS Structural Equation Modelling (PLS-SEM) utilizing latent variables were employed to hypothesize a model and partial least-squares (LVPLS) was employed for the analysis.

The findings revealed that Coordination, Departmental-relationship and Strategic-leadership had a significant positive effect on their organizational performance. In addition, the study found out that Departmental-relationship and strategic-leadership significantly mediate their relationship between Coordination and organizational performance. Also, Multi-group analysis (PLS-MGA) revealed that the type of organization did not have any effect on their performances.

The outcome of the study may be useful to policy makers on the determinants of strategy implementation and help to improve the performance of their organizations.

In order to obtain more insights, a comparative study is recommended on other developing countries as this would allow the study to reveal more factors that influence strategy implementation outcome.

1. Introduction

Strategy implementation is an integral part of strategic management and that it depends on many factors that directly or indirectly influence its course. In order to improve the effectiveness of strategy implementation, it is necessary to examine the factors that influence its effectiveness.

1.1 Background

Most organizations that have strategic plans in place are not strangers to the impacts of coordination, leadership and departmental-relationships on their performances. While the theoretical basis of these variables has been relatively well-explored, less research has been carried out on the practicalities of variables that influence effectiveness of strategy implementation (Suderwall etal 2010).

In Zambia most of the organizations have incorporated these variables in their quest to enhance performance and though there are critical they have failed to produce the desired results. This has created a knowledge gap in the implementation process which this article seeks to address.

1.2 Choice of ZESCO limited and CEC

The author decided to select for study ZESCO Limited and CEC because they are both power utility companies and have strategic plans in place. Largely their strategy implementation was influenced by coordination, leadership and departmental-relationship among linking support attendants.

1.2.1 Challenges affecting ZESCO and CEC in strategy implementation

Electricity plays a pivotal role in various sectors of every economy and it is also a key national resource. However, power utility companies within Africa, Zambia in particular, are facing numerous challenges in their strategy implementations such as: inadequate skilled or specialized manpower in strategic management, lack of dedication and commitment from stakeholders, poor leadership, lack of policy implementation, non-cost reflective tariffs, financial or constrained funding, political interference, regulatory and statutory compliance (Chama 2017).

As is the case globally, Zambia has not been spared from industrial challenges concerning strategy implementation. According to Zulu (2015), Smit (2011), Kapika & Eberhard (2013), a number of factors relating to poor implementation were identified such as but not limited to the following:

- Inadequate investment in new infrastructure assets
- Poor funding and prioritization in the generation, transmission, and distribution assets
- Inadequate resources

- Weak human resource productivity, poor maintenance, and operation regimes
- Inadequate core competences, poor coordination, lack of staff dedication and poor staff commitment
- Poor financial and management practices and
- Inadequate experienced personnel

1.3 Statement of problem

Strategy implementation at a higher level of the company such as the Board or Executive level may face the challenge at sub-sectional and departmental levels since these are left out from the initial phase of formulation thus compromising on individual commitment and interaction among departments (Norris et al 2014, Sausman et al 2016).

Following on the opinion of Alexander (1991) and Mehmet (2014) and the challenges faced by ZESCO Limited and CEC indicated above, it is clear that coordination of activities, leadership and relationship among departmental units had a bearing on the performance. In this regard, this study attempts to validate the relationship between Coordination, Departmental-relationship, Strategic-Leadership and their impact on organizational performance in ZESCO limited and CEC of Zambia.

1.3.1 Research objective

The purpose of the study was to determine the extent to which Coordination, Departmental-Relationship and Strategic-Leadership influenced organizational performance in ZESCO Limited and Copperbelt Energy Corporation (CEC) based in Zambia.

2. Literature Review

2.1 Key concepts and definitions

Strategy

Jonas (2000) defines strategy as a plan of action that allows the organization to accomplish its mission in terms of goals, objectives and purpose. It is in essence a tool for guiding the organization forward and providing a framework through which it will operate. It provides a business with the roadmap it needs to pursue a specific strategic direction and performance goals (Elsen 2019).

Based on definitions by Mintzberg (1994) & Andrews (1980), a strategy is defined as the pattern of decisions and actions over time in a company that determines and reveals its objectives, purposes, or goals, and produces the principal policies and plans for achieving those goals.

Strategy implementation

The essence of strategy implementation is simply to get things done (Hrebiniak 2006). It is therefore concerned with putting strategy into practice and can be described as the execution of tactics so that the company moves in the desired strategic direction (Giles 1991). Not all strategies that are effectively formulated are effectively implemented.

Miller et al (2007) states that strategy implementation is the combination of necessary actions and steps to implement a strategic plan. It is a dual word that offers a combination of two key concepts of ‘strategy’ and ‘implementation’ alluded to already.

Coordination

According to Rishav (2021), coordination is defined as the integration and synchronization of the individual efforts of all the members of the organization in order to achieve a common or desired objective set by the organization. It is an invisible link which holds the organization and run through all the activities in a synchronized way at every level of the organization.

Mintzberg (1978) defined it as a pattern in a course of actions to manage interdependencies among activities that are performed by multiple variables.

Departmental relationship

Departmentalization is the grouping of jobs according to the functional structure that provides a system of coordination (Lulwani 2005). Functional structures refer to the departmentalization in which jobs are grouped based on similarity in functions for example Accounts, Maintenance, Planning departments etc. Departmental relationship in this regard is aligned with the understanding that the functioning of the organization is a result of collective work practices, but also by the association between individuals and sectional areas that serve as a basis for organizational outcomes and results.

Strategic Leadership

Hitt etal (2007) have defined strategic leadership as the ability of the leader to anticipate, envision, maintain flexibility, influence and empower others to achieve organizational goals. Strategic leadership role in strategy implementation include shaping effective organizational culture, determination of strategic direction, effective management of organization's resource portfolio, building an organization, enforcement of ethical compliance, development of short-term objectives and plans, communicating strategy as well as establishing balanced organizational controls (Thompson, Strickland & Gamble, 2007).

2.2 Empirical evidence on factors that influence strategy implementation

A study by Khayota (2014), investigated strategy implementation and its functional relationship with organizational performance in service delivery in Lake Victoria Water Services Board (LWSB) in Kenya. The study participants were drawn from the water companies, District Officers, and the Board. From the population size of 117, 58 responded to the study, representing 49.5% response rate. The study found that commitment, skills and competencies, organizational structure, culture, employee involvement and strategic leadership influenced strategy implementation at LVWSB and its affiliate institutions. The organizational structures adopted at LVSWSB influenced implementation of strategic plans in the forms of task allocation, departmentalization/decentralization of authority, span of control, hierarchical length, employee co-ordination and integration, and structural flexibility.

Masinde (2017) examined the effect of strategic management drivers on operational performance of container terminal. The study adopted a descriptive research design with stratified sampling The collected data was analyzed using descriptive statistics. The results of the study indicated that inter-departmental collaboration and strategic leadership had a positive influence on operational performance whereas strategic information technology had an insignificant effect on operational performance.

Mabai & Hove (2020) in their study on factors that determine the performance of the department of human settlements in South Africa established that communication, organizational culture, organizational structure and leadership were the key factors that affected performance in the department. Based on the analysis undertaken, it was recommended that the department should strategically invest to improve the resources required to aid the employees to effectively execute their duties and enhance its implementation outcome.

The study conducted by Eposi & Potgieter (2021), on the possible factors that hampered the performance of South Africa Post Office revealed that poor coordination was one of the main contributing factors that affected their performance. The study was grounded on the contingency theory which emphasized the need for management and frontline employees to utilize various methods to resolving problems that could obstruct strategy implementation. It adopted a qualitative research

approach with semi-structured interviews to obtain data from selected participants. The results obtained indicated that post offices failed to implement their strategic plans SAPO (2019–2021) and performed dismally on KPIs due to factors such as poor leadership, lack of commitment, poor coordination, inability to communicate effectively, technological barriers and organizational culture.

From the Zambian perspective, strategy implementation was the main challenge that organizations agonized with. In the public sector, the National Decentralization Strategy that was enacted in 2002 and launched in 2004 failed to reach its implementation potential to date (Gumboh 2012). Among the challenges faced were lack of financial resources, poor dedication, weak coordination, inadequate commitment and lack of inter government ministries.

