AN ASSESSMENT OF STRATEGIC LEADERSHIP RESPONSES TO ECONOMIC CONSEQUENCES OF DRUGS AND SUBSTANCE ABUSE IN LARI CONSTITUENCY, KIAMBU COUNTY, KENYA

BY

ISAAC. M.W. GACHURIA

THIS DISSERTATION IS SUBMITTED IN PARTIAL FULFILLMENTOF THE REQUIREMENTS FOR THE AWARD OF A MASTER OF BUSINESS ADMINISTRATION IN STRATEGIC LEADERSHIP AND MANAGEMENT (MBA-STRATEGIC LEADERSHIP AND MANAGEMENT) FROM ST PAUL'S UNIVERSITY, KENYA.

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SUPERVISOR: Prof. LILLIAN NJANJA

AUGUST 2016

DECLARATION

This dissertation is the product of my own work and is not result of anything done in collaboration. It has not been previously presented to any other institution. I agree that this dissertation may be available for reference and photocopying, at the discretion of the University.

Sign_____ Date _____

Isaac M.W. Gachuria

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SUPERVISORS' DECLARATION

We confirm that the work reported in this dissertation was carried out by the student under our supervision. This dissertation has been submitted with our approval as supervisors.

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DIRECTOR OF POSTGRADUATE STUDIES

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DEDICATION

I dedicate this dissertation to my wife Jane Wanjiru, my son Ben, my daughters Carol, Lorna, Lenna, their spouses and my grandchildren for giving me their emotional, spiritual and intellectual support that enabled me to complete this research project. To Lakeisha (7) and Jaden (4) for their good company while doing their homework and colouring and gave me support to study.

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ABBREVIATION AND ACRONYMS

COSAD: Council on Smoking and Drug Dependence

DoHA: Department of Health and Aging.

DSA: Drug and Substance Abuse

INCB: International Narcotics Control Board.

KIPPRA: Kenya Institute of Public Policy Research and Analysis.

KNBS: Kenya National Bureau of Statistics

NACADA: National Authority for the Campaign against Drug Abuse.

SID: Society for International Development

UNODC: United Nations Office on Drug and Crime

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ABSTRACT

Within the complex and dynamic management of counties in the 21st century, strategic leadership responses play a very vital role in effective and efficient service and improvement in performance. There is need therefore, to ensure that strategic leaders have capabilities that provide relevant knowledge; skills and attributes to ensure service delivery to the citizens in way that is distinct to the people. The purpose of this study was to assess the strategic leadership responses to the economic consequences of drugs and substance abuse in Lari constituency, Kiambu County in Kenya. Five specific objectives guided this research: to assess the level of leaders involvement in responding to the economic consequences of drugs and substance abuse; to examine the extent policy formulation contributes in addressing the economic consequences of drugs and substance abuse; to examine the extent development of strategies contributes in addressing the economic consequences of drugs and substance abuse; to determine the extent implementation of strategies contributes in addressing the economic consequences of drugs and substance abuse; and to determine the extent monitoring & evaluation of strategies contributes in addressing the economic consequences of drugs and substance abuse in Lari Constituency. This study was anchored on four theories: chaos theory, upper echelon theory, neo-leadership theories and emergent leadership theory. The research design was descriptive. A target population of 1978 leaders of different management cadre in Lari Constituency in Kiambu County was used in which a sample size of 333 was randomly selected using stratified random sampling method. Data was collected from primary and secondary sources. The researcher administered a structured questionnaire with closed-ended questions so as to gather substantial information. The collected data was then fed into computer software SPSS (V.21.0) and analytical techniques such as frequency both absolute (frequency and relative (percentage) was used to describe the findings. The findings alerts the leadership of the existence of a critical mass of leadership of up-to 96.6% in Public Benefit Organizations .Further, the findings indicated that most of leaders in Lari Constituency (47%) rated their level of involvement in responding to the economic consequences of drugs and substance in Lari Constituency as creative level which implies a visionary leadership where most change efforts attempted to create a creative institutional culture that is flatter, agile and requires higher ownership and creative involvement at lower levels. Most of the respondents indicated to a small extent and to no extent do policy formulation, development of strategies contribute to address the economic consequences of drugs and substance abuse in Lari constituency. However, of the variables used to indicate the strategic responses, Monitoring and Evaluation of strategies was ranked as the highest contributor in responding to the economic consequences of drugs and substances abuse. The study concludes therefor that a relationship exists between strategic leadership responses and economic consequences of drugs and substance abuse in Lari constituency. It is therefore recommended that leaders ought to be committed in undertaking Monitoring and Evaluation of the projects in the constituency that are helping to respond to the economic consequences of drugs and substance abuse in Lari constituency. More so, they ought to evaluate either mid-way or at the end of a project, the effects and impact a project has had on the citizens and involve stakeholders all along in formulating policies, developing and implementing those strategies that address the economic consequences of drugs and substance abuse in Lari Constituency. Finally it is further recommended that the research be made on the remaining eleven Constituencies of Kiambu County, Kenya before the research is generalized.

CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

The background of study introduces the concept of strategic leadership and leadership responses and links the concepts to the economic consequences of drugs and substance abuse. The subsequent part expounds on the problem statement, the research objectives and finally the formulated research questions to be answered in order to achieve the set objectives.

1.1.1 Concept of Strategic Leadership

The world of rapid change has created both individual and organizations' hankering for speed and stroke. With the dynamism in organizations' operating environment, leaders, employees and other stakeholders must be able to look beyond the now and take a more futuristic strategic leadership approach to their work, efforts and accomplishments of tasks. Without strategic leadership, the likelihood of achieving higher performance by an organization when confronting the challenges of the global economy is greatly reduced as was observed by Pazireh, Akhlagh and Akbari (2014). No wonder recently, strategic leadership has gained fame and an increasing focus for strategic management or leadership responsiveness. Since the mid-1980's a growing body of leadership studies has focused on strategic leadership, in divergence from managerial and visionary leadership (Smith, Montagno & Kuzmenko, 2004; Davies & Davies, 2008; and Nahavandi, 2012). Strategic leadership focuses on how top leadership makes decisions now in the short term that guarantees both the medium and long term sustainability of an organization (Serfonten, 2010). In the 1980s and 1990s, the field of strategic leadership experienced renewal and metamorphosis. The essence of strategic leadership encompasses the capacity and ability to learn and to change as well as managerial wisdom (Boal & Hooijberg, 2001).

Leadership and strategic management studies has gained popularity in the recent past, with a huge body of literature on each area generating impetus in the existence and study of these disciplines. On leadership, it is considered to be one of the most studied concepts in organizational development studies and debated from diverse perspectives (Bass, 1985; Boal & Hooijberg, 2001; Daft, 2011; Pazireh, 2014). A leader can be described as any person who influences persons and groups within an organization, supports them in the establishment of

objectives, and guides them towards achievement of the set objectives thus permitting them to be effective. Nahavandi (2012) expressed that leadership attributes include group phenomenon meaning without followers, there is no leadership; objective/ goal-focused which implies that leaders guide and influence the followers toward goals or objectives; and presence of hierarchy within individuals and groups. More so, leadership has established behavior, trait, skills, and style; contingency, transactional, managerial, transformational and visionary approaches to how leadership is viewed (Northouse, 2004).

By definition, strategic leadership is an individual's capability to anticipate, envision, synthesize strategies that creates a viable future for the organization and implement those (Lear, 2012). Contributing to the definition, Amirkabiri, Khodayari, Nazari and Moradi (2006) described strategic leadership as the ability for mobilization that focuses resources and energy on factors which can make differentiation, and can make success in the future. In other words, it is the capacity to influence others to voluntarily make day-to-day choices and decisions that augment the long-term sustainability of an organization, whilst at the same time maintaining its short-term financial stability (Serfonten, 2010).

Both strategic management and leadership are being redefined by transformation experienced in organizations in this world of interconnectedness, and therefore looking increasingly similar (Lear, 2012; and Pazireh, 2014). As organizations both in private and public sectors goes through change in the light of complexity and dynamism of external environment, the consequential effect is integration of both strategic management and leadership (Abell, 2006; Nahavandi, 2012; and Pazireh, 2014). In future, chances are that change management will drive accumulative conjunction of leadership and strategic management in practice, as well as amalgamate both fields in scholarly world.

1.1.2 Strategic Leadership Responses

Leadership is a precarious element to craft, implement, monitor and evaluate a strategy (Azhar, Ikram, Rashid & Saqib, 2013). As Mathew (2009) noted, it is a link that relates the soul of organization with its body. Leaders' commitment drives an organization toward effectiveness by making efficient strategic choices based on the strategies developed and executed (Gordon,

2002). Without strategy implementation, crafted strategies are nothing if they cannot be executed effectively. Hornsby (2000) and Azhar (2013) observed that less than 50% of strategies that are formulated get implemented due to lack of leadership skills. Witsen Churchill, Azhar (2013) noted that 'price of greatness is responsibility' so strategies can only be developed and executed with responsive leadership. As William (1998) highlighted leadership relates with every aspect of an organization to ensure effectiveness in achieving overall organizational objectives. According to Maccoby (2003) it is the obligation of leadership to envision the needs of an organization by a careful reality-based analysis and tries to make effective strategic plans to meet the requirement of change.

Wendy (2012) examines the strategic leadership responses in creating wealth in organizations. Strategic leadership responses in an organization is about making consultative spirit among employees and other stakeholders which in order to make this spirit, all stakeholders should participate in collective overall objectives determination. Poursadegh, Khatami and Siahatkhah (2012) noted that strategic leaders must respond to changes in their operating environment by spreading systemic thinking across the organization; adding that for effective strategic leadership responses in organizational tasks, leaders need to have the ability to think strategically across the organization and to be emotionally intelligent. The leaders ought to possess diverse traits and behaviors in addition to managerial wisdom that apply the right combination of competences at the right time (Serfonten, 2010).

Zoogah (2009) observed that strategic leadership responses are viewed as the responses taken by top, middle and lower level employees to develop adjustable strategies that will see through an organization in an ever-changing external environment. Vera and Crossan (2004) noted that strategic leadership positively influences organizational learning and growth; organizational performance; creativity and innovation as leaders reengineer, restructure and turn-around organizations using strategic change-oriented attributes. Farkas and De Backer (1998) found that strategic leadership responses is about envisioning the future and planning how to get there as were employed by firms such as Coca Cola, Staples and Deutshe Bank.

1.1.3 Economic Consequences of Drug and Substance Abuse

Drug and substance abuse is a problem that countries throughout the world have had to contend with for centuries. Globally, It is estimated Globally that in 2012, some 243 million people corresponding to some 5.2 per cent of the world population aged 15-64 had used an illicit drug - mainly a substance belonging to the cannabis, opiates, cocaine or amphetamine-type stimulant (ATS) group, at least once in the previous year (World Drug Report, 2014). Use of alcohol and drugs continue to emerge as a strategy to cope with prevailing problems of most .Such problems include unemployment ,sexual abuse and poor academic performance (NACADA, 2012). United Nations Organization for Drug Control (2005) noted that cases of risks related to drugs and substance abuse have increased. These range from minor issues like digestion problems or respiratory infections; to minor issues like digestion problems or respiratory infections; to fatal diseases like AIDS and hepatitis C. National Agency for the Campaign against Drug Abuse has been active holding consultative meetings to create public awareness campaigns and also develop a strategic plan that would include public awareness; intervention of special groups, counselling services and rehabilitation for the vulnerable (National Agency for the Campaign against Drug Abuse, 2007).

A number of academic and law enforcement reports, indicate that, in the last few years Kenya has had to deal with an increase in drug and substance abuse problem. The country's Economic Survey report (2010) shows that in 2008, and 2009, a total of 3,795 and 4,983 persons respectively committed offences related to drugs and substance abuse. This not only holds back the National economy, but is also a blow to the country as its expected productive workforce is heavily affected. A report by Chesang (2013) indicates that the age of 16 and 18 years, which translates to 34%, had abused tobacco, while 18% had abused cannabis sativa, 32% had abused khat and 5% had abused cocaine. In addition, News Desk (2014) observed and reported that of the 27 people who died after consuming poison alcohol in Nyeri County, among them were secondary and university students of between 15 and 20 years.

A countrywide survey conducted by NACADA (2012) among students and school leavers revealed that substances of abuse, both licit and illicit, were forming a sub-culture among Kenyan youth. Contrary to common assumptions, the survey demonstrated that drug and

substance abuse was widespread, and that it affected the youth mostly; and cut across all social groups. Overall, the most commonly abused drugs were found to be alcohol, tobacco, khat and cannabis. According to national statistics from the Rapid Situation Assessment of Drug and Substance Abuse in Kenya (NACADA, 2012), 11.7% of young people aged 15-24 are current users of alcohol, 6.2% use tobacco, 4.7% khat while 1.5% are users of cannabis. In addition, the median age of initiation to tobacco products is 10 years while the minimum is 8 years. Alarmingly, the median age for alcohol is 10 years and the minimum 4 years. The above statistics are an indication of the grave situation faced by children and the youth in Kenya who is already burdened by other socio-economic challenges. In addition, students were found to be abusing imported illegal substances such as heroin, cocaine and mandrax.

A survey released by NACADA (2012) in Kenya indicates that young people, students included of between 10 and 24 years whose parents use or sell drugs and alcohol are likely to abuse the substance themselves. World Drug Report (2014) indicates that, new drug abusers, are influenced by their peers who already are in the habit to join them as a way of seeking acceptance. Maithya (2012) and Chesang (2013) carried out studies on drug abuse among young people and showed that there is a significant relationship between the subjects' drug-using behavior and the involvement of their friends in drugs. In this view, if an adolescent associates with another who use drugs, the risk of involvement with drugs is increased.

Drug abuse inflicts immeasurable harm on public health and safety around the world each year, and threatens the peaceful development and smooth functioning of many societies (INCB Reports, 2013). An understanding of the economic costs of drug abuse is necessary for strategic leaders in devolved systems in Kenya to respond in order to reduce such costs. Analysis of the economic consequences of drug and substance abuse must account for expenditure associated with strategic leadership responses and choices and take into consideration any gains and externalities (UNODC, 2014). Although accounting for the full, real shillings' costs of drug and substance abuse nationally or even worldwide is challenging, analysing its economic consequences and understanding the domains it affects helps society to gain a clearer picture of the ways in which strategic leaders can respond to the consequences of drug and substance abuse. INCB (2013) analysed the consequences of drug and substance abuse in five primary

domains: health, public safety, crime, productivity and governance. For the purpose of this study the focus is on the economic consequences of drug and substance abuse that entails the costs; work, employment and productivity; prices and income; and finance and investment (UNODC, 2014).

