Mediating Effect of Strategy Implementation on the Relationship Between TMT Characteristics and Performance of Ugandan State Agencies

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Abstract

The aim of this study is to determine the mediating effect of strategy implementation of the relationship between TMT characteristics and performance of Ugandan state agencies. The study was anchored on the upper echelons' theory and dynamic capabilities theory. The study adopted a descriptive cross-sectional research design. The target population of the study was the 201 state agencies in Uganda. The study adopted at least three members of the TMT depending on the number of TMT members of the 160 selected state agencies in Uganda to gather the required information. Primary data was gathered using a structured questionnaire that was administered online. Inferential statistics employed regression analysis to test the hypothesis and draw conclusions. Haye's (2022) PROCESS 4 (model 4) was utilised to test the hypothesis of this study. Furthermore, strategy implementation partially mediates the relationship between TMT characteristics and performance (Indirect effect of strategy implementation, $b=.385$, $p<0.05$ and the direct effect, $b = .267$, $p<0.05$). From the findings of this study, the research concludes that that strategy implementation has a

significant partial mediating effect on the relationship between TMT characteristics and the performance of Ugandan state agencies. In addition, the results imply that the specific mechanism by which the connection between TMT characteristics and the performance of Ugandan state agencies occurs is direct, strategy implementation contributes a part to the relationship. This study recommends that individuals that make the TMT should have significant expert capabilities that give relevance while formulating and executing strategies. The study also recommends that strategy implementation should have a framework that is not affected by politics and corruption. This study also recommends that state agencies in Uganda need to create a prize and acknowledgement framework for TMTs and personnel who succeed in strategy implementation so they can be persuaded. This is on the grounds that it is through strategy implementation that the state agencies in Uganda can follow through on their directives and further improve service delivery. Rewards give a chance to the TMTs and staff to contend among themselves and this would bring quality, efficiency, proficiency and adequacy in delivering services.

Keywords: TMT characteristics, strategy implementation, Ugandan State Agencies, Performance of Ugandan State Agencies

Introduction

Strategy implementation is widely acknowledged as one of the most essential phases of the strategy, making the procedure that prompts a better OP (Genc, 2017). Strategy implementation (SI) everywhere requires a collaboration championed by the organisation's TMT. Studies such as Speculand (2009) and Kaplan and Norton (2005) propose that more than 90% of very much defined strategies neglect to be completely executed causing misuse of assets and diminishing performance. There is a slight difference in strategy implementation in both private and public institutions since they are expected to fulfil conflicting and competing objectives. These objectives are overseen by a group of various constituencies such as the citizens, the media, service users, regulators and politicians (Boyne, 2003). In reference to David (2003), the organisation structure of strategic implementation is of substantial importance in effective implementation along with both TMTs and workers of the organisation. The human component of strategy implementation affects organisational performance.

Scholars in strategic management comprehend strategy implementation as the effectuation of procedures and plans into exercises intended to achieve the destinations and objectives of the organisations (Pride & Ferrell, 2003). It is an essential phase of the planning process as it tends to

involve how to do vital activities marvellously to stir the organisation to project predominant performance. Strategy implementation involves separating the strategic arrangement of an organisation into executable work plans and imparting the methodologies inside the cycles and ultimately initiating key controls of the organisation (Njoroge, 2015). Different researchers have explained strategy implementation from different perspectives. Nyamwanza and Mavhiki (2014) defined strategy implementation as the use of organisational structures, control frameworks and values to pursue techniques that improve performance. Strategy implementation is further defined as the procedure by which techniques and approaches are placed enthusiastically (Sorooshian et al., 2010). Shah (2005) notes that strategy implementation is the procedure whereby framed methodologies are put energetically inside the necessities of resources and time. Pride and Ferrell (2003) defined strategy implementation as the cycle that transforms strategies and plans into activities to achieve targets. Besides, Pride and Ferrell look at strategy implementation as the most common way of committing strategies into action. This study adopted Shah's (2005) definition of strategy implementation because it looks at the administration of strategies to attain the resources in accomplishing organisational goals.