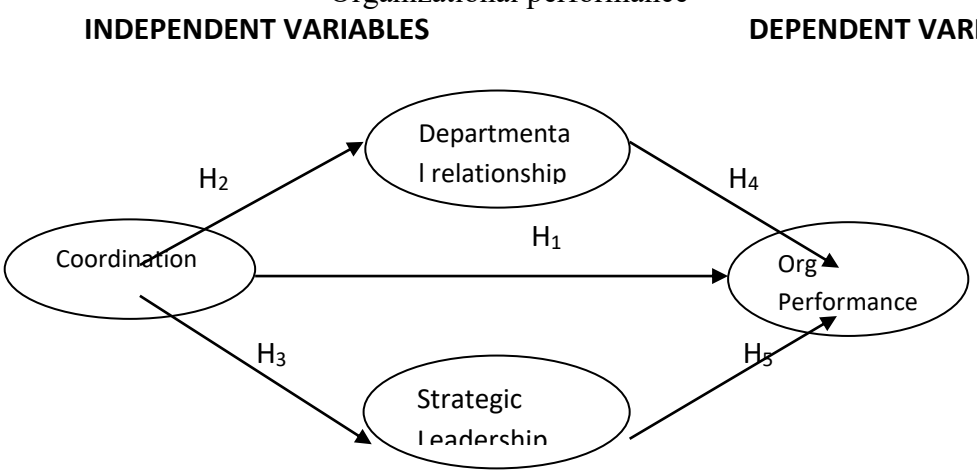
Taylor, Muwowo & Phiri (2018), conducted a study of the Kitwe City Council's Strategic Plans in Zambia to determine the constraining factors in realizing its strategic plan objectives. This case study focused on the strategic plan of the Council for the period 2012 to 2016. The results of the study indicated that, Kitwe City Council had an ambitious plan which was unrealistic in the sense that within the planned period, too many priority projects were incorporated into it. Furthermore, the implementation of the plan lacked committed leadership drive at the departmental level of the institution, lacked ownership of the strategic plan document, inadequate financial resources, non-coordination of department/sectional functions and inadequate harmonization of the strategies in implementation of strategic activities by the departments within the Council, political interference and non-collaboration of potential cooperating partners affected the implementation of the plan. The implementation of the strategic plan (2006-2010) was dismay and not effectively implemented.

3. Research Model - Theoretical Constructs Underlying the Research

This research utilized the assumptions underlying both the theoretical constructs of Resource based, organizational culture, and communication theories. The inference to these theories is that Coordination, Departmental relationship and Strategic leadership need to have a homogenous and balanced interaction if superior performance is to be attained.

Based on the theoretical constructs and discussions above, the relationship between concepts, i.e. Coordination, Departmental-relationship, Strategic-leadership and performance gave rise to the following research model (see figure 3.1).

Figure 3.1: Research model on Coordination, Departmental relationships, Strategic leadership on Organizational performance



3.1 Theories and Empirical Evidence

The Model in figure 3.1 above explains the relationship between Coordination, Departmental-relationship, and Strategic-leadership as independent valuables and Organizational performance as a dependent variable.

3.1.1 Coordination effect on Organizational performance

This research utilized the assumptions underlying the theoretical constructs of resource and human based theories.

Beuselinck, Verhoest, & Bourckaert (2007) defined coordination as an interdependence of variables in an organization which can take place at different levels and asserts that if there is no interdependence, there is nothing to coordinate Coordination helps to avoid conflict between the employees' individual goal and organizational objectives (Kramer 2010).

According to (Gulick & Urwirck 1957), coordination is a part of planning, because it tells what to include in a good plan and how to execute it. It is part of organizing, because it takes the first lead. It is part of staffing, because it specifies who will be a staff and the rational placement. It is part of directing, because it gives it a clear focus. It is part of reporting, because it makes it realistic. Finally, coordination is part of budgeting, because it gives it a good appraisal. Well balanced mixes of these matters are antidotes to ailing organizations because performance is the culmination of various variables working in harmony.

The advantages of coordination are that it assimilates group efforts and assures unity of action. It activates each function of management and makes them effective and purposeful. It helps in achieving harmony among individual efforts for attaining organizational goals. It also helps to plan daily activities in a workplace and gauge how well a plan is operating. This variable also helps in ensuring that team members work in their designated shifts. Coordination produces good performance, because it produces the necessary trust needed for achieving performance through communication (Radin 2000).

A lack of coordination in an organization can decrease productivity, complicate processes and delay the completion of tasks. In order to coordinate the efforts of an entire organization, the organization requires a systematic integration of a process that creates accountability within the organization. The lack of coordination will translate to costs increases in manufacturing, inventory, distribution, and almost every touchpoint of the supply chain. (Cohen & Vigoda 2004).

Ovunda, (2018), carried out a research to ascertain the degree of coordination on productivity by the beverage industries in Nigeria, and their relevance to operational cost minimization and expenses of the companies. The analysis showed that the companies used functional coordination and operational planning to mitigate on the high cost of delivery by enhancing its performance.

The findings concur with Treen, (2000) who established that organizations today have no choice but activate and align their planning and coordination strategies against production. Similar findings were done by Gregy (2018), which revealed that increase in organizational performance was the effect of good coordinating techniques.

On the basis of the afore-mentioned theories and literature review the following hypothesis was developed.

Hypothesis (H_1): There is a significant positive relationship between Coordination and Organizational performance.

3.1.2 Coordination effect on Departmental-relationship

Many organizations have the ability to formulate excellent and promising strategies. However they may

fail to achieve their organizational goals due to poor implementation of the strategies. There are a number of factors which can affect strategy implementation; one of these factors is coordination of resources, people, systems, processes and structure in the implementation of the strategy (Ali, 2018). Strategy requires the best fit among people, structure, processes and resources for it to be implemented effectively. Coordination is necessary to ensure there is unity of action and harmonization to implement the strategy to achieve the desired organizational objectives.

Its impact on departmental relationship is that it primarily ensures that employees do not engage in cross-purpose work since it brings together the human and material resources of the organization.

A study conducted by Waruiru (2018), was to establish the influence of coordination on performance of insurance organizations in Kenya. The study adopted a descriptive cross-sectional survey research design. The target population for the study comprised all the 50 insurance firms while a sample of 384 employees was selected using stratified random sampling. Primary data was collected using questionnaires which were pretested for reliability and validity to determine it suitability for use in the study. Quantitative data was analyzed using descriptive and inferential statistics and results presented using charts and tables while content analysis was used for qualitative data. Inferential statistics, correlation, multiple regression analysis were used to establish the nature and magnitude of the relationships between the variables and to test the hypothesized relationships. The study findings indicated that coordination was statistically significant in explaining organization performance of insurance firms (Waruiru 2018).

According to Fapohunda (2016), departmental relationship aims is to bring out the best in interdepartmental relationships in order to ensure self- development, positive communication, leadership skills and the ability to work closely together. This can be achieved by putting in place a coordinated system. The literature review indicated that the effects of departmental relationship are contingent upon many factors, among them coordination. In his research, departmental relationship improved group performance by improving coordination among different sections of the organization.

This is agreeable with Freeman & Stewart, (2006) who argued that departmental relationship is directly influenced by coordination. Likewise David (2001), emphasized that a well-defined structure is fundamental in the implementation of organizational strategies. Also, Lewis, Goodman & Fandt (2004) revealed that departmental relationship controls every other aspects of organizational life, including implementation of strategies and achievement of the overall organizational objectives.

On the basis of the afore-mentioned theories and literature review the following hypothesis was developed.

Hypothesis (H_2). There is a significant positive relationship between Coordination and Departmental relationship.

3.1.3 Coordination effect on Strategic leadership

Coordination as the quality of social interactions can have a significant impact on strategic leadership. Therefore, the purpose of the study was to investigate the effect of leadership on coordination in organization. In this regard, the data of 181 employees of private auditing institutions, members of the Certified Public Accountants Society of Iran, were collected through questionnaires in 2021-2022 and analyzed using structural equation modeling with partial least squares approach and SPSS and SMART PLS software. The results of the research showed that leadership of the manager and supervisor had a positive and significant effect on the coordination and coherence between the members of the audit team

and reduces the conflict between them. The findings of the research improved our understanding of the role of leadership in order to improve team performance (Zamani & Mahmoud 2022).

Strategic leadership is an element of implementation tactics and describes the behavioural activities that managers engage in within the organization (Mayer & Solomon, 2006).

Nutt (1986), examined the influence of coordination on organizational leadership. His study profiled 91 case studies. The findings showed that coordination directly influences strategic leadership by providing the impetus to drive the firm in the positive way. In addition Nutt (1987), showed that managers often develop a particular style of implementation tactic depending on the nature of the work at hand.

Nyong'a & Maina (2019), in their study applied the regression analysis to establish the relationship between the dependent and the independent variables. It was concluded that strategic leadership had a positive and significant relationship with coordination.