In spite of the measures taken by the government to curb drug abuse, the practice is still widespread in schools and institutions of higher learning. A report K24 (2014) revealed that a 16 year old male student in a secondary school in Nyeri County died after a drinking alcohol in a bar. Additionally, News Desk (2014) indicates that two university students were among 21 brew victims who died after consuming adulterated spirits and thus there is need for leaders to play a great role in drugs and substance abuse management which is main gap of this study. Although heroin and cocaine have only been recently available in Kenya, their use is spreading from the entry towns of Nairobi and Mombasa where they are rampant to rural areas (Ngesu *et al.*, 2008). This has been attributed to weakness in the general regulations and judiciary, inadequate and corrupt law enforcement personnel and the chronic culture of impunity among the officers (Simiyu, 2011). From an empirical evidence, effective response to DSA can be achieved only when local communities (districts, counties, locations, villages and other units) take ownership of their drug problems as they are aware of the context in which the drugs are supplied, consumed and the impact (UNODC, 2010).

The Kenya Constitution, 2010, has altered the governance system profoundly by creating a two-tier government one at national and the other in our 47 counties. Kiambu County is one of 47 counties and according to KIPPRA (2013) the County has a population of 1,623,282. The county has 12 electoral constituencies to include Lari, Githunguri, Kiambaa, Kabete, Limuru, Gatundu North, Gatundu South, Ruiru, Kikuyu, Juja, Thika and Kiambu. According to the 2009 Census Lari has a population of 123,895 people. The constituency is predominantly rural.

Despite all the efforts put, DSA in Kenya is still on the increase (NACADA, 2010). An assessment study undertaken taken by the same Authority NACADA (2012) in the country revealed that drug abuse has permeated across all strata of Kenyan society. The youth and the young adults being the most affected. New psychoactive substances in particular pose challenge

to those formulating drugs' policy and related public health responses that target these segments of the population (Bivins, 2008). Arising From the above, an indication arises that there are needs or gaps in the mode and level of preparedness that should be addressed for the war against DSA to be successful. Leaders are key people who can help in ensuring that drugs and substance abuse menace and the economic consequences that arises from this menace are eliminated hence the gap of this research study .The research seeks to assess the strategic leadership responses to economic consequences of drugs and substance abuse in Lari Constituency, Kiambu County.

1.2 Statement of the Problem

Leading people effectively is a tremendous challenge, a great opportunity, and a serious responsibility. Today's organizations, more than ever, need effective responsive leaders, who understand the complexities of the ever-changing global, national and local environment and have the intelligence, sensitivity, and ability to empathize with others for improved service delivery to the beneficiaries or followers. In Kenya, the drug and substance abuse problem presents a significant public health problem with far reaching ramifications ranging from poor health outcomes to diminished production in all sectors of the economy, insecurity and non-attainment of national development goals (UNODC, 2014 &INCB 2013). According to the 2009 World Health Statistics Report, drugs and substance abuse is one of the most pervasive snags facing Kenya today. Kenya's total expenditure on health as a percentage of GDP was 4.6% mainly spent on health care costs, lost productivity, related crime and other social costs.

Having recognized the need for structured interventions against drug and substance abuse in the country, the Government of Kenya put in place requisite legislation and established various institutions to provide policy, legislative, strategic and programmatic remedies. The challenge now lies in devolving the institutionalization and implementation of these policies in the counties and constituencies. Yet in the Constitution of Kenya, 2010, Chapter Eleven on Devolved Government stipulates that the county health services, cultural activities, public entertainment and public amenities, including betting, casinos and other forms of gambling; and liquor licensing are among the functions and powers of the county governments. Therefore, Kiambu County leaders and specifically Lari Constituency leaders have an obligation to support and help communities

address the economic consequences of drugs and substance abuse which have a devastating effect. The constituency leaders need to strategically respond by initiating the need for change in the constituency and provide a clear vision of where the county needs to be in the future - a drug and substance-free generation.

In addition, the leaders should play a key role in formulating strategies which will act as road map to the vision and direct the constituents towards change. The leaders will need to think strategically in collaboration among law enforcement, health, and social service agencies in order to reduce demand for drugs and substance. The strategic leadership responses should involve the treatment of addicts and preventing the onset of drug and substance abuse. Therefore, this study sought to assess the strategic leadership responses among the leaders in Lari Constituency to the economic consequences of drugs and substance abuse. In the light of these, the county and sub-county leaders must be able to look beyond now and take a more strategic leadership approach to their work and responsibilities.

1.3 Purpose of the Study

This study sought to assess the strategic leadership responses to the economic consequences of drugs and substance abuse in Lari constituency, Kiambu County in Kenya.

1.4 Research Objectives

This study sought to answer the following research objectives;

i. To assess the level of leaders involvement in responding to the economic consequences of drugs and substance abuse in Lari Constituency.
ii. To examine the extent policy formulation contributes in addressing the economic consequences of drugs and substance abuse in Lari Constituency.
iii. To examine the extent development of strategies contributesin addressing the economic consequences of drugs and substance abuse in Lari Constituency.
iv. To determine the extent implementation of strategies contributes in addressing the economic consequences of drugs and substance abuse in Lari Constituency.
v. To determine the extent monitoring & evaluation of strategies contributes in addressing the economic consequences of drugs and substance abuse in Lari Constituency.

1.5 Research Questions

The study sought to answer the following research questions

i. What is the level of leaders' involvement in responding to the economic consequences of drugs and substance abuse?
ii. To what extent does policy formulation contribute to address the economic consequences of drugs and substance abuse in Lari Constituency?
iii. To what extent does development of strategies contribute to address the economic consequences of drugs and substance abuse in Lari Constituency?
iv. To what extent does implementation of strategies contribute to address the economic consequences of drugs and substance abuse in Lari Constituency?
v. To what extent does monitoring and evaluation of strategies contribute to addressing the economic consequences of drugs and substance abuse in Lari Constituency?

1.6 Significance of the Study

This research will be beneficial to various stakeholders. The findings of this study will help National Government understand the strategic leadership responses to the surge of drug and substance abuse in Kenya. The findings and recommendations of this study will help in strengthening the National Government by assessing the strategic leadership responses to drugs and substance abuse in the counties. Lari Constituency will gain credibility from citizens and National Government. This will be achieved through adoption of appropriate strategic leadership responses to the economic consequences of drugs and substance abuse.

Consequently, the county governments which are the strategic machineries or institutions for implementing devolution at grass root level to the benefit of the Kenyan citizens will find this study useful. The strategies, policies and measures of success that will be assessed will play an important role in informing the county governments in responding strategically to drug and substance abuse. The findings of the assessment from Lari on strategic leadership responses which will help build confidence with the county government and by extension citizens. In addition, the lower administrative units, wards and villages in Lari Constituency would be assured that in deed strategic leadership responses will help address the drug and substance abuse.

The findings will, thus, provide a basis for amendment to the current management challenges in the public organizations and help develop strategic leadership responses to the escalating problem of drug and substance abuse. The findings of the study, conclusion and recommendation, thereof, will contributed heavily to the empirical literature in strategic leadership responses to the economic consequences of drug and substance abuse in the counties and sub-counties since few studies has been done on the same. Besides, the study will suggest areas that need to be researched further. Thus, future researcher will find this study useful in their work. Student will use the study for educational purposes.

1.7 Definition of Terms

Alcohol: is a central-nervous-system depressant that slows the activity of the brain and spinal cord (NACADA, 2012).

County Government: is a decentralized territory of governance that divides into forty seven (47) counties in Kenya with its functions and the provision of its services to the extent that it is efficient and practicable to do so it consists of a county assembly and a county executive (The Constitution of Kenya, 2010).

Devolution: it is the process of transferring decision-making and implementation powers, functions, responsibilities and resources to legally constituted, and popularly elected local governments (Mugambi, 2013).

Drug: Any product other than food or water that affects the way people feel, think, see and behave. It's a substance that due to its chemical nature affects physical, mental and emotional functioning. It can enter the body by inhaling/ sniffing, chewing, smoking, drinking, rubbing on the skin, or injection (Harwood, 1994).

Drug Abuse: Use of drugs for purposes other than medicinal. It's the misuse of any psychotropic substances resulting in changes of body functions, thus affecting the individual in a negative way socially, cognitively, economically and physically (Harwood, 1994).

Leader-is any person who influences individuals and groups within an organization, helps them in the establishment of goals, and guides them towards achievement of those goals, thereby allowing them to be effective (Nahavandi, 2012).

Strategy-is the direction and scope of an organization over the long term, which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholder expectations (Johnson, Scholes & Whittington, 2005).

Strategic Management- the set of decisions and actions that result in the formulation and implementation of plans designed to achieve a company's objectives (Pearce and Robinson, 2011).

Strategic Leadership: the ability to make a strategic vision for organization and making motivation in others for accepting it (Boal & Hooijberg, 2001).

CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction

This chapter confers aforesaid scholarly work related to strategic leadership responses and strategic management concepts, models and theories applicable in making decisions in commercial organizations, public, not-for-profit organizations. Theoretical and empirical frameworks that inform the study are reviewed with an aim of gaining an in-depth understanding that informs this research. Lastly, this chapter depicts the conceptual framework as a result of which the study is based upon to show the relationship that may exist between independent and dependent variables while considering the moderating variables.

2.1 Strategic Leadership and Responses

Leadership studies have experienced both metamorphosis and transformation since 1980s; this was a move away from the study of 'supervisory leadership' that led to the study of strategic leadership (Boal & Hooijberg, 2001); Supervisory leadership theories was about leadership 'in' organizations while strategic leadership theories are concerned with leadership 'of' organizations marked by a concern for the transformation and rejuvenation of the organization as a whole that includes changing capabilities and aims (Selznick, 1984; Hunt, 1999). The consensus on dominant leadership theories chronologically in terms of their evolution is well depicted by Sanders and Davey (2011); and Nahavandi (2012) into four main theories. Firstly, the trait-era theories which were between 1800s to mid-1940s whose focus were on leader personality traits. Secondly, the behavioral-era theories which were between mid-1940s to 1970s whose focus were on leader behavior and thirdly, the contingency-era theories which started early 1960s to present whose focus is about understanding the leader and the context (leadership situation). Lastly, the neo-leadership theories: transactional, transformational, charismatic, visionary, value-based and strategic leadership. These theories endeavour to explore strategic leadership effectiveness (Sanders and Davey, 2011; Nahavandi, 2012). This study put emphasis on strategic leadership and an examination of theories of strategic leadership.

Strategic leadership is viewed as focusing on the people who have the overall responsibilities and duties for an organization that entails top management or dominant coalition (Boal & Hooijberg, 2001; Cyert & March, 1963). Mintzberg (1990) noted that strategic leadership is about studying at the attributes of the people at the strategic apex of an organization; as Hambrick (1989) depicts it – it is what the top leaders do and how they do it. In other words, strategic leadership is an ability to anticipate, envision and maintain flexibility, and empower others to create a strategic chance and a viable future of the organization (Kjelin, 2009). Strategic leadership is about being proactive, objective-oriented and the execution of a creative vision. Strategic leadership entails three interdependent tasks of which a strategic leader must continually reassess: establishing the organizational direction in terms of vision and mission; defining core values in terms of nurturing effective organizational culture; and marshaling employees' commitment and other stakeholders within and without an organization to execute strategies intended to bring organizational development (Dess, 2008).

The important role of strategic leaders cannot be under-estimated as it is the responsibility of top managers to monitor the organization's internal and external environments and build resources and capabilities on identifying opportunities and threats. Strategic leaders are to develop a vision for the future that followers can believe in (Lussier and Achua, 2007). Strategic leadership must involve all levels of an organizations' management. However of the three levels of management : lower- level, middle- level and top- level, it's the top-level that is clearly held responsible for the organizations' current performance and its future survival. Effective strategic leadership is more likely to adopt appropriate strategies and have a committed, supportive and strong management team.

It is important to take note that providing strategic leadership is a critical role for top management team since it sets the overall direction (Rowe, 2001). Bureaucratic and autocratic leadership is being replaced by a consultative and collaborative style of leadership with team leadership as well portrayed in strategic leadership assuming an executive role (Hewson, 1997). Most accurate indicator of future success and longevity in today's major organizations is the sum of competencies of the entire top management team, as opposed to those of the CEO only (Lear, 2012). Strategic leadership and innovation strategy are crucial for achieving and maintaining

strategic competitiveness in the 21st century (Ireland& Hitt, 1999). Strategic leaders have been repeatedly recognized for their critical role in decision making relating to innovation processes in organizations and it is important to note that strategic leaders' ability to recognize opportunities and exploit is value-addition to organizations (Yukl, 2002).

Strategic response by top management in an organization is mainly determined by decisions the leaders make or may fail to make. It's not a chance occurrence. Thus, it is the responsibility of top managers to carry out an assessment of an organization's internal factors and external environments; align organization's resources and competences to address the challenges facing organizations. Eventually, track the trends in the operating environment; identify the emerging opportunities, mitigate the threats and spur the stakeholders to develop a vision and mission for the future prosperity of an organization. These progressive, rational and logical obligations define the key elements of strategic leadership. As the external environment has become hyper-turbulent, the essence of strategic leadership responses is the development of three key leadership competences: absorptive capacity, adaptive capacity and managerial wisdom (Hambrick, 1989; Black & Boal, 1996; Malan & Kriger, 1998).

The capability managers in an organization possess in creating and maintaining an absorptive and adaptive capacity in addition to managerial wisdom defines the leadership competences. This involves the ability to learn new information, assimilate and apply it (absorptive capacity); further, it involves the ability to change due to variations in conditions (adaptive capacity); and the managerial wisdom that discerns (Kimberly & Hooijberg, 2012). Strategic leaders have a dissatisfaction or restlessness with the present. This restlessness involves what Senge (1990) describes as 'creative tension' which emerges from seeing clearly where one wishes to be, one's vision, and facing the truth about one's current reality. Strategic leaders are able to envision the 'strategic leap' that an organization wants to make, while acting as passionate advocates for change. Strategic leaders have the ability to live with the reality that the organizational culture may not be as forward-thinking as they. It is the ability to live with the ambiguity of not being able to change the organization fast enough, with the ability to maintain the restlessness for change and improvement. Strategic leaders have absorptive capacity. Cohen and Levinthal (1990) define absorptive capacity as the ability to absorb new information and assimilate it and

learn from it and importantly to apply it to new ends. In an era of innovation and continuous learning where success may depend on a flexible strategic leadership response, this is particularly important and may favour the emergent strategy or the strategic intent approach..