Strategy implementation is concerned with both institutionalisation and operationalisation of strategy. Strategy institutionalisation is concerned with having in place frameworks for domiciling a strategic plan. The most commonly used framework in strategy institutionalisation is McKinsey's 7's framework since it is used to analyse the achievement and effectiveness of the implementation processes (Kirui, 2016). On the other hand, strategy operationalisation is about taking a practical method guaranteeing that the plan gets realised (Machuki et al., 2012). Operationalising strategy concerns defining timelines, describing what ought to be done and the means of doing it. Slater et al. (2010) operationalize and conceptualize strategy implementation as the way toward changing over plans and techniques vigorously with the perspective of arriving at a specific objective. Strategy implementation is a changing and integrative process that brings plans and strategies into action to arrive at distinguished organisational goals (Jalali, 2012). Effective implementation of strategies involves the information and collaboration of every member including TMTs of the organisation (Obiero & Genga, 2018). Håkonsson et al., (2012) indicated that effective strategy implementation is affected by how the organisation is managed and its information process and analysis. This is also associated indirectly with what type of strategy is implemented. In this case, there is the emphasis placed on the managers' role, which includes wide-ranging cooperation, assessment of opportunities that are emerging which are used for creating a competitive advantage and having the correct decisions made based on analyses.

Hambrick and Mason (1984) ignited the debate that TMTs have a central influence in devolving execution of strategies aligning organisations within the environment where they operate and subsequently impact their performance. This is because TMTs foresee the capacity to execute strategies that subsequently influence performance. Previous empirical evidence such as Azhar et al. (2013) suggests that most organisations cannot successfully implement the formulated strategy. Considering this view, strategy implementation has developed into a significant contemporary organisational task. Seotlela and Miruka (2014) contend that if a strategy is designed poorly and implemented, it will have a significant negative consequence for the organisation, management, employees and other stakeholders. Kandie and Koech (2015) view the effective implementation of key strategic decisions as to the basic accomplishment of organisational goals. Top management teams must keep reconsidering the environment to create and implement strategies that support the organisations' survival. Thus, to guarantee successful strategy implementation, it is imperative to keep up vital management of factors of the environment influencing the possibility of the strategy and survey key actions to guarantee the accomplishment of its objective.

A few investigations have established the essentials of the characteristics of top management teams; Irungu (2007) modelled and reinforced them. Oketch et al. (2021) considered TMT characteristics into three sub-factors specifically, demographics, psychological and cognitive characteristics. According to Okello and Ngala (2019), TMT characteristics refer to attributes owned by the organisational executives. Conceptually, the definition is relied upon, to sum up, a hypothetical construct that is based on the dominant coalition (Stewart & Amason, 2017). Various researchers have operationalized and measured TMT characteristics into three general classes: demographic (Wasike et al., 2015; Kinuu, 2014; Irungu, 2007), behavioural (Wasike et al., 2015), cognitive (Kasomi, 2015) and psychological (Wasike et al., 2015; Luthans, Youssef, & Avolio, 2007).

Prevalent organisational performance is the most pursued result by all organisations (Oketch, Kilika, & Kinyua, 2020). Kasomi (2015) noted that the meaning of organisational performance stays a thorny subject midst key tactical circles with different researchers and experts defining it differently. Organisational performance (OP) is a key notion in any organisation and is taking centre stage in strategic management research (Yongvanich & Guthrie, 2006) and up to now remains of pronounced attention to both academic scholars and practising managers (Mkalama & Machuki, 2019). Pierre et al. (2009) denote that organisational performance is not defined clearly. Ricardo and Wade (2001) defined the performance of organisations as their capacity to expand on their qualities to defeat their shortcoming, though making the most of the chances to accomplish goals and objectives.