Kanungo & Misra (2007), suggest that managerial skills are required for individuals to be perceived as being credible in fulfilling the leadership role. In their study they revealed that managerial skills are positively associated with coordination etiquette. This concurs with Goleman et al (2002) who argued that for organizations to be successful, a strategic leader needs to ensure that all stakeholders are working towards a common vision, with shared objectives and goals. Moreover, Leaner (2004), based on previous literature in the fields of strategy implementation, observed that inadequate tactics for strategy implementation was identified.

On the basis of the afore-mentioned theories and literature review the following hypothesis was developed.

Hypothesis (H_3). There is a significant positive relationship between Coordination and Strategic Leadership.

3.1.4 Departmental relationship effect on organizational performance

Organizational structure determines the placement of departments and their attendant functions in a firm; it defines the hierarchy, span of control and reporting relationships, and includes the systems of communication, coordination and integration across these divisions and functions, both vertically and horizontally (Hill etal 2009). As a basal factor it acts as a toolkit for implementing and identifying key levers that affects the implementation outcome (Crittenden & Crittenden, 2008).

Kingshuk (2019), reported on the results of a field study examining the impact of departmental relationship on cost of delivery. Results showed that inter-departmental relationship improved the cost of delivery over time after the formation of departmental teams.

According to Mustafa etal (2015), their study examined the effects of teamwork and organizational commitment on organizational performance in the health sector. The study sought to investigate specifically, the mechanism through which teamwork and organizational commitment influence employee's performance on their job schedules as well as to the organization. In the context of the study, the model was tested by a questionnaire instrument with 27 items excluding the demographic variables. The study focused on the employees of public and private hospitals in Diyarbakir. The results suggested that there was a positive linear relationship between team work, organizational commitment and organizational performance variables. The findings of the study demonstrated that the employees of private hospitals had higher teamwork, organizational commitment and performance scores than public hospital employees.

In support of the same, Stephen (2018), conducted a study whose purpose was to determine the effect of teamwork on organizational performance of National Water and Sewerage Corporation in Kampala,

Uganda. The study was guided by the following specific objectives; i) to determine the effect of shared values on organizational performance in National Water and Sewerage Corporation in Kampala Uganda, ii) to evaluate the effect of departmental relationship and team roles on organizational performance in National Water and Sewerage Corporation in Kampala Uganda. The study adopted a cross sectional design with use of both qualitative and quantitative approach with 214 respondents. According to objective one, results showed that shared values had significant positive effect on organizational performance. This means that if shared values are promoted, the organization performs well. The second objective also showed that mutual trust had a significant effect on organizational performance.

The research recommended the following; management should promote shared values in the organization by allowing employees to have their expressions and view listened to. Mutual trust and intersectional relationship should be promoted in the organization, where by managers should trust their subordinated and assign them responsibilities and the subordinates should also trust their superiors.

A similar view was presented by Tata & Prasad (2004) on the relationship between departmental relationship and performance. They found that an interdepartmental mix in an organization is a requirement for any business which hopes to achieve full implementation of its strategies. In line with this, Lewis, Goodman & Fandt (2001) concluded that good departmental relationship improves productivity. In like manner, Lepsinger, (2006), Hrebiniak, (2008). Getz & Lee (2011), conducted extensive research and established the link between departmental relationship and organizational performance. Their findings confirmed the fact that the departmental relationship affects the efficiency of the cost of delivery and performance.

Based on the empirical evidence, it can be summed up that departmental relationship is positively related to various positive workplace outcomes such as cost of delivery.

On the basis of the afore-mentioned theories and literature review it was found out that there exist a relationship between the two constructs and the following hypothesis was developed.

Hypothesis (H_4). There is a significant positive relationship between Departmental relationship and organizational performance.

3.1.5 Strategic Leadership effect on Organizational performance

Amina (2019), in her study sought to establish the influence of leadership strategy on cost of delivery of medium-scale miners in Taita County. The findings revealed that leadership strategy led to reduced costs of operation, increased production outputs and profitability. Another research conducted by Josiah and Nyagara (2015) in Liquidified petroleum companies (LPGCs) of Nigeria concluded that leadership optimized on the cost of delivery thereby leading to high volume of sales visa a-visa profit margin and increased in service.

According to Karamat (2013), his study was to find out the impact of leadership behaviours on organizational performance. Both the qualitative and quantitative research method were used in the study. Empirical study was conducted by sending a questionnaire to the employees of D&R Cambric Communication. There were 29 respondents out of a total 54 employees in the company. The results driven from the research showed that there is a strong impact of leadership behaviours' on organizational performance.

Ibrahim (2019), in their study surveyed the impact of leadership on the organizational performance of Coca Cola Company in Abuja, the Federal Capital City, Nigeria. The study discovered that the style of leadership by the Managers had a direct effect on the organizational performance of the employee. The study among others things discovered is that participatory of leadership and delegation of duties

enhances the employee performance and attainment of corporate goals and objectives. The study therefore concluded that achievement of organizational goal and objective depended solely on the leadership style an organization adopted. It therefore recommended that, since leadership is one of the basic means used in attainment of organizational goal, every organization should ensure that the right leader man their organization in order to achieve their set goals.

In addition, Parker (2014), in his research revealed that leadership and coordination statistically and significantly impacted on firms' performance but strategic leadership had greater influence ($p \leq 0.01$). The study recommends that SMEs should take advantage of strategic leadership style to enhance growth and induce greater organizational performance.

Olaka, Lewa and Kiriri, (2017) in a study of strategic leadership and strategy implementation in commercial banks in Kenya recommended that leadership and in particular the Chief Executive Officer should focus on providing the strategic direction to the organization if it is to achieve its strategic objectives of remaining competitive in the market. He further stated that a strategic leader created wealth by striking a balance between the constraining influence of financial controls and the long term focus of the strategic controls.

Mwende (2017) in his study sought to establish the effect of leadership on service delivery in Kenya Bureau of Standards (KEBS) and the effect of staff commitment on service delivery in KEBS. The study adopted a descriptive survey design. The targeted population was 997 and the sample size of 100 respondents working at the KEBS head office where employees were divided into three categories; Top level leadership staff, Mid-level leadership staff and junior staff. Questionnaires were used to obtain data, which was analyzed by the use of descriptive statistics. Correlation and regression analysis was used to assess the relationship between strategy implementation and service delivery. The study found out that leadership and staff commitment had a positive and significant effect on service delivery in KEBS. The study recommended that leadership and staff commitment at Kenya Bureau of Standards should remain fully committed throughout strategy implementation process so as to improve on service delivery and performance.

The study conducted by Mbaru etal (2020), aimed at investigating the influence of leadership strategy on the cost of delivery of product of the tea processing factories in Murang'a County, Kenya. This study employed a descriptive survey design. It used stratified sampling method and simple random sampling technique to select the respondents. Quantitative data was analyzed using descriptive statistics. The study established a positive and significant relationship between strategic leadership and cost of service delivery.

A study carried out by Atikiya et al (2015), examined the relationship between commitment and the performance of manufacturing firms in Kenya. A survey questionnaire and an interview guide were used to collect data. The study adopted descriptive and explanatory research design. The findings revealed that performance of manufacturing firms are significantly influenced by the leadership in place.

Akan etal. (2006), in their research found a 100 percent success rate when key Executives used leadership as an intervention tactic. However, Zaribaf & Bayrami (2010) argue that most Executives in organizations spend a great deal of time, energy, and money in formulating a strategy, but do not provide sufficient input to implement it properly. Normally, companies change their strategy to reposition themselves and adapt or react to market opportunities and threats. Therefore, one must strike a balance between tactics and workable strategy and its successful implementation.

On the basis of the afore-mentioned theories and literature review the following hypothesis was developed.

Hypothesis (H_5). There is a significant positive relationship between Leadership and Organizational performance.

3.1.6 Mediating role of Departmental relationship and strategic leadership on Organizational performance

Here resource based, organizational structure and strategic leadership theories apply. An interplay of these theories alluded to above play a significant role in creating a moderating and mediating environment between strategy formulation, organizational structure, implementation tactics and implementation outcome.

According Mohamud etal (2018), in their study aimed to determine the effect of coordination, departmental relationship and implementation tactics on the performance of manufacturing firms in Nairobi, revealed that performance of manufacturing firms was significantly related to the nature and extent of leadership. The study thus concluded that strategic coordination had significant effect on both the financial and non- financial performance indicators of the manufacturing firms. The study also concluded that, while firm size and type is a predictor in management participation and firm performance relationship, it is not a moderator in the relationship between management participation and firm performance and therefore there may be other moderators not dealt with in the study.