A strategic leadership response is about how leaders position themselves to take significant opportunities as they adapt to new information in a responsive and proactive way. Leaders can adapt and lead new strategic direction for the organization if they have cognitive flexibility linked to a mind-set that welcomes and accepts change. Strategic leaders have leadership wisdom. Wisdom may simply be defined as the capacity to take the right action at the right time. Sternberg (2012) articulated that leaders need wisdom because: one need creative abilities to come up with ideas; one needs analytical abilities to decide whether ideas are good ideas; one needs practical abilities to make your ideas functional and to convince others of the value of your ideas; and one needs wisdom to balance the effects of ideas on yourself, others and organizations in both the short and long term (Kimberly & Hooijberg, 2012).

2.2 Theoretical Framework

On strategic leadership, both the practitioners and scholars alike recognize it as crucial to responding to the hyper-turbulent external environment that face private, public and not-for-profit organizations. The developing economies, Kenya not being an exceptional are becoming more open markets as opposed to socialism; therefore, strategic leadership will play a significant role in responding to the new demands. Strategic leadership theories assume that organizations are a clear reflection of their leaders (Finkelstein & Hambrick, 1996). What the leaders' value and their beliefs determine how organizational issues affecting the overall objectives are responded to, that is, interpreted acted upon. Thus the strategic leadership responses affect the performance of an organization. As noted by Zoogah (2009), studies in strategic leadership responses in African organizations are not sufficient. Therefore, to address this gap, this study analysed four theories of strategic leadership as discussed below.

2.2.1 Chaos Theory

Bower (1988) explained that chaos is the irregular, uncertain discontinuous aspect of change within the confines of a patterned whole. This means that there are those events that leaders

cannot predict in organizational operations and even in the desire to create order and control of the situation; unpredictable events often seem one step ahead of the strategic leaders. Describing chaos theory, McDaniel (1997) observed that a basic concern in chaos theory is how nonlinear systems in organizational operations change over time. Kiel (1994) identified three types of outcomes of these interactions of nonlinear organizational systems. Firstly, stability that indicates the dampening of effects through negative feedback. Secondly, instability as a result of positive feedback; small changes accumulate and explode. Thirdly, chaos, the randomness within constraints resulting from interaction of positive and negative feedback in the system, a point attractor develops that is independent of time.

Furthermore, McDaniel (1997) noted that chaos theory provides insights into the nature of complex adaptive systems such as county governments and other public organizations that respond to both feedback and feed-forward and that are operating in external turbulent environments. In explaining strategic leadership, chaos theory specifies the fundamental concept of 'unknowability' that depicts that the unfolding of the world over time is unknowable. One reason that the future state of a chaotic system is unknowable is because of sensitive dependence on initial conditions (Kellert, 1993; Thidtart & Forgues, 1995). Chaotic systems are unknowable because of the nonlinear, time-dependent relationships between system elements (Prigogine & Stengers, 1984). Chaotic systems meticulously obey the structures of differential dynamics, unique revolution and value determinateness; yet they are utterly unpredictable. Because of the existence of these systems, leaders are forced to admit that the world is not totally predictable: by any definition of determinism that includes total predictability, determinism is untrue (Kellert, 1993).

Therefore, strategic leaders cannot control long-term outcomes for organizations. McDaniel (1997) observed that while new patterns of behaviour are likely to fall within recognizable sets, they are never exactly the same as previous behaviours. Leaders cannot determine future states of organizations. For example, the emerging roles of county administrators in development planning or integrated strategic planning of counties are reshaping the patterns of behaviour among county leaders. Strategic leaders cannot control the direction of these new patterns of behaviour and, therefore, they cannot determine the future state of county-leadership

relationships. No matter how effective or ineffective previous managerial or leadership actions were in establishing successful local government-leadership relationships, the new situation of county leadership in long term strategic planning is indeterminate and the strategic leader is not in control (McDaniel, 1997).

2.2.2 Upper Echelon Theory

Criticizing Chaos Theory, Hambrick and Mason (1984) noted that top managers can take strategic leadership responses in organizations even though the external environment is unpredictable and turbulent, meaning top managers have a strategic fit- matching responses to the changes in external environment. They explained that organizations are reflections of their leaders' or top manager cognitions and values rather than those of its board of directors. Later on, this theory expanded into strategic leadership theory by Finkelstein and Hambrick (1996). The theory examined how the psychological make-up of the organizational strategic leadership influences making of decisions and information processing. Contributing to this, Canella and Monroe (1997) expressed that upper echelon theory deals with special knowledge, experience, values, norms and inclinations of leaders or top managers; how they influence their assessment of the internal and external environment and thus the strategic choices they make that affects the organizational performance.

Dublin (2001) noted that strategic leadership is the process of providing the strategic direction of an organization and giving an inspiration through visioning and crafting of strategies. This ensures a match-fit between the organization and the external environment. Boal (2000) identified the activities that are linked to strategic leadership to include: making strategic decisions concerning service delivery to beneficiaries; and formulation of organizational objectives and strategies. More so, there is defining of organizational domain; selection of organizational executives; resource mobilization and allocation. Finally, conceptualizing and installing organizational designs and systems; developing key competences; implementing the strategies chosen; succession planning; sustaining an effective organizational culture; and monitoring and evaluation.

Upper echelon theory explained that organizational outcomes that deal with strategic leadership effectiveness are a reflection of the values and cognitive bases of top managers or senior executives in an organization (Hambrick & Mason, 1984; Carpenter, Geletkanycz, & Sanders, 2004). In this theory, envisioning and development of strategies that results from discernment of the external environment are restricted to their cognitive base and values. The theory was revised by Carpenter (2004) who added to the model the effects of power, management team, and incentives. He also re-conceptualized both strategic choices (which in the original version of this theory are mediators) and the performance of the firm as organizational outcomes. On observing that this theory is about how the personal characteristics of top managers determine the aspects of the environment they can 'see' and what they 'see' inform the decisions they make in respect to strategic choices that impacts the bottom-line of the organization, Oppong (2014) redefined this theory. Criticism to this theory by Priem *et al.* (1999) noted that though this theory inspired research focused on top management team, it can also be useful in focusing the characteristics of other leaders.

2.2.3 Neo-Leadership Theories

Neo leadership theories put emphasis on charismatic, transformational and visionary leadership (Nahavandi, 2012; and Lear, 2012). Personal identification with the leader is the key variable in charismatic theories of leadership (Boal & Hooijberg, 2001). Theories of charismatic leadership emphasize the personal identification of the followers with their leaders defining the followers' characteristics (Nahavandi, 2012). Charismatic models tend to focus on individual level outcomes such as effect, absolute loyalty, identity, commitment, motivation and performance.

On transformational leadership theory, Burns (1978) first introduced the concept of transforming leadership in his research on political leaders. According to Burns, transforming leadership is a process in which leaders and followers in organizations help each other to achieve organizational overall objectives. Burns established two concepts, that is, the transforming leadership and the transactional leadership. Transforming leadership approach creates significant change in the life of people and organizations. It redesigns perceptions and values, and changes expectations and aspirations of employees. On the other hand, transactional leadership approach is not based on a

"give and take" relationship, but on the leader's personality, traits and ability to make a change through example, articulation of an energizing vision and challenging goals (Burns, 1978).

Further development of the concept by Bass (1985) expounded the psychological mechanisms that underlie transformational and transactional leadership. Bass preferred transformational instead of transactional. Bass added to the initial concepts of Burns (1978) and observed that the extent, to which a leader is transformational, is measured first, in terms of his influence on the followers. The followers of such a leader feel trust, admiration, loyalty and respect for the leader and because of the qualities of the transformational leader are willing to work harder than originally expected. These outcomes occur because the transformational leader offers followers something more than just working for self-gain; they provide followers with an inspiring mission and vision and give them an identity. The leader transforms and motivates followers through his or her idealized influence (earlier referred to as charisma), intellectual stimulation and individual consideration. In addition, this leader encourages followers to come up with new and unique ways to challenge the status quo and to alter the environment to support being successful. The full range of leadership introduces four elements of transformational leadership: (a) individualized consideration; (b) intellectual stimulation; (c) inspirational motivation; (d) idealized influence that provides a role model for high ethical behaviour, instils pride, gains respect and trust (Bass & Boss, 2008).

Visionary leadership is described by Brown and Anfara (2003) as the capacity to create and communicate a view of the current situation and induce a commitment to a better future. However, other scholars such as Colton (1985) defined a visionary leader as one who has the ability to set goals and objectives that guide both individual and group action. This defines not what we are but what we seek to be or do. In other words, he was of the opinion that a visionary leader is able to inspire, guide and empower followers. Bennis and Nanus (1985) claimed that an important component of effective leadership in a successful organization is a compelling vision while Clark and Clark (1990) noted that successful implementation of strategies lies within ability of the principal to provide visionary leadership. Therefore, the more effective county leaders, public officers and all those persons in positions of influence are in communicating a compelling vision and establishing a clear sense of direction for their counties, the more they

would be successful in responding to the economic consequences of drugs and substance abuse, These must translate this sense of direction into a citizen-cantered learning goals.

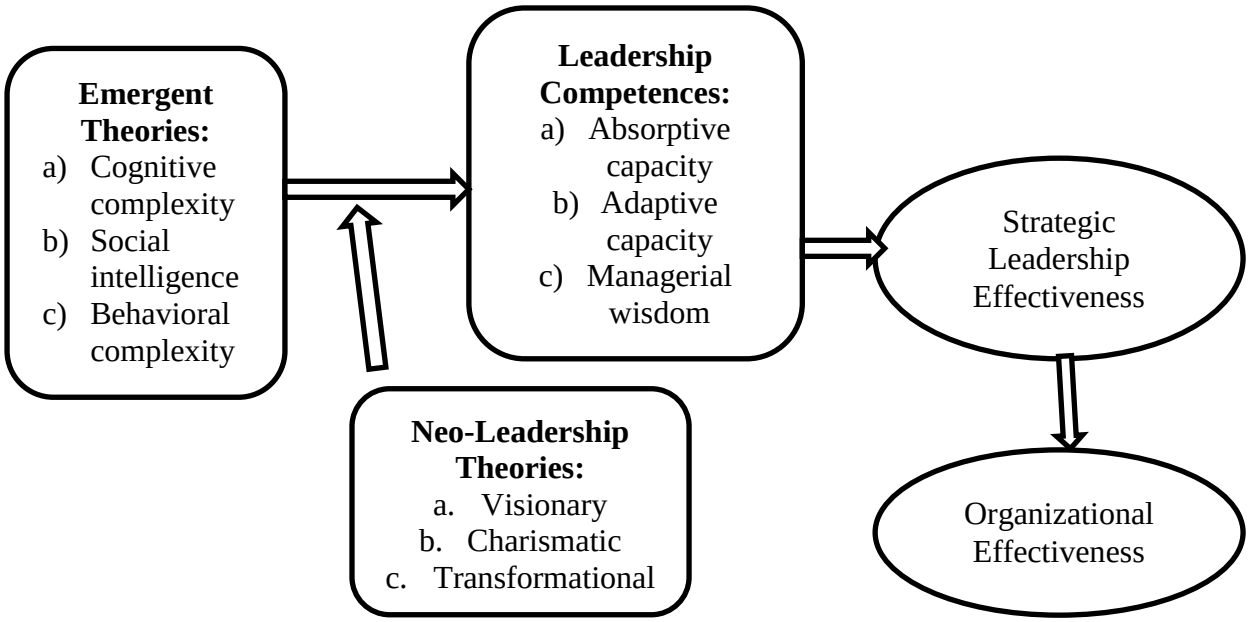
2.2.4 Emergent Leadership Theory

Martinez (2008) criticized the various strategic leadership theories discussed above noting that the common conceptualization of leadership is that in which the authority to lead is primarily vested in an individual who is assumed to have the ability to predict, plan and control outcomes. The desirable attributes of the leader associated with this model are based on assumptions of a linear relationship between organizational design, strategy, human behaviour, and the desirable outcome of organizational effectiveness; however, these expectations do not capture the reality nor are they compatible with the non-linear world. The perspective about what is effective leadership arising from this perspective does not consider the possible effects of the interaction and mutual influence among many agents within the organization and throughout the larger system of systems in which the organization operates, frustrating expectations of simple cause-effect relationships. In effect, within the conventional perspective on which most research is based, leaders are viewed as either heroes, in the case of organizational effectiveness, or scapegoats when the outcome is failure, without consideration of the non-linear and emergent properties of the situation (Plowman & Duchon, 2007; Martinez, 2008).

From emergent leadership theory, leadership is viewed as a process and an emergent event arising from dynamic interaction among agents over time (Lichtenstein *et al*., 2006). In other words, emergent leadership theory focuses on the behavioural and cognitive complexity of leaders coupled with flexibility and social intelligence (Hunt, 1999; Zaccaro, Gilbert, Thor & Mumford, 1991). One leader may emerge at a particular moment to advance common interests and goals and then recede to let another individual or group lead at another point "…leadership in complex systems takes place during interactions among agents when those interactions lead to changes in the way agents expect to relate to one another in the future" (Hazy, Goldstein &Lichtenstein, 2007: 7) whether the changes are due to changing perceptions about objectives or strategy or norms relating to behaviours (Martinez, 2008).

2.2.5 An Integrative Model of Strategic Leadership

Cognizance of various theories discussed above, Boal and Hooijberg (2001) selectively reviewed three streams of theories: (a) strategic leadership theory and its antecedent - the upper echelons theory; (b) neo-leadership theories; and (c) 'emergent' theories of leadership. These theories are summarized in the model in figure 2.1 below:



Source: Boal, B. & Hooijberg, R. (2001). Strategic leadership: Moving on. Leadership Quarterly, 11(4), 534.

Figure 2.1: An Integrative Model of Strategic Leadership

Source: Research Data, 2016

From the figure 1 above, emergent theories that deal with cognitive complexity, social intelligence and behavioural complexity form the foundation for leadership competences- absorptive capacity, adaptive capacity and managerial wisdom. This in turn has an impact on strategic leadership effectiveness. The figure further indicates that neo-theories of leadership – charismatic, transformational and visionary function as moderating variables of the relationship between cognitive complexity, social intelligence and behavioural complexity and leadership competences. Boal and Hooijberg (2001) explained how "neo" and "emergent" theories can be integrated by leaders using their competences as the essence of strategic leadership which in turn has an impact on leadership and organizational effectiveness.

2.3 Levels of Leadership Involvement

Anderson and Adams (2015) explained that leaders develop through a series of sequential stages that are universal and invariant. In organization's transformation, as a critical mass of leaders within the organization develops to a new stage, a tipping point is reached, enabling the system to make and sustain a leap from one level to a higher order of the five levels of leadership and system performance: (a) egocentric; (b) reactive; (c) creative; (d) integral; (e) unitive. Egocentric is the lowest level of involvement in responding to beneficiaries' needs or service delivery. Egocentric level is an identity that does not notice others' (often-competing) needs. At this stage the leaders' needs are primary. Egocentric leadership is responsible for oppressive dictatorships and bad governance.