The provision for services in the public sector, and more so in governments, requires a delicate balance of resources due to the many stakeholders involved. Public organisations operate differently from private organisations since they do not compete in a profit-driven market (Milana & Maldaon, 2015). The population of people involved in the public sector is large and they are the 'customers', and also there are various people who are in the provision of day-to-day services in these public institutions. Therefore, public institution leaders as managers and agents ought to ensure that resources are utilised effectively. The role of state agencies is vital in major economies and more so in Uganda. This is because they provide crucial services that are geared towards improving the livelihoods of the citizen in areas of energy, transport, infrastructure, health and education. Kagaari, Munene and Ntayi (2013) noted that Ugandan state agencies have experienced significant performance challenges in recent years because of poor leadership and management (Basheka et al., 2017). Basheka et al. (2017) posit that most state agencies in Uganda still face challenges in their external environment as they move from planning to strategy implementation up to the assessment exercises. Those opposed to the agencies highlight the immense amounts of monies they control and the representatives who procure contrasted with traditional government employees, but some of them are not performing well (Rupiny, 2018).

Much as Ugandan state agencies are overseen by TMTs, their performance varies, with some posting moderate performance (Tumusiime, 2015) while others are constantly on dreary performance. These variations indicate some noteworthy components that affect their performance that should be assessed and suitable arrangements set forth for continued expected performance levels. According to the Radix Management Consulting (2017) report, there exists a connection between the ability of TMTs and the efficiency and effectiveness of Ugandan state agencies (Radix Management Consulting, 2017). In addition to the report, state agencies with solid and multi-skilled TMT individuals outperform those members where political contemplations seem to rule their determination on top management. Although much accentuation has been put on the connection between TMT characteristics and performance, no known study exists on TMT characteristics (psychological, behavioural, and demographic) alone on their contribution to performance among Ugandan state agencies. A few scholars (Oketch et al., 2021; Wasike et., 2015; Muchemi, 2013) have reported that TMT characteristics impact organisational performance (OP) while others (Wasike, Ambula, & Kariuki, 2016) have contended that TMT characteristics alone cannot affect organisational outcomes but other factors, for instance strategy implementation (Njoroge, 2015; Mkalama, 2014) mediate the relationship. It is against this introduction that this study

examines the mediating effect of strategy implementation on the relationship between TMT characteristics and performance of Ugandan state agencies.

Literature Review

This study is anchored on two theories to show how these theories link among themselves to inform the conceptualisation and relationships among the study variables. These theories include Upper Echelon (Hambrick & Mason, 1984) and Dynamic Capabilities (Teece *et al.*, 1997). The UET offers a framework that shows how TMT characteristics inform the decisions and strategies made by the TMTs in informing policy. The theory argues that organisations with quality TMTs can scan the environment and be able to formulate and implement quality strategies hence post good performance. The Dynamic Capabilities Theory (DCT) stresses the aptitude and capacity of organisations to combine, incorporate, re-establish and reconfigure resources as the environment dictates.

Upper Echelon Theory: This theory is among the most significant theories of the previous century regarding factors that influence and dictate performance. Early upper echelon studies focused on the CEO, whereas the review of Carpenter et al. (2004) emphasized the magnitude of influences of the TMT as well thus balancing the interest of upper echelon studies on both the CEO and the TMT. The UET viewpoint proposes that the commitment of TMTs to OP can be contemplated through the accompanying traits such as age, the field of study, level of training, work understanding, societies, qualities and characters (Hambrick, 2007). The core argument of the theory is that the characteristics of senior executives in the organisation partially predict the strategies and performance. Carpenter et al. (2004) brings in other variables as mediators to include influence, group processes, incorporation, motivations, and discretion to the model. This study introduces strategy implementation as mediating factor. However, the theory has drawn criticism from specific quarters. More criticism arises from Cannella and Holocomb (2005) who contend that minute devotion has been given to hypothesizing how distinct insights consolidate to make group-based goals. Conversely, the suggestions by the UET have brought critical examinations on TMTs with conflicting outcomes, which can be explained to some degree by such a restriction (Kinuu, 2014; Muchemi, 2013; Marimuthu & Kolandaisamy, 2009). The suggestions of the UET are in this manner utilised to support the investigation of effect of strategy implementation on TMT characteristics and how it influences the performance of the state agencies.