Yong (2018), supported this assertion in their study to explore the moderating effects of strategy formulation, organizational structure and implementation tactics on implementation outcome. A partial least squares (PLS) analysis was the main method used in this study. The empirical data were obtained from the International Manufacturing Strategy Survey (IMSS). The research results showed that the relationships among variables demonstrated that the variables imposed no significant moderating effect on the type of organization.

In order to determine the mediating role of Departmental relationship and strategic leadership in the model, Departmental relationship and strategic leadership constructs are taken as endogenous variables in the model. Other latent constructs are hypothesized to influence Departmental relationship, and strategic leadership which in turn affect Quality of service delivery. This leads us to the sixth and seventh hypotheses.

On the basis of the afore-mentioned theories and literature review the following hypotheses were developed.

H_{6a}: Departmental Relationship significantly mediates the relationship between Coordination and Organizational performance.

H_{7a}: Strategic leadership significantly mediates the relationship between Coordination and Organizational performance.

3.1.7 The categorical moderating role of organization type

The researcher's interest was to find out if there was a moderating role of the type of firm in strategy implementation. Here, Resource based and contingency theories apply.

The study conducted by Mbaka & Mugambi (2014), on the factors affecting successful strategy implementation in the Water Sector in Kenya. The findings among others indicated that the type of company had no moderating influence on strategy implementation.

Simundi & Kabubi (2020) conducted a research on ZESCO and Lusaka & Water and Sewerage Company, The study among others revealed that the type of organization did not have any significant influence on strategy implementation.

According to the case study done by Eposi & Potgieter (2021) on South Africa Post Office, on the possible factors that hamper quality of service delivery in the South Africa Post Office (SAPO). The results obtained indicate that post offices failed to implement their strategic plans SAPO (2019–2021) and performed dismally on KPIs due to factors such as poor leadership, lack of commitment, lack of proper implementation of plans, inability to communicate effectively, technological barriers and organizational culture as challenges to strategy implementation. However, the type of company had no influence on their implementation process.

Guruwo & Chinguvi (2017), disagree with this assertion, they conducted a study on the clothing retail outlets in Zimbabwe. The findings revealed that though they were unsuccessful in implementing their strategy, the type of company had a positive impact on them.

On the basis of the afore-mentioned findings the following hypothesis was developed.

H_8. There is a significant positive categorical moderating effect of firm type on the relationship among model constructs.

4. Methodology

The methodology adopted a cross-sectional descriptive survey. A descriptive study design was adopted for this research. This was in line with the recommendation by Cooper & Schindler, (2014) that a descriptive design is more appropriate for studies that aim to describe particular characteristics associated with a subject population and to discover associations among different variables. The main instruments in data collection used was semi-structured questionnaires targeting top, middle and lower management staff, because people in these positions were deemed to be knowledgeable on the factors that influence the implementation of strategy. A total of 230 responses were received from 267 questionnaires, which constituted a response rate of 86%. SmartPLS structural Equation Modelling (PLS-SEM) utilizing latent variables and partial least-squares (LVPLS) was employed to hypothesize and analyse a model (Ringle etal 2015).

4.1 Population

The population comprised 800 of which 735 were ZESCO Limited employees and 75 were CEC employees. It involved Top, Middle and Lower level Management staff from which a sample of 267 respondents was drawn from Lusaka and Copperbelt provinces of Zambia.

4.2 Sample size determination

This was determined by applying Slovin's formula as follows:

$n = N/1+Ne^2$

Where;

n = sample size

N= Population size

e = Level of sampling error (precision or tolerance)

Assumed: Confidence level at 95% and Precision level 5%

1 = Constant value

In this case, a sample size from a population of 800 was computed as follows:

$n = N/1+Ne^2$

Where;
n = sample size
N= 800
e = 5% (0.05) error of tolerance
$n=800/1+800(0.05^2) = 266.66 \approx$ **267**
The sampling frame comprised of 267 respondents who were selected to participate in the research study, (N=205 ZESCO ltd, N= 62 CEC). The respondents so selected were more informed and conversant about strategic issues and had strategic responsibilities in their organizations. This number represented more than 30% of the recommended population which is statistically accepted (Mugenda & Mugenda 2003). In this case it was 86%.

Table 4.1: Sample size

Respondents /Category	**Population (N)**	**Sample size (n)**
Top Management	**ZESCO (34); CEC (13) = 47**	$n = N/1+Ne^2$ $n=800/1+(800*0.05^2) =$ **267**
Middle Management	**ZESCO (250); CEC (17) = 267**	
Lower Management (Front line supervisors)	**ZESCO (441); CEC (45) = 486**	
Total: ZESCO (725); CEC (75) = 800		

Table 4.2: Sample stratification

Category	**ZESCO Target**	**CEC Target**	
Top Management	**9**	**10**	Purposive
Middle Management	**95**	**15**	Simple random
Lower Management (Frontline supervisors)	**101**	**37**	Simple random
Total	**205**	**62**	
Grand total received	**267**		

4.2.1 Method of Data Collection

Data collection was done using a semi-structured self administered questionnaire. It guided the respondents to provide primary data as they had to tick the appropriate response on the likert scale ranging between (1) representing strongly disagree and (5) representing strongly agree was used provided for easier coding of the data. On the other hand Secondary data was available through academic literature, journals, articles and scientific reports (Halvorsen, 1989).

4.3 Validity and Reliability of Research Instruments

The validity of this study was both face validity and content validity.
On face validity, the research instrument was designed and submitted to the two supervisors of this thesis for review. To ensure content validity, the supervisors to this thesis reviewed the questionnaire in order to check both the content coverage and the clarity of the questions (Kombo & Tromp 2006).
Data obtained from the pilot study was used to determine the reliability of the instruments and thus the rigour to secure correct instruments, which is considered a basic foundation for reliability for this research.

One questionnaire per respondents was answered. Data collection bias was minimized by the researcher's being the only one to administer the questionnaires, and standardizing conditions such as exhibiting similar personal attributes to all respondents, such as friendliness and support.

The reliability of the research instrument was assessed using correlation coefficient (Cronbach, 1960).

The variables were tested for reliability by computing the Cronbach Alpha statistical tests, where reliability coefficients was 0.975 and this was considered excellent, values around 0.80 as very good and values of around 0.70 as adequate (Koul & Omkar 2005). See Table 4.3 and 4.4 on reliability analysis & cronbach's internal consistency below.

Table 4.3: Reliability analysis – all variables

Reliability Statistics

Cronbach's Alpha	N of Items
.975	60

Table 4.4: Cronbach's Alpha – Internal consistency

Cronbach's Alpha	**Internal consistency**
$0.9 \leq \alpha$	Excellent
$0.8 \leq \alpha < 0.9$	Good
$0.7 \leq \alpha < 0.8$	Acceptable
$0.6 \leq \alpha < 0.7$	Questionable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

5. Findings

5.1 Sample profile

The profile sample comprised of the demographic data which revealed the characteristics of the respondents. The significance of this was to have the right people who were knowledgeable on the subject matter to respond to the research questionnaires. Those in management categories (Top, Middle and Lower) were preferred because they formed the basis of respondents. Personal characteristics of respondents play a significant role in expressing and giving the responses about the research. In this regard data on gender, age-group, and type of organization, qualifications, tenure in terms of experience and job group were considered as control variables. Four null hypothesis alluded to in section 3 above were proposed to guide the research process,

A structural model was formulated and tested using structural equation modelling (SEM) using latent variables partial least-squares (LVPLS) with Smart-PLS. Before convening the analysis, the original data was subjected to validity and reliability tests.

5.2 Research Model: Coordination, Departmental relationship, Strategic leadership and organizational performance

5.2.1 Indicator Reliability

Indicator reliability is first checked to ensure that the associated indicators captured by the latent construct have much in common to share. After examining the outer loadings, all latent variables were retained because their outer loadings were greater than 0.4 threshold level (Hair et al. 2013). Meanwhile, one indicator (Lead5) was found to have a loading of 0.694. A loading relevance test was therefore performed on this indicator to see if it could be retained in the model. In a loading relevance test, problematic indicators should be deleted only if their removal from the PLS model leads to an increase

of AVE and composite reliability of their constructs over the 0.5 thresholds. Average Variance Extracted (AVE) and composite reliability which were above 0.5 and 0.7 were not removed from the PLS model to maintain content validity. An indicator's outer loading should be 0.708 or above since that number squared (0.708) equals 0.5, meaning the latent variable should be able to explain at least 50% of each indicator's variance. The resulting path model estimation is presented in Figure 5.1a and the outer loadings of various constructs are shown in Table 5.20.