Secondly is the reactive level of involvement. This level is where the strategic leader is able to hold both their needs and the needs or feelings of others simultaneously. Leaders at this level often care deeply about their employees and manage and function as benevolent parents or patriarchs and matriarchs. The organization is ordered and efficient. It is competency-driven and mechanistic. It uses all of the scientific management tools. Employee input is solicited, but decision-making and creative expressions are still vested with top leaders. Leadership is often humane, but lacks the capability of broadly sharing power. People are informed but not involved in decision-making. The community feel supported financially and treated fairly, but most are not expected to be involved in important decisions. The strategic leadership style that emerges with reactive leadership is a large, efficient hierarchy - ordered and layered bureaucracy. Its political climate requires loyalty and obedience (Anderson & Adams, 2015).

Thirdly, is the creative level of strategic leadership involvement where most change efforts are attempts to create a creative organizational culture that is flatter, leaner, more agile, and requires higher ownership and creative involvement at lower levels. Such change efforts can only succeed if the leadership is functioning with the creative mind. For this level, strategic leaders shed some old assumptions that have been running over time; and they initiate a more authentic version of leading; strategic thinking forms the core of the leader. Leaders become visionary as new possibilities open up; the strategic leaders have a sense of mission and vision for the society. At this level the focus is on high performance and shared leadership through teamwork and self-

development. The leader now takes responsibility for authoring the vision, enrolling others in the vision, and helping them discover how the vision enables them to fulfil their personal purposes collectively (Anderson & Adams, 2015).

Fourthly, the integral level of involvement; where leadership is capable of leading amid complexity. The vision of the creative leader expands to include systemic welfare—systems thinking and design. At this level, the leader holds a larger vision of the welfare of the whole system and becomes the architect of its future. Integral leaders focus on a vision not only for their organization, but also for the welfare of the larger system in which their organization is embedded and interdependent. At this stage, servant Leadership fully emerges. The leader becomes the servant of the whole and is citizen-oriented. The workplace becomes a self-renewing organization where members are true participating partners. The legacy of the leader is connected to developing the organization into a vehicle for service to a larger constituency. The organization is seen as a network of stakeholders nested within a larger system of networks. Vision often becomes global and oriented toward service to human welfare. Sustainability and long-term common good become salient values.

Lastly, unitive level of strategic leadership involvement which is the highest stage of awareness. Leaders at this level function as global visionaries and enact world service for the universal good, seeing the constituency as a family. The evolution of ever more effective and conscious leaders is not only a business imperative as complexity escalates, but a global requirement (Anderson & Adams, 2015).

2.4 Strategic Leadership Responses

Strategic leadership is appreciated by both the practitioners and academicians alike as critical to organizational success. Zoogah (2009) observed that as African economies (EAC being major economy) transition from socialist to open market states, strategic leadership will play a key role to organizational effectiveness for both private and public organizations. For county leaders, they need to have sustainable development on long-term and maintain a level of service delivery that consistently meets and often exceeds the expectations of citizens. For effectiveness in the long term, the leaders' strategic responses must be able to exploit existing opportunities in its familiar

environment. To achieve this, strategic leaders create a participatory strategy process that aligns strategic actions with the organization's objectives, which Burgelman (2002) called the induced-strategy process. In other words, strategic leadership in the induced process seeks to achieve match "fit" with the organization's familiar services to target citizens.

Bateman (2009) identified major strategic leadership responses as comprising of formulation of organizational policies, development of strategies, strategy implementation, monitoring and evaluation of the strategies undertaken. Policy formulation clearly is a critical phase of the policy process which also is an explicit subject of policy design (Hai, 2012). The public policy formulation is part of the pre-decision phase of policy making including crafting the goals and priorities and options; costs and benefits of each option; and externalities of each option. It involves identifying a set of policy alternatives and public policy tools to address a problem as a result that a prepared set of solutions is done for the final solutions from which decision makers actually choose by judging the feasibility, political acceptance, costs and benefits (Hai, 2012). But the attention to policy formulation should be led by leaders and embedded in work on policy communities and policy networks, which does the design (Howlett, 2003).

On the other words, the formulation process will need the motivation and participation of different actors with their entrances of new actors and new ideas who will actually play their roles in the policy design process. Hai (2012) noted that the dominant model of policy formulation in developing countries is the bureaucratic politics amongst the interrupted equilibrium, organizational process, and rational actor. The policy formulation is taken up in the agenda setting works in some researchers (Rhodes, 1997; and De, Alain, Dethier & Jean-Jacques, 2012); however, the policy formulation is the work of the policy communities and policy networks (Howlett & Ramesh, 2002); it is apparent that identifying the policy actors, understanding their beliefs and motivations, their judgments of feasibility, and their perceptions of the political context which is relevant for developing world. Thus, the policy formulation is the function of the policy making. It is really the practice oriented policy making in developing world. Also, the policy formulation within the policy communities and policy networks is reflected the actual policy in developing countries because the policy making in development

work in environment with weak institutions and capacity within the communities and networks (Hai, 2012).

In development of strategies, leaders establish vision, mission and goals. On vision, Prahalad and Hamel (1990) expressed vision as the strategic intention, a seductive intention of the open chances in the future. The mission is a general purpose of the organization's existence, the declaration of its intents, knowingly and publicly expressed existence of the organization, its nature and status, the reason of existence. It includes the organization's image and credibility (White, 1984). On goal setting, organizations have different objectives. Every organization has its own specific aims and activities but all organizations have one common goal, for counties it is service delivery to citizens in a satisfactory manner (Coulter, 2013). Thereafter the leaders analyze the environment both internally and externally that provides a comparative look at an organization's capabilities.

In addition, strategies development is a way of combining the organizational activities to achieve overall objectives. Specific strategies are developed according to organizational objectives, taking into account the resources and environmental conditions. Developing the organization's strategy, it is recommended to analyze; organization's resources both tangible and intangible, experience, ability, resources; organization's external environmental factors (economic, political and legal); surrounding threats and opportunities of preventing them; organization's philosophy, spiritual values. Strategy development is closely linked to strategic planning, combining the organization's mission, long-term goals, resources and environmental conditions (Bateman, 2009).

On strategy implementation, organization's strengths are developed and various methods are applied in the implementation of priority development programs and projects. Usually this stage includes the following functions: formulation of programs and projects designed for strategy implementation; setting of the program budget; organization of working groups; development of strategic human resources. Sometimes during the preparation for the programs that involve considerable monetary investments or high risks, a less ambitious experimental or a demonstrative project is implemented (Coulter, 2013). Systems of strategic management are

applied to organizations only when the peculiarities of every organization are taken into account. System of strategic management operates only within those organizations that not only have a clear vision, mission and goals but also clear criteria for the evaluation of their activity and the information on the price paid for performing their actions and benefits (effect) brought by their actions (Bateman, 2009).

Finally, the monitoring and evaluation is an activity controlled by the means of comparison between the intended and factual goals. The analysis of activity answers the following question: what is and has been done to improve future objectives? At this stage one determines whether the strategies set have to be amended and whether certain projects have to be confined or expanded (Coulter, 2013). With the implementation of the strategy the process does not stop because it requires the evaluation of the results, reality check, adjustments being made, as well as the generation of new ideas (Zoogah, 2009).

2.5 Economic Consequences of Drug and Substance Abuse

2.5.1 Costs of Drug Abuse and Drug Trafficking

Drug abuse and trafficking creates both health and financial burden to the society while suppliers and traffickers rip profits. Many of the apparent 'benefits' resulting from engaging of illicit drugs have seen a number of producer countries start suffering from what is referred as the 'Dutch disease' (Collins & Lapsley, 1996) .This has led to stagnation of other non-drug-related sectors of their economy to be dependent on illicit drugs. Where no vertically integrated illicit drug industry has been built (such as Peru or Bolivia) drug traffickers emerge at irregular intervals to buy the illicit drug crops from farmers thus creating frequent boom and bust cycles in the local economies (CSA,1996)

Few comprehensive and internationally comparative studies have been undertaken to measure the costs of drug and substance abuse to society (Harwood, 1994). Drug and substance abuse and poverty are often linked in multiple ways. Drug abuse may occur to relieve the stress associated with poverty, chronic social strain and other difficult events. In poorer neighbourhoods, there is often less access to support systems, health care and community organizations. Additionally, the relationship between drugs and poverty can also work in the inverse direction: drug and

substance abuse can deplete users' income, leading to a lack of care for family and loved ones and other responsibilities (INCB, 2013).

2.5.2 Work, Employment and Productivity

Drug and substance abuse have an influence on the status of employment and productivity as young people in the age bracket 15-25 years are frequent abusers. These are individuals who are about to enter or have entered the workforce.. Drugs and substance abuse limits chances of entering the workforce. It further makes it even more difficulty to remain in the workforce once an individual enters. Frustrations that arise from failure to find adequate employment by abusers favours consumption thus creating a vicious cycle. There is a strong correlation between unemployment and drug-taking habits, both in developed and developing countries (UNODC 2014). British Crime Survey (1992) revealed that life-time prevalence of drug and substance abuse among the unemployed was 60% higher than among the employed (Collins & Lapsley, 1996). The 2009 national household survey carried out in Kenya, showed that the annual prevalence of drug and substance abuse among the unemployed (4.1 per cent) was almost four times higher than among the employed (1.1 per cent, NACADA, 2012).

Drug and substance abuser impose significant and extra costs on the business sector leading to a reduction to its competitiveness. Irrespective of its level of development societies will be unable to advance as fast if they have to rely on an impaired workforce. The economic consequences of drugs and substance abuse on productivity are a function of the quantities and the type consumed and the performance requirements of the job in question (Harwood, 1994). Jobs that require high level of concentration, high-level judgement and fine motor skills are heavily disrupted than physical jobs if the workforce is engaged in drugs and substance abuse leading to high costs to society. In Kenya, some companies that are affected by the economic consequences of drugs and substance abuse have launched intervention programmes in their workplace.

2.5.3 Prices and Income

Prices and incomes of drugs and substances seem to be in proportion to the inherent risks of both the supplier and the consumer. Hard drugs which include heroin and cocaine in 1980s showed a surprisingly strong correlation between perceived risks and their prices depending on

success or failure of law enforcement agents as was observed by Reuter and Kleiman (1986). This suggested that law enforcement efforts are most productive at the final stages of the drug chain, close to the consumer (UNODC, 2014). If indeed drug and substance abuse does have an economic impact, it is on dampening inflationary pressures as abusers left with less or no money to spend on daily subsistence needs (Farrell, Mansur & Tullis, 1996).

2.5.4 Finance and Investment

The economic impact of the illicit drug industry on domestic savings indicates that the poorest sections of society tend to spend their savings on drug and substance abuse. Income generated by high- income groups from drug business is often laundered outside the country and not deposited in domestic savings. It is also accompanied by a conspicuous and notable increase in drugs and substance consumption and an expenditure on prostitution (Farrell, Mansur & Tullis, 1996). Investment which includes human capital formation (human investment) is jeopardized as resources that could be well spent on health- care and education are wasted on drugs and substance instead.

2.6 Empirical Review

Azhar *et. al.* (2013) in his work strategic leadership responses in the development and implementation of strategy; observed that leadership plays a vital role in the formulation and implementation of strategies. Strategic leaders begin with strategic thinking as they provide clear vision and mission and then establish an organizational culture in which everyone knows what to do; and what are the core values of an organization. Fairholm (2004) found out that it is the vision and mission from a leader that provides base line for strategy formulation and the commitment ensure the execution of strategy, making the strategies work. Strategic leaders ensure that everyone understands the need of change and should contribute their effort to efficiently implement the strategies. Azhar *et. al.* (2013) found out that only leadership can inspire and motivate the people to bring change because people always resist change. In his conclusion of the study, Azhar *et. al*. (2013) found out that the most important task of leadership is to align its vision with the organization's goals and objectives so that organization can survive and be sustainable with dynamic environment efficiently to achieve the vision. Therefore, it is

not empirically clear how strategic leaders should respond in a dynamic environment to be able to help employees or followers to envision change in organizations.

Empirical works by Rowe (2001); Yukl (2002); Smith *et. al.* (2004); Wendy (2012); and Oppong (2014) have emphasized the strategic leadership attributes of envisioning, formulation of strategies, implementation, monitoring and evaluation of strategies in responding to the turbulent and ever-changing external environment. In his study's discussion and conclusion, McDaniel (1997) observed that strategic leaders need to shift their behaviour and adopt new ways to approach leadership roles. McDaniel noted several specific suggestions for top managers as they try to provide strategic leadership in uncertain times: give up planning and control, move to the edge of chaos, create new organizations with new forms, develop self -referent organizations, enhance the quality of connections, create learning organizations, think about organizational design as an ongoing process; and provide for the emergence of visions and values. This leads to the big question, what are the key attributes that strategic leaders should possess in order to respond to the changes in organizations.

Ascot (2008) in his study on leadership for strategy implementation and change management established that leadership works to find out the gaps by analysing both internal and external environments and craft strategic plans to fill these gaps by implementation of plans. Ascot's study found that a strategic leader in responding to turbulent and ever-changing environment plays various roles: a leader as innovator, whose responsibility is to ensure innovation in an organization. Strategic leaders bring innovation in the strategic management process, from strategic thinking to performance evaluation to effective and efficient service delivery. Other roles played by strategic leaders in responding to dynamic and complex environment include: caretaker, motivator, developer of structure and organizational culture, change enabler, decision maker, collaborator, risk analyst and evaluator. In the context of public sector, a gap clearly exist on what roles strategic leaders need to play in the face of changes in state-owned enterprises or in this study devolved institutions.

On the roles of strategic leaders in responding to turbulent external environment, Burgelman (2002) found out that strategic leaders in organizations need to develop organizational capability:

(i) developing a strategic leadership regime (integrating both top-down and bottom-up strategic leadership); (ii) managing dynamic interplays between overall organizational strategic thinking and organizational culture; (iii) balancing strategic resource allocation in response to external environment turbulence; and (iv) managing vibrant interactions with the board of directors or trustees. The main concern is, since the roles as noted by Burgelman (2002) were identified in United States of America, is it the case for leaders in Kenya and particularly in Kiambu County for effective service delivery.