Dynamic Capabilities Theory: This theory advanced by Teece, Pisano and Shuen in 1997 explains that exercises like the designing of strategies and their implementation may be driven by management trends like philosophical change, professional process engineering, authorisation, excellence, and

dramatic changes within the environment, and declining organisational performance (Teece et al., 1997). In essence, to clearly define, formulate and implement a strategy requires sharp and experienced minds through TMTs. Dynamic capabilities are organisational routines, in which supervisors change their assets, incorporate them and recombine them to produce value-creating strategies (Eisenhardt & Martin, 2000). The DCT assumes that the top management role in strategy is integration, adapting, and reconfiguring of skills of the firm especially internal including competencies and more so skills to match the environment. Clulow et al. (2003) found that management capabilities enable firms to not only survive but also consistently outperform rival firms through superior strategic decisions and utilization of available resources, especially in environments characterized by high complexity and low barrier of entry. This theory predicts that organisations create dynamic capacities and persistently reconfigure them as per the changing environmental elements to enhance their performance (Wang & Wang, 2017). The theoretical predictions of DCT were utilised to decide the mediating effect of strategy implementation on TMT characteristics and the performance of Ugandan state agencies. However, the critiques claim that this theory presents dynamism in different resources and capabilities leaving out other scenarios like the idea of variable co-arrangement that could support strategy implementation (Chathoth, 2002). It is in this way vital to grasp the changing business sector and come up with processes that lead to quick strategy implementation to remain competitive in the changing and uncertain markets (Barreto, 2010). This consequently results in better strategy implementation processes. The study applies this theory as it contends that for successful strategy implementation, it is because of TMTs' capabilities and firm capacity as well as abilities to convey assets, as a rule in utilising the organisation's cycles, systems and demand impact as well as other resources.

Oketch et al. (2021) examined the mediating impact of strategy execution on the connection between TMT characteristics and OP of independent regulatory organisations in Kenya. Oketch et al. (2021) showed that strategy implementation mostly mediates the connection between TMT characteristics and OP. In other different investigations, Triana, Richard and Su (2019) found a directed intercession model whereby gender diversity of TMTs emphatically controls strategic change, which eventually improves firm performance when the firm shows a high partnership development force and has a TMT that is different across the educational background. The researcher criticizes the authors for using firm size as a control variable for influencing gender diversity and performance. In addition, the authors conducted the study in an area (computer industry) that is known to have been dominated by fewer women. The data was skewed to the left due to the few females in the computer industry at the time of the study.

Genc (2017) examined the discrete and joined impacts of strategy execution and organisational culture on performance by applying the competing values framework, a complete typology that incorporates four sorts of culture along with explicit hierarchical adequacy rules. Contextually, the connections were analysed among Turkish local government agencies. Okungu (2017) determined the effect of TMT characteristics on strategy implementation using a case study focusing on Nairobi County, Kenya using data collected utilising a questionnaire and semi-structured interview. From the study findings, TMT tenure, profession diversity, TMT size, TMT age, and gender diversity had an effect on strategy implementation in Nairobi County. The researcher criticizes Okungu (2017) for using the mean to determine the effect since the mean is used to provide a clear description of the data not determining the effect. Furthermore, the results revealed that TMT size and age negatively correlated with strategy implementation while the correlation between tenure and strategy implementation was negative and significant. These findings contradicted the mean assessments.

Shadrack and Owino (2016) conducted a study informed by the UET and concluded that OP is the result of enhanced use of top managements' human resources in terms of expertise and know-how in the implementation of strategies other than the gathering of characteristics espoused by TMTs. Shadrack and Owino (2016) examined the indirect impact between TMT characteristics and the performance of tea factory corporations in Kenya. The study further analysed the impact of strategy execution on the association between TMT characteristics and performance. The outcomes upheld the notion of the indirect impact of TMT characteristics on performance. Shadrack and Owino (2016) also demonstrated that strategy implementation fully mediated the TMT characteristics and performance relationship. Jalali (2012) established that procedure execution impacts export performance, together straightforwardly, and as an intervening factor between company characteristics and export performance. Jalali (2012) resolved that strategy implementation impacted organisational characteristics and export performance as a mediating construct. Irungu (2007) did not consider the impact of different elements of TMT characteristics notwithstanding the impact of technique execution on TMT characteristics and performance. From the review of different scholars, this study suggested the following hypothesis.