Figure 5.1a: PLS Path Model Estimation of Coordination, Departmental relationship, Strategic leadership, and Organizational performance

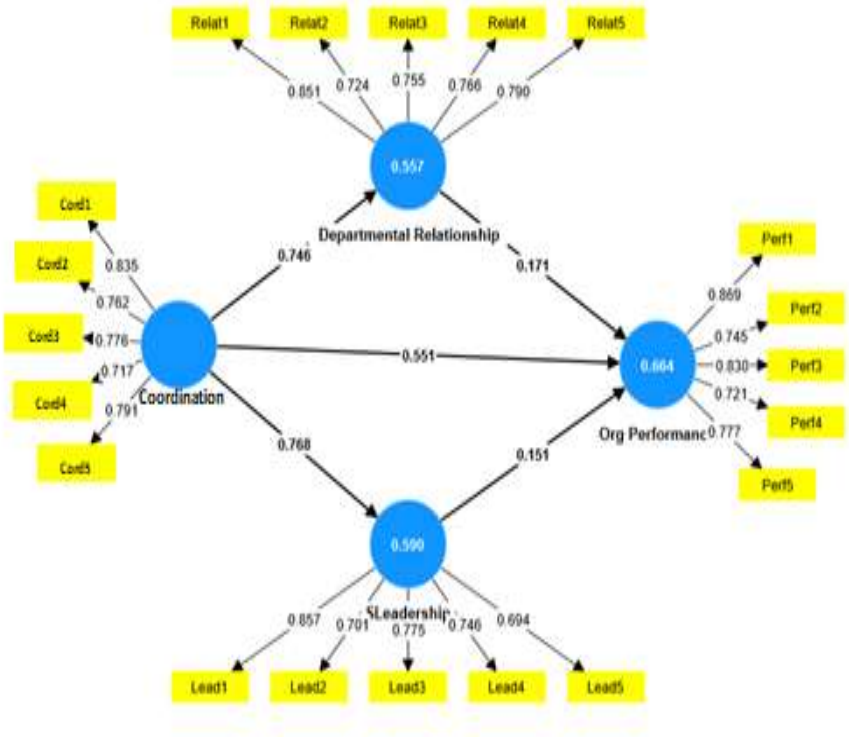


Table 5.20: Outer Loadings
Recommended value for loading ranges 0.7 and above

	Departmental Relationship	Org Performance	Coordination	SLeadership
Lead1				0.857
Lead2				0.701
Lead3				0.775
Lead4				0.746
Lead5				0.694
Perf1		0.869		
Perf2		0.745		
Perf3		0.830		
Perf4		0.721		
Perf5		0.777		
Cord1			0.835	
Cord2			0.762	

Cord3			0.776	
Cord4			0.717	
Cord5			0.791	
Relat1	0.851			
Relat2	0.724			
Relat3	0.755			
Relat4	0.766			
Relat5	0.790			

5.2.2 Internal Consistency Reliability

In Partial Least Square - Structural Modeling Equation (PLS-SEM), composite reliability rather than Cronbach's alpha is used to evaluate the measurement model's internal consistency reliability (Werts, Linn, & Joreskog, 1974).

The composite reliability for the constructs COORDINATION, DEPARTMENTAL RELATIONSHIP, STRATEGIC LEADERSHIP and ORGANIZATIONAL PERFORMANCE are shown to be 0.841, 0.840, 0.829 and 0.866 respectively, indicating high levels of internal consistency reliability (Nunnally & Bernstein, 1994). A threshold level of 0.60 or higher is required to demonstrate a satisfactory composite reliability in exploratory research (Bagozzi & Yi, 1988) but not exceeding 0.95 level (Hair et al 2013).

From Table 5.21 below, it can be seen that all of the indicators' values are larger than 0.6 meaning that high levels of internal consistency reliability have been demonstrated among latent variables.

Table 5.21 Composite Reliability

	Cronbach's alpha	Composite reliability
Departmental Relationship	0.836	0.840
Org Performance	0.849	0.866
Coordination	0.836	0.841
SLeadership	0.812	0.829

5.2.3 Convergent Validity

Convergent validity refers to the model's ability to explain the indicator's variance. Bagozzi & Yi (1988) suggest an AVE threshold level of 0.5 as evidence of convergent validity. From Table 5.22 below, the AVE for the latent construct COORDINATION, DEPARTMENTAL RELATIONSHIP, STRATEGIC LEADERSHIP AND ORGANIZATIONAL PERFORMANCE were 0.604, 0.606, 0.573 and 0.625 respectively and were above the required minimum level of 0.50 (Bagozzi & Yi, 1988). Therefore, the measures of the four reflective constructs was said to have high levels of convergent validity.

Table 5.22 Average Variance Extracted

	Average Variance Extracted (AVE)
Coordination	0.604
Departmental Relationship	0.606
SLeadership	0.573
Org Performance	0.625

5.2.4 Discriminant Validity

The Fornell and Larcker criterion is used to assess discriminant validity. It assesses the degree of shared variance between the latent variables of the model and determines whether the constructs in the model are highly correlated among them or not. Another method is cross-loading examination, in which the indicator's loading to its latent construct should be higher than that of other constructs (Fornell & Larcker 1981).

A threshold of less than 0.7 suggests that discriminant validity likely exists between the two scales (Hair etal 2022). Table 5.23 and Table 5.24 below clearly shows that discriminant validity is met because the square root of AVE for COORDINATION, DEPARTMENTAL RELATIONSHIP, LEADERSHIP AND ORGANIZATIONAL PERFORMANCE are larger than the corresponding LVC and the indicator's loading to its latent construct is higher than that of other constructs. However, the LVC between Strategic leadership and Departmental relationship is 0.804 is not met; this means that the degree of correlation is very small and therefore the link between the two is insignificant. A value closer to 1 indicates a lack of discriminant validity. On the other hand if the LVC is < 0.7, it suggests that discriminant validity exists between two scales.

Table 5.24 (Cross loadings) specifies the manifest variable involved (Lead1; Supervisors delegate assignments and tasks). It can be said that there is no significant link between Lead1 and Departmental relationship. In order to improve the value of the LVC the manifest variable (Lead1) can be removed. In this case it will have very little impact and therefore it is left.

Table 5.23: Discriminant validity: Fornell-Larker Criterion

	Departmental Relationship	Org Performance	Coordination	SLeadership	Discriminant Validity met? Square root of AVE>LVC (0.708)
Departmental Relationship	0.778				Yes
Org Performance	0.702	0.790			Yes
Coordination	0.746	0.793	0.777		Yes
SLeadership	0.804	0.710	0.768	0.757	No

From Table 5.22 the latent variable COORDINATION is found to be 0.604 and its square root is 0.777 (from Table 5.23). This number is larger than the correlation values in the column of COORDINATION (0.768) and also larger than the one in the row of COORDINATION (0.746) apart from 0.793. Similar observations are also made for the latent variables ORG PERFORMANCE, DEPARTMENTAL RELATIONSHIP and STRATEGIC LEADERSHIP. The results indicate that discriminant validity is well established.

Table 5.24: Cross loadings

	Departmental Relationship	Org Performance	Coordination	SLeadership
Lead1	0.770	0.670	0.723	0.857

Lead2	0.562	0.476	0.548	0.701
Lead3	0.592	0.543	0.578	0.775
Lead4	0.552	0.491	0.524	0.746
Lead5	0.529	0.479	0.501	0.694
Perf1	0.662	0.869	0.778	0.650
Perf2	0.526	0.745	0.542	0.511
Perf3	0.599	0.830	0.680	0.618
Perf4	0.510	0.721	0.531	0.502
Perf5	0.449	0.777	0.557	0.501
Cord1	0.684	0.641	0.835	0.694
Cord2	0.575	0.599	0.762	0.533
Cord3	0.566	0.623	0.776	0.625
Cord4	0.476	0.601	0.717	0.492
Cord5	0.581	0.623	0.791	0.619
Relat1	0.851	0.588	0.632	0.655
Relat2	0.724	0.514	0.524	0.613
Relat3	0.755	0.512	0.603	0.579
Relat4	0.766	0.525	0.554	0.648
Relat5	0.790	0.591	0.586	0.635

5.2.5 Evaluation of the Structural Model in PLS-SEM: Collinearity Assessment

Collinearity is a potential issue in the structural model and that variance inflation factor (VIF) value of five or above typically indicates such problem. Collinearity implies the correlation between predictor variables (independent variables) such that they express a linear relationship in a regression model (Hair et al, 2011). The collinearity assessment results using the Smart PLS statistical software are summarized in Tables 2.25 below. It can be seen that all VIF values are lower than five, suggesting that there is no indicative of collinearity between each set of predictor variables.