Burgelman (2002) work on how strategy-making shapes a company's future, deduced that for effectiveness in the long term, an organization's strategic leadership must be able to exploit existing opportunities in its operating environment. In order to achieve this, strategic leaders must create a participatory strategy process that supports strategic actions and choices with the organization's objectives, which is called the induced-strategy process. In other words, strategic leadership in the induced process seeks to achieve strategic 'fit' with the organization's familiar services to beneficiaries or the people it seeks to serve. Burgelman (2002) further found out that both public and private organization have a reservoir of 'entrepreneurial' employees who try to create new services' opportunities, usually in newly emerging environments, in a mostly bottom-up process. This is commonly regarded as the autonomous strategy management process that an organization pursues opportunities that are outside of the organizational domain of the existing integrated development plan, the case of counties in Kenya; relate to new environmental demands and emerge through unforeseen novelty applications and extensions of the organization's distinctive competencies by entrepreneurially-inclined employees, called intrapreneurs (Kiser, 1989). Organization's top leadership are thus able to see the strategic implications of the organization's planned actions and activities that have started to happen inside or outside an organization and signal emerging opportunities or mitigate threats posed by external factors. These strategic leaders bring those intuitions into discussions among the stakeholders which expands support for strategic action to deal with the changes in organizations (Burgelman, 2002).

As leaders respond strategically to organizational environment, it's the responsibility of top managers to determine the strategic direction of the organization. This involves developing long

term vision and strategic goals. The recent work of Serfonten (2010) observed that the organization's leaders must take personal accountability by interacting with stakeholders and citizens to ensure that these groups fully understand and believe in the purpose and vision of the organization. Serfontein further noted that the most important characteristics of a high performance organization is the vision, mission and organizational core values. Eesakhani (2008) and Wendy (2012) both observed that strategic intent incorporates stretching set targets and objectives that force organizations to innovatively compete and maximize usage of their resources. However, it is not clear whether leaders in public institutions take such strategic leadership responses such as entrepreneurial and innovative ways in responding to changes in these institutions both globally and locally.

2.7 Conceptual Framework

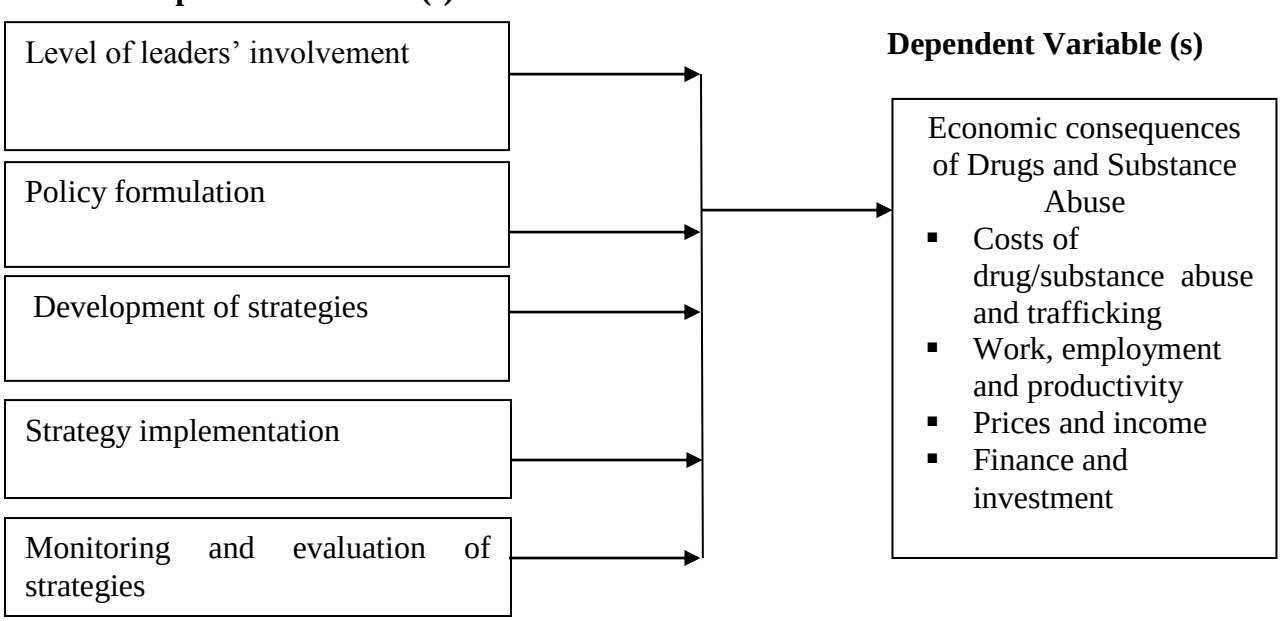


Figure 2.2: Conceptual Framework

Source: Research Data, 2016

From figure 2.2 above, is a conceptualization that connects different areas of study in seeking to find a relationship between two variables, the independent variables are the strategic leadership responses that entail: level of leaders' involvement; policy formulation; development of strategies; strategy implementation; and the monitoring and evaluation of strategies to address

the economic consequences of drugs and substance abuse in Lari Constituency. The dependent variables (s) are the economic consequences of drugs and substance abuse in Lari Constituency, Kiambu County. These include costs of drug/substance abuse and trafficking; work, employment and productivity; prices and income; and finally finance and investment.

Moderating variables are both the county's culture and county organizational structure. County's culture is the interwoven pattern of beliefs, values, practices and artefacts that defines Lari's constituents: who they are and how they do things thus becomes strategic drivers in developing organizational capabilities (Bolman & Deal, 2008). The culture utilizes the leadership capacities in the county to drive the county strategically (long-term direction into the future). On county organizational structure, this is in terms of the processes supporting human resources as depicted in the county's organizational chart. This deals with meaningful alignment of job roles with the strategic intent that is needed to anticipate change in order to develop an optimum workforce that is able to support future plans and create organizational stability.

CHAPTER THREE
RESEARCH METHODOLOGY

3.0 Introduction

This chapter depicts the type and nature of research, the research design. The chapter also entails the data collection methods, analysing and interpretation of data. The chapter thus covers the population of study, sampling technique, and data collection methods and data analysis procedures that were used to carry out this study so as to maintain reliability and validity of the data collection instruments.

3.1 Research Design

A research design is how a researcher puts a research study and works as a systematic plan outlining the study, the researcher's methods of compilation, details on how the study will arrive at its conclusions and the limitations of the research (Wills, 2011). This study espoused a descriptive research design where the study helped to accurately incorporate the individual characteristics of the objects under the study (Connaway & Powell, 2010). The approach helped describe the state of affairs as they were at the time of study. The descriptive study design was appropriate as it could be administered within constrains of time and financial resources. Furthermore, it helped achieve validity, reliability and generalizability as is desired in research owing to its duality in collecting and in the analysis of both quantitative and qualitative data (Mugenda & Mugenda, 2003).

3.2 Population of Study

A population of study is the sum of all the items considered under a study (Mugenda & Mugenda, 2003). In other words, it is the totality of the individual characters and objects from which a scientifically generalizable inference can be achieved (Connaway & Powell, 2010). For this study, the population of study was 1978. These are the national government leaders, county government leaders and Public Benefits Organizations (PBOs) who comprise of religious leaders, community leaders and self-help group leaders as grouped in Table 3.1 below:

Table 3.1: Population Distribution

	Leadership/ Management Cadre	Location	No of Persons
a	National Government Leaders	National	66
b	County Government Leaders	Lari Constituency	6
c	Public Benefits Organizations (PBOs) Leaders	Kinale	309
		Kijabe	300
		Nyanduma	406
		Kamburu	505
		Lari/Kirenga	386
	Total		**1978**

Source: Kenya Gazette Notice (2014, July), Lari Constituency Leaders.

3.3 Sampling technique

Sampling is the process of selecting a number of individual for a study in such a way that the individual selected represents the large group from which they were selected (Mugenda & Mugenda, 2003). The primary purpose of sampling is to obtain information about an entire population by examining only a part of it with the assumption that the sample data convey the population parameters. Chandran (2004) noted that a sampling method is a way of selecting a portion of population so that the selected portion represents the population adequately. The sampling methods are classified as either probability or non-probability. Mugenda and Mugenda (2003) states that probability sampling methods are those in which every sampling unit has a known non-zero chance of being included in the study sample. While non-probability sampling method does not equally select elements from the population to participate in the study and is useful when the researcher is not interested in selecting a sample that is representing the whole population.

For the purpose of this study, probability sampling methods was used. The researcher used stratified random sampling method. This method was chosen because the researcher wanted to assess all cadres of leaders in Lari Constituency and to an extent Kiambu County. Lari

constituency was chosen for this study since the focus is on economic consequences and Lari has the lowest economic development. According KNBS and SID (2013) 12% of Kiambu County residents have no formal education with three constituencies, Limuru, Lari and Gatundu South, have the highest share of residents with no formal education at 14% each. In Kiambu County, 75% of residents have homes with cement floors, while 23% have earth floors and Lari constituency has the lowest share of cement floors. More so, Lari constituency has the lowest share using improved sanitation. In terms of employment, only 24.5% of the population work for pay (lowest in the county) compared to the county total 38.5% for the entire Kiambu County.

The population is not homogenous and representation of each category is important so that results will be representative of the entire population (Cooper & Schindler, 2005). Sample size and the ratio of the sample size of each category of employees depended on respective sections in the Constituency or county. The advantage of the stratified random sampling is that it is the most efficient as all groups are adequately sampled (Kothari, 2004).

Yamane (1967) and Israel (2009) provide a formula to calculate sample sizes. This formula was used to calculate the sample size and is shown below and used in Tables 3.2. A 95% confidence level and P = 0.5 were assumed:

$$n = \frac{N}{1 + N(e)^2}$$

Where n is the sample size, N is the population size and e is the level of precision. Therefore, the sample size is 333.

Table 3.2: Sampling Frame

	Leadership/ Management Cadre	Location	No of Persons	Sample Size (Proportionate)	Percentage %
a	National Government Leaders	National	66	11	3
b	County Government Leaders	Lari Constituency	6	1	1
c	Public Benefits Organizations (PBOs) Leaders	Kinale	309	52	96
		Kijabe	300	51	
		Nyanduma	406	68	
		Kamburu	505	85	
		Lari/Kirenga	386	65	
	Total		**1978**	**333**	**100**

Source: Research Data, 2016

3.4 Data Collection Methods

This research used both primary and secondary data sources. The primary data is the first-hand information obtained by the researcher (Mugenda & Mugenda, 2003). It has the advantage of providing information of the phenomena as it is currently. This is important as the study sought to assess the strategic leadership responses to drugs and substance abuse in Lari constituency, Kiambu County in Kenya. The researcher administered a structured questionnaire with closed-ended questions so as to gather substantial information. The close-ended questionnaires greatly helped attain standardization and uniformity of the responses (Kothari, 2004).

The questionnaire was divided into four sections. Firstly, it covered the demographic information of the respondents. Secondly, the section sought to look at strategic leadership responses. Thirdly, the section scrutinized the challenge of drugs and substance abuse at Lari Constituency and lastly, the section linked strategic leadership responses to the challenge of drugs and substance abuse. It was administered to leaders in Lari constituency at different management levels. This is because they are best placed to provide the required information on strategic

leadership responses to the economic consequences of drugs and substance abuse. The questionnaire was directly administered to the respondents and in some cases, the 'drop and pick' mode of questionnaire was used. This method was appropriate since it was simple and cost effective. The researcher administered the questionnaire and also used research assistants to administer.

Secondary data was obtained from existing records at the County Integrated Development Plan for Kiambu County and the Development Profile of Kiambu County and other studies done on the County in general among other relevant documents.

3.5 Pre-testing Instrument

The questionnaire used was pre-tested in order to establish its validity and reliability. Pre-testing is conducted to detect weakness in the design, data collection instrument and procedures to be used to carry out the study (Cooper & Schilnder, 2003). As Mugenda and Mugenda (2003) argue pre-testing helps the researcher assesses the reliability and validity of the instrument and their uses; the pretest sample should be between 1% to 5% depending on the sample size. For this reason, the researcher conducted pre-test by administering 10 questionnaires to county leaders which was distributed to the different levels and cadre of management. This was necessary to test the reliability of the data collection instrument before doing overall roll out of the questionnaires. Validity is done to test the research instrument in this case the questionnaire and confirms it contains the right content to measure known phenomenon. It helps to reduce deficiency problems and biases related to data collection. Adjustments are done where appropriate. Reliability concept as observed by Uma and Bougie (2013) which captures reproducibility of the results and conclusions in case same topic is studied again using an instrument known as Cronbach's alpha .From the results of the pilot test carried out a coefficient of .. 0.63 was obtained which denotes that consistent responses are obtained depending on variables studied..

3.6 Data Analysis and Presentation

This usually involves reducing accumulated data to a manageable size, developing summaries, looking for patterns, and applying statistical techniques (Cooper & Schindler, 2003). The

completed questionnaires were edited for completeness and consistency. Code numbers were assigned to each answer of the question to generate a coding list or frame which was then fed into computer software SPSS (V.21.0). The descriptive analytical techniques such as frequency both absolute (frequency and relative (percentage) was used to describe the findings. The findings were organized, summarized and presented using tables and pie charts for clarity and comparison reasons. Inferential analysis was done using inferential statistics. This included Pearson correlation analysis to determine the linear relationship between strategic leadership responses and the economic consequences of drugs and substance abuse. Additionally, linear regression analysis was also done to determine the contribution of each independent variable to the dependent variable. The regression analysis was of the form:

$$SREDA = \beta_0 + \beta_1 LI + \beta_2 SPF + \beta_3 DS + \beta_4 SI + \beta_5 MES + \varepsilon$$

Whereby: β_0 regression constant (y-intercept); β_1 - β_4 are the regression coefficients; SREDA indicates the Strategic Leadership Responses to Economic Consequences of Drugs & Substance Abuse; LI is the Level of Involvement; PF is Policy Formulation; DS is the Development of Strategies; SI is the Strategy Implementation; MES is the Monitoring & Evaluation of Strategies; and ε is the error term.

3.7 Ethical issues

Kumar (2005) defines ethics 'in accordance with principles of conduct that are considered correct especially those of a given profession or group'. Ethical issues can be categorized according to the key stakeholders in the research; the participants, the researcher and the firm understudy. The stakeholders in various management cadres in the county and diverse groupings may have different interest, perspective, purpose, aims and motivations that could affect the way the research is carried out and the findings. Henceforth, it was important to ensure that the research was not affected by the interests on the part of the researcher. In this study, the respondents were requested to volunteer information, fill the questionnaires willingly without coercion and an assurance of confidentiality was given; hence no names or signatures were put on the questionnaires. Further, the respondents were assured that the findings were wholly for academic purpose and therefor posed no risk or harm.