H_a: Strategy implementation partially mediates the relationship between TMT characteristics and performance of Ugandan state agencies.

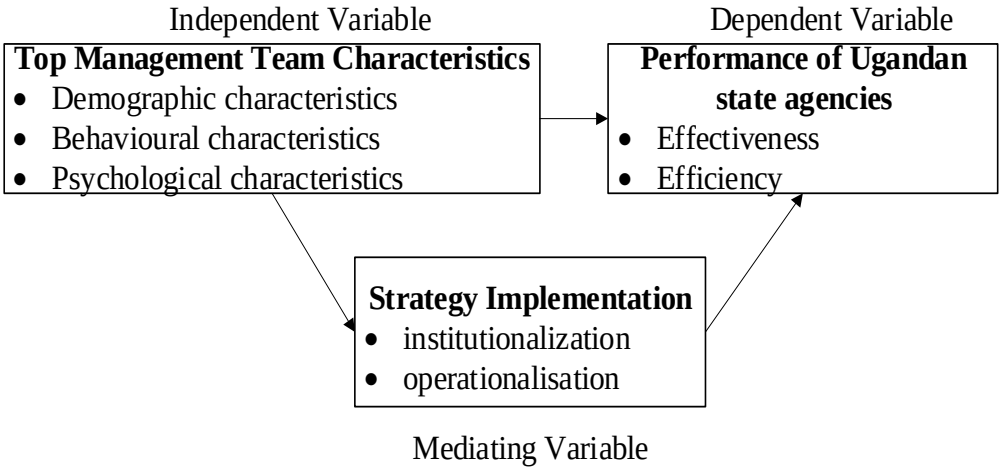

Figure 1. Conceptual Framework Adopted by the researcher

Methods

This study adopted a positivist way of thinking since it depends on the existing knowledge, examining literature from past and related studies, the created conceptual framework developed by the researcher through an assessment of scholarly works, and logical procedures that are followed in developing a hypothesis that can later be tested and a deduction made to decide the truth or falsify the expressed hypothesis (Saunders, Lewis, & Thornhill, 2012). Data were collected once from respondents with no intentions of follow-up (Sekaran & Bougie, 2016) hence adopting a cross-sectional research design. The descriptive cross-sectional survey design was used because it helps the researcher to set up whether relationships among variables exist sooner or later on schedule (Cooper & Schindler, 2013). The target population of this study comprised all Ugandan state agencies that were created by the Act of Parliament to provide services for the nationals. According to Public Service (2021), there are 201 state agencies. The unit of inquiry consisted of at least three members of the TMT in each of the selected agencies depending on the number of TMTs every agency has. The unit of analysis comprised a state agency and the break in the variable was the name of the agency. Using a table developed by Krejcie and Morgan (1970), with a margin error of 3.5% and a confidence interval of 95%, a sample of 160 was used from a population of 201 state agencies. The study adopted stratified random sampling in selecting the respondents from the strata that are relevant to the study. Stratification was based on the sector in which each agency falls. Thereafter, respondents from each sector were randomly selected among the TMT members. To determine the number of samples from each sector, a formula suggested by Kothari(2004) was utilised as indicated below:

$$n_s = n * P_s$$

where P_s is the proportion of the population of the strata from the population and n is the sample size. Thus, the sample for the health sector,