Table 5.25 Collinearity statistics - Assessment (VIF)

	Departmental Relationship	**Org Performance**	**Coordination**	**SLeadership**
Departmental Relationship		3.192		
Org Performance				
Coordination	1.000	2.752		1.000
SLeadership		3.445		
VIF on all Latent variables are less than 5, this indicates that there is no collinearity problem with the data				

5.2.6 Coefficient of Determination (R^2)

A major part of structural model evaluation is the assessment of coefficient of determination (R^2). In this model, ORGANIZATIONAL PERFORMANCE is the main construct of interest. From the PLS Path model estimation diagram (see Figure 5.1a above), the overall R^2 is found to be strong. Threshold value of 0.25, 0.5 and 0.7 are often used to describe a weak, moderate, and strong coefficient of determination (Hair at el., 2013). In our case, it suggests that the three constructs COORDINATION,

DEPARTMENTAL RELATIONSHIP and LEADERSHIP jointly explained 66.4% of the variance of the endogenous construct ORG PERFORMANCE. The R^2 value is 0.664.

- **Effect of control variables on R^2**

The control variables; Gender, Age, Education and Type of Organization have little impact on R^2 at 0.685 (68.5%) as compared to 0.664 (66.4%) without. It is worth noting that among the control variables, Type of the organization contributes meaningfully to the upward value of R^2 (See figure 5.1a and 5.2b above).

5.2.7 Path Coefficient

As presented in Table 5.26, it is observed that all the five structural model relationships are significant, confirming the hypotheses about the construct relationships. The p values are less than 0.05. It can be said that the path coefficient are highly significant, therefore the hypotheses H_1, H_2, H_3, H_4 and H_{05} are supported/accepted.

Table 5.26: Significance Testing Results of the Structural Model Path Coefficients

Path	Hypothesis	Mean (M)	Std dev	Path coefficients	t Statistics >1.96	P Values (<=0.05)	Hypothesis
Departmental Relationship -> Org Performance	H1a	0.170	0.077	0.171	2.208	0.027	Accepted
Coordination -> Departmental Relationship	H2a	0.749	0.029	0.746	25.659	0.000	Accepted
Coordination -> Org Performance	H3a	0.551	0.064	0.551	8.551	0.000	Accepted
Coordination -> SLeadership	H4a	0.770	0.026	0.768	29.074	0.000	Accepted
SLeadership -> Org Performance	H5a	0.153	0.070	0.151	2.148	0.032	Accepted

5.2.8 Predictive relevance (Q2)

An assessment of Stone-Geisser's predictive relevance (Q^2) is important because it checks if the data points of indicators in the reflective measurement model of endogenous construct can be predicted accurately. Q-square is a predictive relevance, measures whether a model has predictive relevance or not (>0 is good). Q-square values above zero indicate that the values are well reconstructed and that the model has predictive relevance. The Q^2 is calculated to evaluate the superiority of path model. A Q^2 value greater than zero indicates that the model has predictive significance (Chin 1998, Henseler etal 2009). This can be achieved by making use of the blindfolding procedure in Smart-PLS. DEPARTMENTAL REALATIONSHIP, LEADERSHIP and ORGANIZATIONAL PERFORMANCE were the three endogenous (dependent) constructs in the model so they were selected for running the Blindfolding Algorithm.

Table 5.27 summarizes the results. It is observed that the proposed model has good predictive relevance for all of the endogenous variables. Chin (1998) suggests that a model demonstrates good predictive relevance when its Q^2value is larger than zero. A lesser amount of than zero means that the model lacks predictive significance. In this case, the model demonstrates a good predictive relevance since Q^2 for all endogenous variable are above zero as presented in Table 5.27.

Table 5.27: Predictive relevance (Q^2)

Endogenous Latent Variable	R^2 Value	Q^2Value
Departmental Relationship	0.557	0.550
Org Performance	0.664	0.624
SLeadership	0.590	0.581

$Q^2 > 0$: model has predictive relevance; $Q^2 = 0$ or $Q^2 < 0$: model is lacking predictive relevance

5.2.9 The f^2 and q^2 Effect Sizes

The final step in structural model evaluation is to assess the effect of a specific exogenous (independent) construct on the endogenous (dependent) construct if it is deleted from the model. This can be achieved by examining the f^2 and q^2 effect sizes which can be derived from R^2 and Q^2 respectively. The f^2 effect size shows how much an exogenous latent variable contributes to an endogenous latent variable's R^2. In simple terms, effect size assesses the magnitude or strength of relationship between the latent variables. Similarly, the q^2 effect size can be calculated by taking (Q^2 included - Q^2 excluded) / (1 - Q^2 included). The larger Q^2 is the predictive relevance of the structural model for predicting the indicators of an endogenous constructs. The small q^2 is a quasi-effect size measure of the difference in Q^2 after including and excluding a certain predictor construct from the model, this is calculated manually. The q^2 values estimated by the blindfolding procedure represent a measure of how well the path model can predict the originally observed values.

Following Cohen's (1988) guideline which states that f^2values of 0.02, 0.15, and 0.35 are interpreted as small (weak), medium (moderate), and large (strong) effect sizes, respectively, it can be said that in general, the exogenous variables had small to moderate f^2 and q^2 effect sizes on the endogenous variables (Table 5.29a & Table 29b).

Table 5.29a: The f^2 Effect Size

	Departmental Relationship	Org Performance	Coordination	SLeadership	Predictive relevance impact
Org Performance					
Departmental Relationship		0.02			Small
Coordination	3.72	1.23		5.456	Large
SLeadership		0.033			Small

Table 5.29b Results of f^2 and q^2 effect sizes

Target construct – Org performance				Target construct – Dept rel			Target construct – Sleadership		
Predecessor	Path coeff	f^2 effect size	q^2 effect size	Path coeff	f^2 effect size	q^2 effect size	Path coeff	f^2 effect size	q^2 effect size

Coordination	0.551	0.123	0.624	0.746	3.72	0.550	0.768	5.456	0.581
Dept rel	0.171	0.02	0.016	n/a	n/a	n/a	n/a.	n/a	n/a
SLeadership	0.151	0.033	0.028	n/a	n/a	n/a	n/a	n/a	n/a

In regards to f^2 values it can be said that in general, the exogenous variables have small to moderate f^2 and q^2 effect sizes on the endogenous variables (Chin, Marcolin & Newsted (1996) (see Table 5.29 above).

5.3 Departmental relationship and Strategic leadership as Mediators

The role of DEPARTMENTAL RELATIONSHIP in our model, its potential mediating effect on the linkage between COORDINATION and ORGANIZATIONAL PERFORMANCE (see Figure 5.1c), and those between STRATEGIC LEADERSHIP and ORGANIZATIONAL PERFORMANCE (see Figure 5.1d) are examined in this research. This is accomplished by following the Preacher and Hayes (2008) procedure, which is used instead of the traditional Sobel (1982) test because it does not have strict distributional assumptions (Hair et al, 2013).

Figure 5.1c: Mediation analysis (First set H6a)

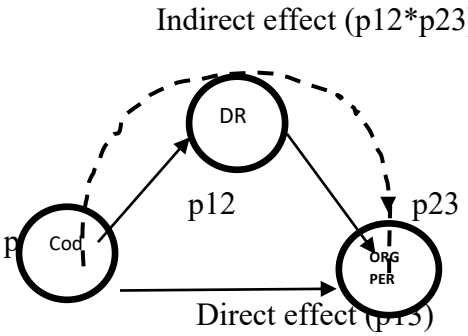
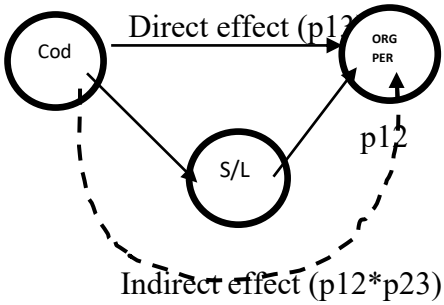


Figure 5.1d: Mediation analysis (Second set H7a)



Total effect = Direct effect+ Indirect effect

(i) The significance of direct effect is first checked using bootstrapping procedure without the presence of the mediator DEPARTMENTAL RELATIONSHIP in the model. A revised PLS model is created where DEPARTMENTAL RELATIONSHIP construct is eliminated (Preacher & Hayes 2008).

(ii) The significance of indirect effect and associated T-Values are then checked using the path coefficients when the mediator DEPARTMENTAL RELATIONSHIP is included in the model. Once the Bootstrapping procedure (with mediator) is completed, all 5000 path coefficients are copied to an Excel spreadsheet where "indirect effect", Standard Deviation of 5000 path coefficients and T-Value of indirect effect are calculated. This procedure is performed twice; first for testing the hypothesis six (H6) and then subsequently for hypothesis seven (H7).