CHAPTER FOUR
DATA ANALYSIS, INTERPRETATION AND PRESENTATION

4.0 Introduction

The chapter highlighted the analysis and presentation of the empirical data as well as the findings study. The data was collected, processed and presented in tables and figures for ease of interpretation. Statistical Package for social Science (SPSS) tool was employed for both descriptive and inferential statistics analysis.

4.1 Response Rate

The target population was 1978 of which the sample size was 333. This consisted of the national government leaders, county government leaders and Public Benefits Organizations (such as religious leaders, community leaders and self-help group leaders). Out of the 333 questionnaires administered, 269 were successfully filled and returned. This gave a return rate of 80.8%as indicated in Table 4.1.

Table 4.1 Questionnaire Return Rate

Leadership/ Cadre	Management	Issued Questionnaires	Returned Questionnaires	Achieved Return Rate %
National Leaders	Government	11	8	72.7
County Leaders	Government	1	1	100
Public Organizations Leaders	Benefits (PBOs)	321	260	81
Total		333	269	80.8

Source: Research Data, 2016

The above information shows that the aggregate questionnaires return rate was 80.8% affirming the fact that the questionnaire return rate was sufficient and above 75% of the acceptable levels to enable generalization of the results to the target population (Creswell, 2009).

4.2 Respondents' Demographic Information

The research instruments solicited background information on demographic details of the respondents. These included gender, age, level of academic qualification, institution, position in the institution and experience of the job; this was imperative to confirm whether our research reached the targeted audience and whether or not the research captured the information it effectively sought.

4.2.1 Gender of the Respondents

Information about the distribution of the respondents by gender was collected and the results were as indicated in Table 4.2:

Table 4.2: Distribution of the Respondents by Gender

Gender		
	F	**%**
Male	185	68.8
Female	84	31.2
Total	**269**	**100**

Source: Research Data, 2016

The data on the Table 4.2 above indicates that majority of the respondents (68.8%) sampled were male while the rest (32.2) were female. These data reveal that that there was adequate gender disparity at all levels of the study.

4.2.2 Respondents Level of Education

The research instruments also elicited information on the level of education of the respondents since this variable could influence their ability to supply credible information about the research

objectives. More often than not there are clear differences in opinion between respondents with a different educational level. The results were as indicated as shown in Table 4.3

Table 4.3: Representatives' Level of Education

Educational Qualifications	**F**	**%**
Primary Education	65	24.2
Secondary Education	116	43.1
College Certificate/ Diploma	56	20.8
Bachelors' Degree	25	9.3
Master's Degree	7	2.6
Total	**269**	**100.0**

Source: Research Data, 2016

The data shown on Table 4.3 indicates that 43.1% of the sampled respondents had secondary education whereas a fair proportion of 24.2% had primary education. However, 20.8% of the sampled respondents possessed either a certificate or diploma, whereas 9.3% had Bachelors' degree; a paltry2.6%had Masters and none of the respondents had Doctorate degree. This information reveals that the respondents in the study location have minimum education that enabled them to complete the questionnaires.

4.2.3 Age of the Respondents

The researcher also asked the respondents to state their age to enable tabulation of the responses in this light. It has been shown in various scientific disciplines that opinions on a vast number of topics differ between different age groups thus important to take into account the age of respondents.

Table 4.4: Distribution of Respondents by Age

Age	Frequency	Percent
18-25 Years	13	4.8
26-35 Years	77	28.6
36-45 Years	70	26.0
46-55 Years	76	28.3
56-60 Years	19	7.1
Above 60 Years	14	5.2
Total	269	100.0

Source: Research Data, 2016

From the Table 4.4, 28.6% belonged to age bracket of between 26-35 years, followed by 46-55 years with 28.3% and then 36-45year with 26.0% while age bracket of 56-60 years accounting to 7.1%; above 60 years accounting to 5.2% as well as 18-25 years accounted for 4.8%. The average years of the respondents was 36 years an indication that most of the respondents were of mid-life age.

4.2.4: The Type of institutions

The researcher also asked the respondents to state the type of institution that they have been working for where and the findings are summarized Table 4.5..

Table 4.5 Type of Institutions

Leadership/ Management Cadre	Frequency	Percentage
National Government Leaders	8	3.0
County Government Leaders	1	0.4
Public Benefits Organizations (PBOs) Leaders	260	96.6
Total	269	100

Source: Research Data, 2016

The findings from Table 4.5 above indicated that most of the respondents belonged to Public Benefits Organizations (PBOs) Leaders who comprised of religious leaders, community leaders and self-help group leaders accounting to 96.6% of the respondents, while the National Government cadre of leaders accounted for 3% while the least was County Government cadre of leaders with only 0.4%.

4.2.5 Position in the Institutions

The study sought to establish various positions held by respondents in the institutions that the work as depicted in Table 4.6 below:

Table 4.6 Position in the Institutions

Leadership/ Management Cadre	Positions	Frequency	Percent
National	**Deputy county commissioner, Accountants, Administrators,** Chiefs, assistant chief, elders, admin police, Liquor Licensing Boards, agriculture, Teaching Fraternity, Teachers, head teachers, Head of Department, Discipline Masters, Dean of Study in the school, adult educator, chairman/person board in the school	8	3.0
County	Governor / Deputy Governor Or ward Administrator	1	0.4
Public Benefits Organizations (PBOs) Leaders	**Public Benefits Organizations (PBOs) Leaders** Clergy, Reverend, Priest, pastors, elder church, deacons, Clergy, Reverend, Priest, pastors, elder church, deacons, Small business people, proprietor, traders/merchants	260	96.6
	Total	**269**	**100**

Source: Research Data, 2016

The table 4.6 indicates a summary of positions held by respondents in Lari Constituency which are as follows Administration National Government, Chiefs, assistant chief, elders, admin police, County Government, Deputy County Commissioner, Deputy Governor, Liquor Licensing Boards, agriculture, Teaching Fraternity, Teachers, head teachers, Head of Department, Discipline Masters, Dean of Study in the school, adult educator, chairman/person board in the school, Clergy, Reverend, Priest, pastors, elder church, deacons, CBO, NGO, SACCO, Welfare,

youth leader, men leader, women leader, members groups and small business people, proprietor, traders/merchants.

4.2.6: Experience Working with Institutions

The researcher also asked the respondents to state how long the respondents have worked in the institution. The respondents' level of experience ranged from 0-5 to over 15 years. The information in Table 4.7 presents the findings.

Table 4.7: Length of Working with the Institutions

Length of teaching	Frequency	Percent
0-5 Years	57	24.5
6-10 years	95	40.5
11-15 years	36	15.6
More than 15 years	45	19.3
Total	269	100.0

Source: Research Data, 2016

As presented in table 4.7, the highest number of respondents 40.5% had worked for a period of 6-10 years, followed by those with a 0-5 years which accounted for 24.5%; and a 19.3% who had worked for more than 15 years. Only 15.6% had worked for 11-15 years. This indicates that majority of the respondents had. been in the current institutions for 6 years and above, therefore, were found with enough experience to give valuable information on strategic leadership responses to economic consequences of drugs and substance abuse in Lari Constituency.

4.3 Components of Strategic Leadership Responses

4.3.1 Levels of Strategic Leadership Involvement

The first objective was to establish levels of leaders' involvement in responding to the economic consequences of drugs and substance abuse. The respondents were to rate their level of involvement in responding to the economic consequences of drugs and substances in Lari Constituency, this is tabulated in Figure 4.1 below.

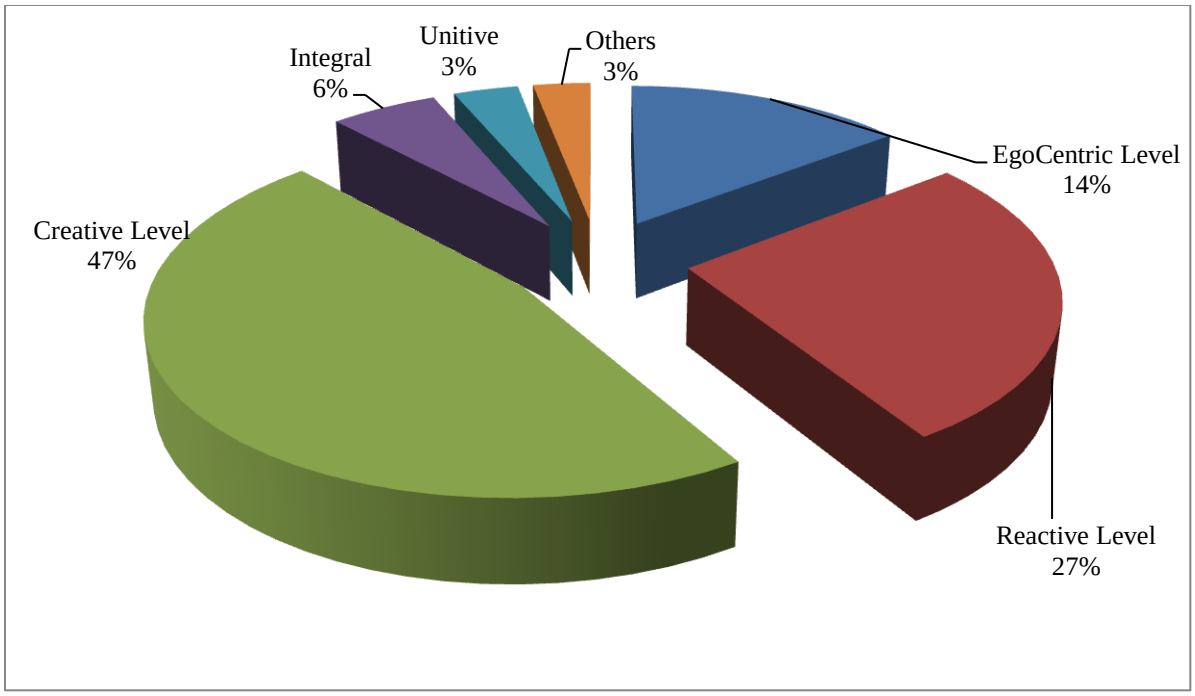


Fig 4.1Levels of Strategic Leadership Involvement

Source: Research Data, 2016

The findings in Fig 4.1 indicated that most of respondents 126 of 269 (47%) rated their level of involvement in responding to the economic consequences of drugs and substance in Lari Constituency as creative level which implied a visionary leadership where change efforts attempts to create a creative institutional culture. This culture is flatter and agile. It requires higher ownership and creative involvement at lower levels. This was followed by 73 (27%) of the 269 respondents rating their level of involvement in responding to the economic consequences of drugs and substance at reactive Level which implied that strategic leadership is able to hold their needs and the feelings of others at the same time but does not involve community in decision making. Of the 38(14%) of 269 respondents, their level of involvement was rated as ego-centric. This was described as self-identity that does not notice others because the leaders' needs are primary. It was also noted that 16(6%) of the 269 respondents indicated integral level of commitment. At this level servant leadership emerged and the welfare of the constituents was in focus. Finally only 8(3%) of the 269 respondents were at unitive (the pinnacle) level. These are strategic leaders with a broad outlook that went beyond Lari constituency. No other level of strategic leadership involvement was identified.

According to the work of Maxwell (2014), there are five levels of leadership, namely: level I- position where people follow because they have to; level II- permission where people follow because they want to; level III- production where people follow because of what the leader has done for the organization; level IV- personal development where people follow because of what the leader has done for them personally and level V – pinnacle where people follow because of who the leaders is and what the leader represent. From the findings, at Lari constituency, most of the leaders depicted a creative level of involvement, which is level III and level IV (Maxwell, 2014) which agrees with the work of Anderson and Adams (2015).

4.3.2Policy Formulation

The second objective was to examine the extent policy formulation contributes in addressing the economic consequences of drugs and substance abuse. The study sought views of the respondents on how they would rate policy formulation's contribution in addressing the economic consequences of drugs and substance abuse in Lari Constituency. In Table 4.8, the data represents the responses rating of policy formulation: **1** meant "No Extent", **2** meant "Small Extent", **3** meant "Moderate Extent", **4** meant "Large Extent" while **5** meant "Very Large Extent." The mean represents the average of the responses per item.

Table 4.8: Extent Policy Formulation Contributes in addressing the Economic Consequences of Drugs and Substance Abuse

Item	1	2	3	4	5	Mean	SD
Policy Formulation	31.7%	35.2%	17.2%	10.3%	5.6%	2.2435	1.16418

Source: Research Data, 2016

Table 4.8 show the extent policy formulation as a component of strategic leadership responses contributes in addressing the economic consequences of drugs and substance abuse. Of the

respondents, 35.2% indicated to a small extent does policy formulation contribute to address the economic consequences of drugs and substance abuse; followed by no extent with 31.7%; then moderate extent with 17.2%; 10.3% with large extent and only 5.6% to a very large extent.
These findings are in agreement with previous work by Dess (2008) and Kjelin (2009) who explained that in responding to challenges facing organizations, such as economic consequences in this study, leaders have low rate of engagement in policy formulation.

4.3.3 Development of Strategies

The third objective was to examine the extent development of strategies contribute in addressing the economic consequences of drugs and substance abuse. The study sought views of the respondents on how they would rate development of strategies' contribution in addressing the economic consequences of drugs and substance abuse in Lari Constituency. In Table 4.9, the data represents the responses rating of development of strategies: **1** meant "No Extent", **2** meant "Small Extent", **3** meant "Moderate Extent", **4** meant "Large Extent" while **5** meant "Very Large Extent." The mean represents the average of the responses per item.

Table 4.9: Extent Development of Strategies Contributes in addressing the Economic Consequences of Drugs and Substance Abuse

Item	1	2	3	4	5	Mean	SD
Development of Strategies	27.5%	36.9%	24.5%	7.7%	3.4%	2.2275	1.04416

Source: Research Data, 2016

Table 4.9 shows the extent development of strategies as a component of strategic leadership responses contribute in addressing the economic consequences of drugs and substance abuse. Of the respondents, 36.9% indicated to a small extent does development of strategies contribute to address the economic consequences of drugs and substance abuse; followed by no extent with

27.5%; then moderate extent with 24.5%; 7.7% with large extent and only 3.4% to a very large extent.

As noted by previous contributors Fourie (2007) and Bennis and Nanus (1985) that though a compelling vision and formulation of strategies are important components to effective leadership in successful organizations, these are not adequate if there is no execution of the vision and strategies.

4.3.4 Implementation of Strategies

The fourth objective was to determine the extent implementation of strategies' contribution in addressing the economic consequences of drugs and substance abuse. The study sought views of the respondents on how they would rate the implementation of strategies contribution would have in addressing the economic consequences of drugs and substance abuse in Lari Constituency. In Table 4.10, the data represents the responses rating of implementation of strategies:**1** meant "No Extent", **2** meant "Small Extent", **3** meant "Moderate Extent", **4** meant "Large Extent" while **5** meant "Very Large Extent." The mean represents the average of the responses per item.

Table 4.10: Extent Implementation of Strategies Contributes in addressing the Economic Consequences of Drugs and Substance Abuse

Item	1	2	3	4	5	Mean	SD
Implementation Framework	44.2%	27.5%	17.2%	7.3%	3.9%	2.3991	.98591

Source: Research Data, 2016

Table 4.10 shows the extent implementation of strategies as a component of strategic leadership responses contributes in addressing the economic consequences of drugs and substance abuse. Of the respondents, 44.2% indicated to no extent does implementation of strategies contribute to address the economic consequences of drugs and substance abuse; followed by a small extent

with 27.5%; then moderate extent with 17.2%; 7.3% with large extent and only 3.9% to a very large extent. As explained by Bhatti (2011) implementing of strategies is a big challenge to public leaders which is supported by the findings in this study as the respondents showed that implementation contributes little or no role in addressing the economic consequences of drugs and substance abuse.

4.3.5 Monitoring & Evaluation of Strategies

The fifth objective was to determine the extent monitoring and evaluation of strategies contribute in addressing the economic consequences of drugs and substance abuse in Lari Constituency. The study sought views of the respondents on how they would rate monitoring and evaluation of strategies' contribution in addressing the economic consequences of drugs and substance abuse in Lari Constituency.

The data in Table 4.11, represents the responses rating of monitoring & evaluation of strategies:**1** meant "No Extent", **2** meant "Small Extent", **3** meant "Moderate Extent", **4** meant "Large Extent" while **5** meant "Very Large Extent." The mean represents the average of the responses per item.

Table 4.11: Extent Monitoring & Evaluation of Strategies Contributes in addressing the Economic Consequences of Drugs and Substance Abuse

Item	1	2	3	4	5	Mean	SD
Monitoring and Evaluation	19.3%	46.8%	15.9%	10.7%	7.3%	2.5574	1.13312

Source: Research Data, 2016

Table 4.11 indicates the extent monitoring & evaluation of strategies as a component of strategic leadership responses contribute in addressing the economic consequences of drugs and substance abuse. Of the respondents, 46.8% indicated to a small extent does monitoring & evaluation contribute to addressing the economic consequences of drugs and substance abuse; followed by

no extent with 19.3%; moderate extent with 15.9%; large extent with 10.7% and only 7.3% to a very large extent.

Fourie (2007) Dess (2008) highlighted that during strategy implementation, leaders need to be actively involved in the monitoring of the projects so that they can take corrective action whenever needed. More so, leaders ought to evaluate either mid-way or at the end of a project, the effects and impact a project has had on the citizens.

4.4 Economic Consequences of Drugs and Substance Abuse

The study sought to establish extent to which various economic consequences of drugs and substance abuse are affecting people of Lari Consequences In Table 4.12, the data represents the responses rating of where,**1** meant "No Extent", **2** meant "Small Extent", **3** meant "Moderate Extent", **4** meant "Large Extent" while **5** meant "Very Large Extent." The mean represents the average of the responses per item as shown below.

Table 4.12: Economic Consequences of Drugs and Substance Abuse

Summary of Test Items	1	2	3	**4**	**5**	Mean	SD	Rank
Costs-health/financial burden to the society	35.1%	18.2%	9.4%	16.3%	21%	2.6913	1.67055	4
Work/employment Productivity	7.7%	5.2%	10.7%	31.3%	45.1%	4.0087	1.21846	1
Prices and Income	16%	11.2%	11.2%	25.3%	36.3%	3.8652	1.30304	3
Finance and Investment	10.3%	6.9%	17.3%	26%	39.5%	3.9330	1.34264	2

Source: Research Data, 2016

The data on the Table 4.12indicates that work, employment and productivity as the greatest economic consequence of drugs and substances abuse affecting people of Lari Constituency as indicated by a mean of 4.0087 which from the Likert scale indicate large effect with a close variability of 1.21846. This is followed by finance and investment as the other economic consequence of drugs and substances abuse affecting people of Lari Constituency as indicated by a mean of 3.9330 which from the Likert scale indicate large effect with a close variability of 1.34264. This is followed by prices and incomes the other economic consequence of drugs and

substances abuse affecting people of Lari Constituency as indicated by a mean of 3.8652 which from the Likert scale indicate large effect with a close variability of 1.30304. The other economic consequence of drugs and substances abuse affecting people of Lari Constituency, that is, costs of drug abuse and trafficking accounted for a mean of 2.6913 and close variability of 1.67055.

4.5 Strategic Leadership Responses and the Economic Consequences of Drugs and Substance Abuse

The overall purpose sought to assess the strategic leadership responses to the economic consequences of drugs and substance abuse in Lari constituency, Kiambu County in Kenya. The respondents were to rate how each of the five components of strategic leadership responses (level of leaders' involvement, policy formulation, development of strategies, implementation of strategies and monitoring & evaluation of strategies) to the economic consequences of drugs and substance abuse. In Table 4.13, the data represents the responses rating of several components of strategic leadership responses. **1** meant "No Extent", **2** meant "Small Extent", **3** meant "Moderate Extent", **4** meant "Large Extent" while **5** meant "Very Large Extent." The mean represents the average of the responses per item

Table 4.13: Assessment of Strategic Leadership Responses to the Economic Consequences of Drugs and Substances Abuse

	1	2	3	4	5	Mean	SD	
Item								Rank
Level of Leaders' Involvement	30.30%	37.10%	23.60%	6.20%	2.80%	2.2511	.86385	3
Policy Formulation	30.5%	35.2%	17.2%	10.3%	5.6%	2.2435	1.16418	4
Development of Strategies	27.5%	36.9%	24.5%	7.7%	3.4%	2.2275	1.04416	5
Implementation Framework	27.5%	44.2%	17.2%	7.3%	3.9%	2.3991	.98591	2
Monitoring and Evaluation	19.3%	46.8%	15.9%	10.7%	7.3%	2.5574	1.13312	1

Source: Research Data, 2016

Table 4.13 shows the extent of contribution of the component of strategic leadership responses in addressing the economic consequences of drugs and substances abuse. Most of the respondents rated monitoring and evaluation to be the component with the highest value in addressing the economic consequences of drugs and substances with highest mean score 2.5574 indicating highest contributor in addressing the economic consequences of drugs and substance abuse and a standard deviation of 1.133 a value close to 1 indicating close variability of the respondents. This was followed by the implementation of framework with a budget, time frame with a target and a person responsible with a mean score of 2.34 indicating second highest contributor in addressing the economic consequences of drugs and substances abuse and a standard deviation of 0.98591; a

value close to 1 indicating close variability of the respondents. Level of leaders' involvement was ranked third with a mean score of 2.2511. The fourth component was Policy Formulation representing mean score of 2.24 which indicates that this component of strategic leadership response was ranked fourth in addressing the economic consequences of drugs and substance abuse while the least contributor of the components was the development of strategies indicated by mean score of 2.23 and a standard deviation of 1.04416; a value close to 1 indicating close variability of the respondents.

4.6Regression Analysis and Correlation analysis of Relationship between Variables

Inferential analysis was done using inferential statistics which included Pearson correlation analysis to determine the linear relationship between strategic leadership responses and economic consequences to drug and substance abuse. Regression analysis was of the form:

$$SREDA = \beta_0 + \beta_1 LI + \beta_2 SPF + \beta_3 DS + \beta_4 SI + \beta_5 MES + \varepsilon$$

Whereby: β_0 regression constant (y-intercept); $\beta_1 - \beta_5$ are the regression coefficients; SREDA indicates the Strategic Leadership responses to Economic Consequences of Drugs & Substance Abuse; LI is the Level of Involvement; PF is Policy Formulation; DS is the Development of Strategies; SI is the Strategy Implementation; MES is the Monitoring & Evaluation of Strategies; and ε is the error term. The variables were then used to conduct a correlation analysis and the regression analysis as discussed below.

Table 4.14: Pearson Correlation Matrix

This will include Pearson correlation analysis to determine the linear relationship between strategic leadership responses and economic consequences of drug and substance abuse.

	li_1	pf_2	ds_3	si_4	mes_5	Y
li_1	1.0000					
pf_2	0.2100	1.0000				
ds_3	0.2127	0.1738	1.0000			
si_4	0.0202	0.0664	0.5498	1.0000		
mes_5	0.2391	0.3261	0.2351	0.2190	1.000	
Y	0.684*	0.396	0.511*	0.831**	0.770**	1.0000
Sig						
P value<0.05	0.023	0.058	0.042	0.10	0.02	

Source: Research Data, 2016

Table 4.14 above presents the matrix of the Pearson's correlation coefficients between the variables. For further analysis both dependent and independent variables of the study were taken through the regression analysis yielding the summary results in Table 4.15 below.

Table 4.15: Regression Results

	Coefficients	Standard Error	t Stat	P-value
Intercept.	1.9242	0.8328	2.3106	0.02
li_1	0.7605	0.0991	1.2157	0.02
pf_2	0.4858	0.1905	0.4501	0.06
ds_3	0.5185	0.1590	2.0032	0.05
si_4	0.8341	0.0939	2.8144	0.00
mes_5	0.7041	0.2109	2.7091	0.01
R Square	0.7778			
Adjusted R Square	0.7095			
$F_{(4,\ 269)}$	47.5885			0.0000006

Source: Research Data, 2016

Table 4.15 above shows the results of regression that indicates that the coefficient of determination (R Square) indicates that 77.78per cent of variation in the variables is explained by the model. This means that 77.78%of strategic leadership responses to economic consequences of drugs and substance abuse in Lari Constituency can be accounted for by the study. Adjusted R squared of 0.7095 implies that the independent variables (level of leaders' involvement, policy formulation, development of strategies, strategy formulation and monitoring & evaluation of strategies) can explain 71% variance in dependent variable (economic consequences of drugs and substance abuse) the remaining 29% can be explained by other variables were not included in this research study. The analysis of variance indicated by $F_{(4,269)} = 47.5885$ ($p < 0.05$) shows that there exists a strong relationship between the dependent and independent variables.

Further, on the regression analysis of the variables. The intercept term was 1.9242 ($p < 0.05$) which indicated that it was statistically significant. This meant, there were other variables other than strategic leadership responses that needed to be considered by strategic leaders in addressing the economic consequences of drugs and substance abuse in Lari constituency, Kiambu County in Kenya that were not captured by the model, The coefficient $\boldsymbol{li_1}$Level of Involvement was found to be significant 0.020($p < 0.05$). This indicated that the level of strategic leaders' involvement in responding to the economic consequences of drugs and substance abuse in Lari Constituency was significant and could individually account up to 76.05% of variance. On $\mathbf{pf_2}$, Policy Formulation. the coefficient was 0.06 ($p > 0.05$) indicating the level of strategic leadership responses in policy formulation in addressing the economic consequences of drugs and substance abuse in Lari Constituency was not significant, The coefficient of $\boldsymbol{ds_3}$, where DS was the Development of Strategies it was 0.053 ($p > 0.05$) which was only partial statistically significant. This indicated that strategic leadership responses in development of strategies to address the economic consequences of drugs and substance abuse in Lari Constituency was low, The coefficient of $si4$ was where SI is the Strategy Implementation was significant 000 ($p < 0.05$) which was positive. This indicated that strategy implementation was significant in strategic leadership responses to address the economic consequences of drugs and substance abuse in Lari Constituency. The study also found that level of MES which is the Monitoring& Evaluation of Strategies was equally significant with p0.01 ($p > 0.05$).

Arising from regression results, the analysis was summarized as follows:

$$SREDA = \beta_0 + \beta_1 LI + \beta_2 SPF + \beta_3 DS + \beta_4 SI + \beta_5 MES + \varepsilon$$

$$SREDA = 1.9242 + 0.76055li_1 + 0.4858spf + 0.5185ds_3 + 0.8341si_4 + 0.7041mes + 0.8328$$

where both the dependent and independent variables have been explained in chapter three under data analysis and presentation 3.6.

CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter represents a summary of the main research findings, recommendations, conclusions and suggestions for further research as was discussed under the research objectives. This study sought to assess the strategic leadership responses to the economic consequences of drugs and substance abuse in Lari constituency, Kiambu County in Kenya. The research was guided by five specific objectives: to assess the level of leaders involvement in responding to the economic consequences of drugs and substance abuse; to examine the extent policy formulation contribute in addressing the economic consequences of drugs and substance abuse; to examine the extent development of strategies contributes in addressing the economic consequences of drugs and substance abuse; to determine the extent implementation of strategies contributes in addressing the economic consequences of drugs and substance abuse; and to determine the extent monitoring & evaluation of strategies contributes in addressing the economic consequences of drugs and substance abuse in Lari Constituency. This chapter has also outlined areas recommended for further research and for policy and practice.

5.2 Summary of Findings

The research instruments solicited background information on demographic details of the respondents. These included gender, age, level of academic qualification, institution, position in the institution and experience in the job; this was imperative to confirm whether the research reached the targeted audience and identify if the research captured the information it effectively sought. From the findings, 68.8% of the sampled respondents were males, with females constituting 31.2%. This implied that males occupy a dominant position of leadership by virtue of their numerical strength. They therefor, were found more assertive in exerting positive strategic influence while responding to the economic consequences of drugs and substance abuse in the constituency. On education, the findings were that majority of respondents (67.3%) had secondary and primary- level of education. This in itself would pose some obvious challenges in understanding the in-depth complexity of strategic leadership However on their day to-day management practices they were found compelling as most their age was 18-45 years (59.4%).

This age is said to have the highest cognitive abilities and reasoning speed. Therefor these constituency leaders had capabilities required to be productive and improve the livelihood of citizens.

The findings on the type of institutions the respondents work indicated that most of the respondents (96.6%) belonged to Public Benefits Organizations (PBOs).These comprised of religious, community, and self-help group leaders. This was a clear indication that in the constituencies PBOs should play huge role in providing strategic leadership responses to the economic consequences of drugs and substance abuse. On the period worked with institution, majority (65%) indicated they had worked in those institutions for 10 years and below. This forms a critical mass that cannot be ignored in policy decisions..

The study purposed to assess the strategic leadership responses to economic consequences of drugs and substance abuse in Lari constituency, Kiambu County in Kenya. This purpose was achieved through the five specific objectives that included: to assess the level of leaders' involvement in responding to the economic consequences of drugs and substance abuse; to examine the extent policy formulation contributes in addressing the economic consequences of drugs and substance; to examine the extent development of strategies contributes in addressing the economic consequences of drugs and substance abuse; to determine the extent implementation of strategies contributes in addressing the economic consequences of drugs and substance abuse; to determine the extent monitoring & evaluation of strategies contributes in addressing the economic consequences of drugs and substance abuse in Lari Constituency. The five objectives based on the research questions were summarized below.