Magnitude of Mediation

The significance of the indirect effect is established and its strength is examined through the use of total effect and Variance Account For (VAF).

Departmental relationship as mediator - H_{6a}

From Figure 5.1c above; Total effect = direct effect + indirect effect. In H_{6a}, the total effect is 0.551 + 3.689 = 4.24. Meanwhile, VAF = indirect effect/total effect. Again in $H6_a$, VAF = 3.689/4.24 = 0.87.

Mediation analysis results are presented in Table 6.30 below. It can be said that 87% of COORDINATION's effect on ORG PERFORMANCE can be explained via the DEPARTMENTAL RELATIONSHIP mediator. Since the VAF is greater than the **20% threshold level**, DEPARTMENTAL RELATIONSHIP is indicated to have full mediating effect on the COORDINATION → ORG PERFORMANCE linkage. According to Hair et al. (2013), partial mediation is demonstrated when VAF exceeds the 0.2 (20%) threshold level and that full mediation is demonstrated when it exceeds 0.8 (80%).

Strategic leadership as mediator - H_{7a}

Repeating the computation but in regards to Strategic leadership as mediator the following computation is done.

Total effect = direct effect + indirect effect. In H_{7a},

Total effect is 0.551 + 0.079 = 0.63. Meanwhile, VAF = indirect effect/total effect.

VAF = 0.079/0.551 = 0.143. Mediation analysis results are presented in Table 5.30 below. It can be said that 14.3% of COORDINATION's effect on ORG PERFORMANCE can be explained via the STRATEGIC LEADERSHIP mediator. It can be deduced that STRATEGIC LEADERSHIP is indicated to exert a lower mediating effect on the COORDINATION → ORG PERFORMANCE linkage since it is less than the threshold of 20%. According to Hair et al. (2013), partial mediation is demonstrated when VAF exceeds the 0.2 (20%) threshold level and that full mediation is demonstrated when it exceeds 0.8 (80%).

These findings lead us to accept hypothesis H6a and hypothesis H7a about DEPARTMENTAL RELATIONSHIP and STRATEGIC LEADERSHIP mediators' roles.

Table 5.30: Model 1: Mediation analysis in PLS-SEM

Hypothesis	Procedure	Path	Path coef	Indirect effect	STDEV	Total effect	VAF	t.value	Sig. levels	p-value	Hypothesis
H6a	Step1: Direct effect (without Mediator)	Coordination -> Org Performance	0.608	N/A				0.01	**	0.000	Supported
	Step2: Indirect effect (with Mediator)	Coordination -> Org Performance	0.551	N/A		4.24	0.870	0.1	***	0.000	
		Coordination -> Departmental Relationship	0.746	3.689	36.730						

		Departmental Relationship -> Org Performance	0.171								
H7a	Step1: Direct effect (without Mediator)	Coordination -> Org Performance	0.605	N/A				0.003	***	0.000	Supported
	Step2: Indirect effect (with Mediator)	Coordination -> Org Performance	0.551	N/A							
		Coordination -> SLeadership	0.768			0.630	0.143	0.002			
		SLeadership ->Org Performance	0.151	0.079	29.472				***	0.000	

5.4 Multi-group Analysis (PLS-MGA) – Firm Type

A multi-group analysis (PLS-MGA) was conducted on CEC & ZESCO using the parametric approach as suggested by Keil et al., (2000), which involved a modified two independent-sample t test to compare path coefficient across two groups of data. With the help of bootstrapping, the standard deviation of the path coefficient was calculated. In this way, the researcher explored if there was any categorical moderating effect of the firm size (i.e., CEC = group 0; ZESCO Ltd = group 1) in the research findings. In the dataset, respondents were 50 CEC employees and 180 ZESCO ltd employees. The main idea was to check if the variances of the PLS parameter estimates (i.e. path coefficients) differ significantly across the two groups. Table 5.31 is a summary of the output from the PLS-MGA analysis.

Table 5.31: Results of the Multi-group Analysis (PLS-MGA) – Firm type

Hypothesis	Path	Path Coefficients-diff (GROUP_Organization(0.0) - GROUP_Organization(1.0))	p-Value (GROUP_Organization(0.0) vs GROUP_Organization(1.0))	Sig level	Hypothesis
H8a	**Departmental Relationship -> ORG performance**	-0.866	1.000	NS	Not accepte

	Coordination -> Org Performance	0.510	1.000	NS	d/ Rejected
	Coordination -> Departmental Relationship	0.568	1.000	NS	
	Coordination -> SLeadership	0.438	1.000	NS	
	SLeadership -> Org Performance	0.147	1.000	NS	

As revealed in Table 5.31 above and in regards to the path coefficient values, a negative sign of loading does not indicate any meaning regarding the strength of the variable to the factor. However, it gives meaning that the variable is related in the opposite direction with the factor. Moreover, it's normal to have negative path coefficients in PLS SEM. As per Hair et al. (2012), the threshold for coefficients ranges between -1 and+ 1. Path coefficients close to + 1 indicate a strong positive relationship and vice versa for negative values.

At the same time COORDINATION and DEPARTMENTAL RELATIONSHIP showed a very strong and positive correlation at 0.568 on ZESCO Ltd and CEC.

5.4.1 Summary of Hypothesis Testing

Table 5.32: Summary: Significance Testing Results with hypothesis of the Structural Model Path Coefficients

Path	Hypothesis	Mean (M)	Std dev	Path coefficients	t Statistics >1.96	P Values (<=0.05)	Hypothesis
Departmental Relationship -> Org Performance	H1a	0.170	0.077	0.171	2.208	0.027	Accepted
Coordination -> Departmental Relationship	H2a	0.749	0.029	0.746	25.659	0.000	Accepted
Coordination -> Org Performance	H3a	0.551	0.064	0.551	8.551	0.000	Accepted
Coordination -> SLeadership	H4a	0.770	0.026	0.768	29.074	0.000	Accepted
SLeadership -> Org Performance	H5a	0.153	0.070	0.151	2.148	0.032	Accepted

From Table 5.32, five factors were used to connect the structural model measures and all of them supported their respective hypothesis.

5.2.12 Summary of Hypothesis Testing

Table 5.32: Summary: Significance Testing Results with hypothesis of the Structural Model Path Coefficients

Path	Hypothesis	Mean (M)	Std dev	Path coefficients	t Statistics >1.96	P Values (<=0.05)	Hypothesis
Coordination -> Org Performance	H_{01}	0.551	0.064	0.551	8.551	0.000	Accepted
Departmental Relationship -> Org Performance	H_{02}	0.170	0.077	0.171	2.208	0.027	Accepted
SLeadership -> Org Performance	H_{03}	0.153	0.070	0.151	2.148	0.032	Accepted

From Table 5.32, three factors were used to connect the structural model measures and using the null hypotheses there were rejected but accepted on the alternative hypothesis.

6. Discussion of Findings

H_{1a}: There is a significant positive relationship between Coordination and Organizational performance

Smart-PLS was applied on the hypothesis and it was revealed that the relationship between COORDINATION and ORG PERFORMANCE was supported indicating that COORDINATION had a positive and significant effect on ORGANIZATIONAL PERFORMANCE. A relationship exists between coordination as a factor and Organizational performance as an outcome. In regards to ZESCO Limited and CEC, this implied that coordination had a significant influence on their organizational performances.

This research utilized the assumptions underlying the theoretical constructs of strategic management theory and contingency theory. These theories entail that for successful implementation of strategy they must be a homogenous mix of conceptual application between coordination and performance and that these variables are contingent on each other (Whittington et al 2011).

From the descriptive statistics, the reasons why the hypothesis was significant could be that for both organizations coordination mechanisms was largely done by taking into consideration the side effect of the cost of production, the impact of external factors such as unpredictable economic factors which coordination had no control of and that risk taking was factored at the initial stage to take care of the cost production.

H_{2a}: There is a significant positive relationship between Coordination and Departmental relationship

Here the researcher attempted to investigate the relationship between coordination and departmental relationship since there are among the factors that ultimately affect the outcome.

Smart-PLS was applied on the relationship between COORDINATION and DEPARTMENTAL RELATIONSHIP and it was revealed that there was significantly a strong and significant relationship between the two.

The findings are conditioned by organizational structure theory, expectancy theory and contingency theory. According to Fapohunda (2016), his findings, indicated that the effect of departmental relationship either positive or negative was contingent upon many factors, including organizations' culture and climate, leadership and commitment. In his research, departmental relationship, promotes

group performance by improving communication, and generating greater cohesion and commitment among members.