5.2.1 Level of Leaders' Involvement

The first objective was to assess the level of leaders' involvement in responding to the economic consequences of drugs and substance abuse inLari Constituency. Of the five levels of leaders' involvement, the findings indicated that most of leaders in Lari Constituency (47%) rated their level of involvement in responding to the economic consequences of drugs and substance in Lari Constituency as creative level which implies a visionary leadership. In this level, most change efforts attempt to create an institutional culture which is not only creative but is also flatter and agile. This requires higher ownership and creative involvement at lower levels. This meant that

the followers were expected to take control of their destiny and get involved also in addressing the consequences of drugs and substance abuse in this constituency. Notable from the findings was that only 3% of leaders' involvement was unitive level (pinnacle) and these are those leaders who hold the larger vision of the welfare of the entire system and becomes the architects of systems' future.

5.2.2 Policy Formulation

The second objective of the study was to examine the extent policy formulation contributes in addressing the economic consequences of drugs and substance in Lari Constituency. Most of the respondents (66.9%) indicated to a small extent and to no extent does policy formulation contribute to address the economic consequences of drugs and substance abuse.

5.2.3 Development of Strategies

The study sought to examine the extent development of strategies contributes in addressing the economic consequences of drugs and substance abuse in Lari Constituency. The findings indicated that majority of the respondents (64.4%) indicated that to a small extent or no extent does the strategic leadership responses in development of strategies addresses the economic consequences of drugs and substance abuse in Lari Constituency. This implies that the development of strategies by leaders does not address the economic consequences of drugs and substance abuse in the constituency.

5.2.4 Implementation of Strategies

The fourth objective sought to determine the extent implementation of strategies contributes in addressing the economic consequences of drugs and substance abuse in Lari Constituency. From the findings, most of the respondents (71.7%) indicated that to a small extent or no extent does the strategic leadership responses in implementation of strategies addresses the economic consequences of drugs and substance abuse in Lari Constituency.

5.2.5 Monitoring and Evaluation of Strategies

The fifth objective was to determine the extent monitoring & evaluation of strategies contributes in addressing the economic consequences of drugs and substance abuse in Lari Constituency.

From the findings, majority of the respondents (46.8%) indicated that by small extent are leaders taking strategic leadership responses in monitoring and evaluation of strategies to address the economic consequences of drugs and substance abuse in Lari Constituency with a minority (7.3%) indicating to a very large extent in taking strategic leadership responses in monitoring and evaluation of strategies.

5.3 Conclusion

The study concludes that at Lari Constituency, leaders are involved in creative level, production level and personal development level in responding to the economic consequences of drugs and substance abuse. In addition, it can be concluded that leaders at Lari Constituency do not hold a larger vision of the welfare of their constituents and are leaders with integral or unitive levels of involvement. This implies that the leaders at Lari Constituency are not creating the future and hardly focus on a vision for the constituents, neither the welfare of the county in which the constituency is embedded and interdependent.

On formulation of policies to address the economic consequences of drug and substance abuse, it can be concluded that policy formulation has little or no contribution to addressing the economic consequences of drug and substance abuse. The findings supports that the nature of complex adaptive systems such as county governments and other public organizations in responding to challenges such as drugs and substance abuse are uncertain in policy formulation implying low uptake of policies in responding to challenges facing citizens. Lari constituency depicts a chaotic system that is unknowable because of nonlinear and time-dependent relationships in strategic leadership responses in policy formulation to address the economic consequences of drugs and substance abuse. Thus, the constituency leaders are forced to admit that the constituency is not totally predictable.

Leaders ought to come up with clear policies to respond to the unpredictability of the constituency operations. The study concludes that leaders of Lari Constituency ought to be committed to policy formulation in order to respond to the economic consequences of drugs and substance abuse in the constituency.

On development of strategies to address the economic consequences of drug and substance abuse, it can be concluded that strategies developed has little or no contribution to addressing the economic consequences of drug and substance abuse, Moreover, key to successful strategy execution lays within the leader's ability to provide visionary leadership, develop strategies and follow execution. Therefore, this study concluded that in Lari constituency, effectiveness of leadership in articulation and execution of set strategies is influenced by their sense of direction for the constituents. These leaders must translate this sense of direction into specific, ambitious, learning goals that tend to be citizen-cantered.

On implementation of strategies to address the economic consequences of drug and substance abuse, it can be concluded that strategy implementation has little or no contribution to addressing the economic consequences of drug and substance abuse. More so, implementation of the strategies in relation to economic consequences of drugs and substance abuse in the constituency must be done in a way that is executable (Fourie, 2007) to address challenges in a society. Yet in Lari Constituency it is not the case as the strategy implementation framework is not done in an executable way.

On monitoring and evaluation of strategies to address the economic consequences of drug and substance abuse, it can be concluded that monitoring and evaluation of strategies contribute to a small extent to addressing the economic consequences of drug and substance abuse. This study concludes that leaders in Lari constituency undertake monitoring and evaluation of the projects to a small extent that is geared towards responding to the economic consequences of drugs and substance abuse. The findings highlight the need of monitoring and evaluation which is in agreement with past scholars that in strategic leadership, monitoring and evaluation carried out by leaders affect the challenges they face in their respective organizations.

Finally, the implications of findings of this study suggest that a strong positive relationship exists between strategic leadership responses and economic consequences of drugs and substance abuse in Lari constituency, Kiambu County in Kenya which the study sought to assess. Of the variables used to indicate the strategic leadership responses, monitoring and evaluation of strategies was ranked highest contributor in addressing the economic consequences of drugs and substances

abuse in Lari Constituency. Therefore, leaders ought to be committed in undertaking monitoring and evaluation of the projects in the constituency that are helping respond to the economic consequences of drugs and substance abuse in Lari constituency.

5.4 Recommendations for further Research

This study confirms the view of Elenkov (2008) that, without effective strategic leadership, leaders' responses to challenges faced by followers greatly constrained. Elenkov (2008) maintains that little empirical evidence has been provided concerning the effects of leadership at a strategic level on organizational processes with distinctive strategic importance and that creativity can help leaders respond to challenges and consequences encountered by a society. This study builds on the theories of previous research in the field of strategic leadership, namely: chaos theory, upper echelon theory, neo-leadership theories and emergent leadership theory and has opened up new avenues of thinking about the areas of strategic leadership and its relation to the economic consequences of drugs and substance abuse.

The following further research topics arise from the empirical findings of this study:

a) That the study could be replicated in the remaining eleven constituencies of Kiambu County. Though these constituencies in Kiambu County could be similar in terms of the economic consequences of drugs and substance abuse, it would be of value to replicate the study with a wider sample from the 47 counties in Kenya before the research is generalized.
b) A study should be done after three to five years to find out what changes will have taken place and compare with the current findings to verify the conclusions.
c) International benchmarking across Africa for countries that have implemented devolved system such as South Africa would provide valuable insight in assessing the strategic leadership responses to the economic consequences of drugs and substance abuse in counties, sub-counties and in constituencies.
d) Scholarly work can also be done to assess the strategic leadership responses to the political or even social consequences of drugs and substance abuse in devolved institutions such as the counties, constituencies, wards and villages.

e) In tandem with this research.it could also be studied the role that culture ,behavioral attributes and the organization structure would play in strategic leadership responses to economic consequences of drugs and substance abuse in Lari Constituency, Kiambu County, Kenya. These factors could be conceived as Moderating variables

5.5 Recommendations for Policy and Practice

The constitution of Kenya 2010 established a two-tier system of governance: National Government and Devolved County Government (47 counties) that requires a paradigm shift in strategic leadership through planning and development. In June 2013, the Ministry of Devolution and Planning in Kenya issued Guidelines for Preparation of County Integrated Development Plans. Leaders therefore, have been guided on strategic leadership responses in the counties and constituencies.

This study could not have come at a better time than now when the implementation of Constitution 2010 is being done. In light of this, county leaders should be involved at different levels as pointed out by Maxwell (2014) and Anderson &Adams (2015) to have a development plan that serves as blueprint that reflects the broader picture and priorities in order to achieve desirable outcomes in a way that demonstrates improvement in the quality of life for the citizens. This was what the study anticipated to help the National Government achieve in response to the economic consequences of drugs and substance abuse and the surge of drug and substance abuse in Kenya.

Consequently, the county governments which are the strategic machineries or institutions for implementing devolution at grass root level to the benefit of the Kenya citizens will find this study useful. The findings of this study therefore, will help the leaders not only to identify the effects of the level of leaders' involvement but also on the strategic leadership responses in implementation of strategies; strategic leadership responses in monitoring and evaluation of strategies; strategic leadership responses in policy formulation; and strategic leadership responses in development of strategies in response to the economic consequences of drugs and substance abuse in devolved institutions. It is further recommended that the execution of development plans in counties will need to be monitored and periodically evaluated in order to

correct inappropriate strategic leadership responses already undertaken to address economic consequences of drugs and substance abuse in devolved institutions.

Lastly, the findings have provided a basis for response to the leadership challenges in public organizations alerting them to stakeholders' involvement at creative level, in formulating policies, developing strategies, implementing, monitoring and evaluation of strategies in addressing the escalating economic consequences of drugs and substance abuse. It is found that Public Benefit organizations form a critical strategic leadership mass (96.6%.) with newer experiences of 10 and below years .This mass should not be ignored as Godkin &Allcom,2011 noted is that with newer members of an institution, there is less tendency for institutions to exhibit apathy to change and weariness towards taking action.

The findings of the study, conclusions and recommendations, contributes heavily to the empirical literature in strategic leadership responses in economic consequences of drugs and substance abuse and social challenges in the counties and sub-counties since few studies has been done on the same.

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APPENDICES

Appendix I: Introductory Letter

Dear Respondent,

RE: RESEARCH DATA COLLECTION

I am a postgraduate student of St. Pauls University pursuing a Master degree in Business Administration (MBA). I am currently collecting data for my research project: *An Assessment of Strategic Leadership Responses to Economic Consequences of Drugs and Substance Abuse in Lari Constituency, Kiambu County.*

In view of the above, I humbly request you to cooperate in answering the questions in the questionnaires attached. Kindly read the accompanying instructions and respond to the questions as provided for. You may provide any documentation on the same at your discretion. Your positive and objective response will help achieve the objectives of the study.

The information that you will provide will remain confidential and used exclusively for this research and not for any other purpose whatsoever.

Your response and cooperation in this matter will be highly appreciated.

Yours sincerely,

Isaac. M.W. Gachuria

Appendix II: Questionnaire

Instructions: (*Please read the instructions given and answer the questions as appropriately as possible*). It is advisable you answer or fill in each section as provided. Make an attempt to answer every question fully and correctly. Do not indicate your name as the information given is confidential. This questionnaire is designed to help the researcher collect views on the topic "*An Assessment of Strategic Leadership Responses to Economic Consequences of Drugs and Substance Abuse in Lari Constituency, Kiambu County".*

SECTION A: GENERAL INFORMATION

1. Please indicate your gender

   Male ( ) Female ( )

2. What is your age? (Please tick where appropriate)

   18 to 25 years ( ) 26 to 35 years ( ) 36 to 45 years ( )

   46 to 55 years ( ) 56 to 60 years ( ) Above 60 years ( )

3. Please indicate your highest level of academic qualification achieved

Primary Education ( ) Secondary Education ( ) College Certificate/ Diploma ( )

   Bachelor's Degree ( ) Master Degree ( ) Doctorate ( )

4. What is your institution?_____

5. How long have you worked with the institution in (Q4)?

   0- 5 years ( ) 6 - 10 year ( ) 11 -15 years ( ) More than 15 years ( )

6. What is your position in the institution? _____

SECTION B: STRATERGIC LEADERSHIP

7. Of the following levels of strategic leadership involvement, kindly tick how you would rate your involvement in responding to the economic consequences of drugs and substance abuse in Lari Constituency:

	Levels of Strategic Leadership involvement (Objective 1)	**Tick √**
1	*Egocentric level* (self-identity that does not notice others; the leaders' needs are primary)	
2	*Reactive level* (strategic leader is able to hold both their needs and the needs or feelings of others simultaneously but does not involve community in decision-making).	
3	Creative level (visionary leadership emerges where most change efforts are attempts to create a creative institutional culture that is flatter and agile, and requires higher ownership and creative involvement at lower levels).	
4	Integral level (servant leadership emerges with a focus on a vision not only for their institution, but also for the welfare of the larger system in which their institutions embedded and interdependent).	
5	Unitive level (the highest stage of awareness; function as global visionaries and enact world service for the universal good, seeing the constituency as a family).	
6	Others, please specify…… ……	

8. How would you rate the value each of the following components of strategic leadership responses to economic consequences of drugs and substance abuse in Lari Constituency:

Components of strategic leadership responses (Objectives 2-5)	**Extent of contribution of the component of strategic leadership responses to economic consequences of drugs and substance abuse** (Where1 meant "No Extent", 2 meant "Small Extent", 3 meant "Moderate Extent", 4 meant "Large Extent" while 5 meant "Very Large Extent.)				
	1	**2**	**3**	**4**	**5**
Policy formulation					
Development of strategies					
Implementation Framework (with budget, time frame and targets and					

person responsible)					
Monitoring and evaluation framework (with indicators and means of verification)					
Any other, please specify					

SECTION C: DRUGS AND SUBSTANCE ABUSE

9. Of the following economic consequences of drugs and substance abuse, indicate to what extent each is affecting the people of Lari Constituency

Economic consequences of drugs and substance abuse	**Extent to which the economic consequences are affecting people of Lari Constituency** (where 1 is a lesser extent and 5 is highest extent)				
	1	**2**	**3**	**4**	**5**
Costs of drug abuse and trafficking in terms of health and financial burden on society					
Work, employment and productivity					
Prices and income					
Finance and investment					
Any other, please specify					

SECTION D: STRATEGIC LEADERSHIP RESPONSES TO ECONOMIC CONSEQUENCES OF DRUGS AND SUBSTANCE ABUSE

10. Of the following strategic leadership responses indicate to what extent each of the responses address the economic consequences of drug and substance abuse in Lari Constituency.

Strategic leadership responses	**Extent to which each response address the economic consequences of drug and substance abuse in Lari Constituency**				
	No Extent	Small Extent	Moderate Extent	Large Extent	Very Large Extent
Level of leaders involvement					
Policy formulation					
Development of strategies					
Implementation Framework (with budget, time frame and targets and person responsible)					
Monitoring and evaluation framework (with indicators and means of verification)					
Any other, please specify					

11. Any other comments.....……

……....

Thank you for participation.