This is agreeable with Freeman & Stewart, (2006) who state that departmental relationship is directly influenced by coordination. Likewise several empirical studies have been conducted on the relationship between functional coordination and departmental relationship among them David (2001), who emphasized that departmentalization, is fundamental in the implementation of organizational strategies.

From the descriptive statistics, the reasons the results are significant and supported is that organizations promoted inter departmental interactions; team work and that there was proper coordination between availability of manpower and existing resources.

H_{3a}: There is a significant positive relationship between Coordination and strategic Leadership

Here the researcher attempted to investigate the relationship between coordination and strategic leadership since there are among the factors that ultimately affect the outcome.

Smart-PLS was applied on the relationship between COORDINATION and STRATEGIC LEADERSHP and it was revealed that the relationship between the two was strongly supported and significant. This indicated that STRATEGIC LEADERSHIP was influenced positively by COORDINATION.

This is consistency with the findings by Nutt (1987) whose study indicated that strategic leadership influenced coordination directly. In addition he showed that managers often developed a particular style of implementation tactic.

To concur with this finding, Nyong'a & Maina (2019), in their study applied the regression analysis to establish the relationship between strategic leadership and coordination and planning on the Kenya Revenue Authority (KRA), Southern Region. It concluded that strategic leadership had a positive and significant relationship on coordination.

Moreover, Kanungo & Misra (2007) suggested that managerial skills are required for individuals to be perceived as being credible in fulfilling the leadership role. This is in tandem with Goleman et al (2002) who posited that for organizations to be successful, a strategic leader needed to ensure that coordination was at the core of the organization.

The result of the hypothesis therefore implies that a significant positive relationship exists between Coordination and Leadership in organizations.

From the descriptive statistics the reasons the results are significant and supported is that the firms had adopted a fully participatory approach in the coordination and planning process that involved all employees, in-house and off the job training in strategic implementation to target employees was facilitated and that both organizations portrayed a high degree of leader's autonomy in the daily administration of the work.

H_{4a}: There is a significant positive relationship between Departmental relationship and Organizational performance

Here departmental relationship is a factor while performance is an outcome.

The relationship between DEPARTMENTAL RELATIONSHIP and ORGANIZATIONAL PERFORMANCE was supported and significant. This indicated that the PERFORMANCE was influenced directly by DEPARTMENTAL RELATIONSHIP.

This is consistent with Sintia (2019), who reported on the results of a field study examining the impact of departmental relationship on performance. Results showed that inter-departmental relationship improved the organizational performance over time after the formation of departmental teams.

Fapohunda (2016), in his study on the impact of departmental relationship on firms' performance observed that both departmental relationship and productivity are proportional and have a positive effect on each other.

The result of the hypothesis therefore implies that there is a direct link between departmental relationship and organizational performance.

From the descriptive statistics, the reasons the results are significant and supported is that both organizations have a dedicated system in place that ensures that there is no wastage, scrap and rework incurred, the organizations provide new innovations on their products and services thus making them competitive.

H_{5a}: There is a significant positive relationship between Leadership and Organizational performance

Here strategic leadership is a factor while performance is an outcome

The relationship between STRATEGIC LEADERSHIP and ORGANIZATIONAL PERFORMANCE was supported and significant. This indicated that PERFORMANCE was influenced directly and positively by STRATEGIC LEADERSHIP.

The result of the hypothesis therefore implies that since there is a direct link between leadership and the organizational performance.

From the descriptive statistics, the reasons the results are significant and supported is that leadership in both organizations have adapted to change management and that management rewards deserving employees based on performance.

H_{6a}: Departmental Relationship significantly mediates the relationship between Coordination and Org performance

H_{7a}: Strategic leadership significantly mediates the relationship between Coordination and Org performance

In order to determine the mediating role of Departmental relationship and strategic leadership in the model, Departmental relationship and strategic leadership factors were taken as endogenous variables in the model. Other latent constructs were hypothesized to influence Departmental relationship, and strategic leadership which in turn affect performance. This leads the discussions on the sixth and seventh hypotheses indicated above.

As for Hypothesis $H6_a$, Smart-PLS analysis revealed that the Variance Account For (VAF) was 87% meaning Departmental-relationship exerted full mediating effect between coordination and organizational performance.

In the same manner for hypothesis $H7_a$, the results revealed that the variance Account For (VAF) was 14.3% meaning Strategic-leadership exerted partial mediating effect between coordination and organizational performance.

H_{8a}: There is a significant categorical moderating effect of firm type on the relationship among model constructs.

The last hypothesis of this research model is developed to test the categorical moderating effect of organization type (i.e., Public vs. Private).

The results reveal that there is no significant categorical moderating effect of firm type, so the same conclusion can be drawn for both ZESCO and CEC.

Table 6.71: Summary of Hypothesis Testing – model 1

	Hypotheses	Supported (Yes/No)
H_{1a}	There is a significant positive relationship between Coordination and Organizational performance	Yes
H_{2a}	There is a significant positive relationship between Coordination and Departmental relationship	Yes
H_{3a}	There is a significant positive relationship between Coordination and Leadership	Yes
H_{4a}	There is a significant positive relationship between Departmental relationship and Organizational performance	Yes
H_{5a}	There is a significant positive relationship between Leadership and Organizational performance	Yes
H_{6a}	Departmental relationship significantly mediates the relationship between Coordination and Organizational performance	Yes
H_{7a}	Strategic leadership significantly mediates the relationship between Coordination and Organizational performance	Yes
H_{8a}	There is a significant categorical moderating effect of firm type on the relationship among model constructs	No

7. Conclusion

From the discussion of findings in section 6 above, it was established that COORDINATION, DEPARTMENTAL RELATIONSHIP and LEADERSHIP were found to have significant impact on PERFORMANCE.

Drawing the responses from the questionnaires, this indicated that PERFORMANCE was influenced directly by the three variables.

Moreover, from the analysis provided by the PLS Path model estimation diagram (see Figure 5.1a above), the RSquare and the Coefficient of Determination was 0.644 and this indicated that the overall percentage was found to be above moderate at 64.4%. This confirmed the variables Coordination, Departmental Relationship and Leadership jointly explained 64.4% of their impact on the endogenous construct of Organizational performance. There is visible evidence from this that the impact of the variables on performance was moderate and supported. Threshold value of 0.25, 0.5 and 0.7 are often used to describe a weak, moderate, and strong coefficient of determination (Hair at el., 2013).

7.1 Recommendations

Considering the findings on ZESCO Limited and CEC and drawing a parallel from the same, organizations based in Zambia should consider the following workable recommendations in order to enhance their implementation outcome:-

Since Coordination, Departmental relationship and leadership had a positive impact on the strategy implementation on ZESCO Limited and CEC, the implication of this is that the poor implementation of strategy observed was not due to these factors but some others that need to be explored.

In this regard given these findings, the appropriate recommendations is to undertake further research to ascertain other variables that lead to failure of the implementation of strategy in order to improve organizational performance.

7.2 Suggestions for Further Research

7.2.1 Successful implementation of strategy calls for further studies to be conducted to establish the appropriateness of the actual implementation beyond the fulfilment of the legislative requirements. This could help establish what exactly is ailing the organizations regarding the current dismal performance despite the fact that they do have strategic plans.

PUBLIC INTEREST STATEMENT

In recent years, there has been increased attention paid to factors that influence strategy implementation stemming from the realization that this aspect of strategic management is critical in organizational performance. The effect of strategy implementation outcome is scarcely examined. The aim of this research was to carry out a study on the factors that influence strategy implementation outcome in organizations in Zambia. Implementation outcome embodies the quality of service delivery, cost of delivery and performance thereby providing an examination of a company's performance in comparison with its strategic goals and objectives.

Nowadays, successful implementation of strategic plans by companies is an important issue and organizations are making efforts to achieve this goal. Organizational performance is critical in achieving organizational goals. Three factors, namely Coordination, Departmental-relationship, strategic-leadership are examined and their influence on organizational performance. The research faces limited attention due to inadequate involvement of all stakeholders in the company which include management and non- management staff. In order to mitigate the failure of strategy implementation management teams should include more factors other than the ones under examination in the research in order to widen the focus of the research. The findings of this research show that some factors are overlooked yet there are important in strategy implementation. To increase the success rate of strategy implementation, companies must increase the level of coordination, with a fully functional departmental-relationship that hinge on sound leadership which would mitigate the failure rate and prop up the success rate. It is thus important to integrate these factors in implementation of strategy so that it is a success.

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