$$n_{health} = 160 * \frac{23}{201} = 18.$$

Adopting measurement scales reported in the literature guaranteed content validity. The researcher assessed the Kaiser–Meyer–Olkin (KMO) and all items with values of 0.6 and above were retained. At this stage, some items in the instrument that did not meet the required criteria were dropped. Also, Bartlett's test was assessed to determine the significance of the factors at $p<0.05$. The factors were rotated using the varimax rotation technique to improve the interpretation of extracted factors. Extracted factors explained 79% of the variance in top management team characteristics and 71.9% for strategy implementation. On the other hand, 70.5% of the variance in organizational performance was accounted for by the extracted factors. The assumptions of linearity, normality, homoscedasticity, multicollinearity and autocorrelation were all met. The tolerance for TMT characteristics was >0.1 while the variance inflation factor was 1.000. Confirmatory Factor Analysis results were calculated using AMOS based on Composite Reliability (CR), Average Variance Extracted (AVE), Maximum Shared Variance (MSV), and Average Shared Variance (ASV) as recommended by Hair et al., (2010) in order to determine the construct validity of the tool. The CR for component 1 (psychological characteristics), component 2 (demographic characteristics), and component 3 (behavioural characteristics) were .900, .821, and .0766 respectively. The CR for component 1 (operationalisation) and component 2 (institutionalisation) was 0.902 and 0.818 respectively. Component 1 (effectiveness) and component 2 (efficiency) were 0.909 and 0.879 respectively The CR of the different components exceeded the recommended value of 0.7 (Hu & Bentler, 1999). In addition, the model achieved the required convergent for each component was a reliable measure of validity since the AVE, among the components exceeded (0.50). For discriminant validity, the MSV was less than AVE thus the items were valid.

Reliability was assessed using Cronbach Alpha (α) to determine the internal consistency of the tool For TMT characteristics, the demographics characteristics subscale had 4 items (α=.809), psychological characteristics subscale consisted of 4 items (α=.892), the behavioural characteristics has 3 items (α=.745). In addition, for strategy implementation, the operationalisation subscale had 4 items (α=.892) and institutionalisation has 4 items (α=.799). And lastly, for performance subscale, efficiency and effectiveness has 6 (α=.867) and 8 (.903) items respectively.

Results

The objective of this study aimed at establishing the mediating effect of strategy implementation on the relationship between TMT characteristics and the performance of Ugandan state agencies. In testing for the mediating effect, the Hayes (2022) PROCESS version 4 for SPSS was used. Hayes (2022) provides a model for testing the mediating effect on the relationship between the independent variables. Hayes notes that it is preferable to have a conceptual model and a statistical model before testing the hypothesis.

```
***************** PROCESS Procedure for SPSS Version 4.0 *****************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com
    Documentation available in Hayes (2022). www.guilford.com/p/hayes3

**************************************************************************
Model  : 4
    Y  : perofUSA
    X  : TMTCHA
    M  : SI

Sample
Size:  152

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Figure 2. TMT Characteristics, Strategy Implementation, and Performance of Ugandan State Agencies

Figure 2 reveals that the model loaded three variables, Y which is the dependent variable (PerofUSA – Performance of Ugandan state agencies), X which is the independent variable (TMTCHA – TMT characteristics), and M which is the mediating variable (SI – Strategy Implementation). A sample of 152 state agencies was examined.

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**************************************************************************
OUTCOME VARIABLE:
 SI

Model Summary
          R       R-sq        MSE          F        df1        df2          p
       .556       .309       .128     66.960      1.000    150.000       .000

Model
              coeff         se          t          p       LLCI       ULCI
constant       .778       .334      2.330       .021       .118      1.439
TMTCHA         .726       .089      8.183       .000       .551       .901

Standardized coefficients
            coeff
TMTCHA       .556

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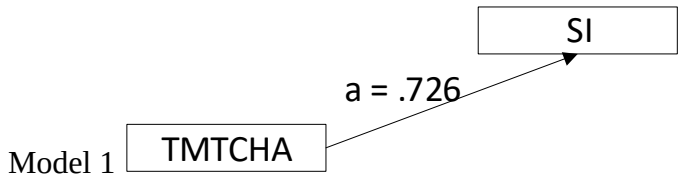
Figure 3. TMT Characteristics and Strategy Implementation

The first model involved regression analysis of TMT characteristics on strategy implementation. The summary statistics of the model of TMT characteristics on strategy implementation are presented in Figure 3. The R-value in Figure 3 is the correlation between the TMT characteristics and strategy implementation. The R-value of .556 in Figure 3 indicates a positive significant correlation between TMT characteristics and strategy implementation. This implies that strategy implementation improves with an increase in TMT characteristics. The model was statistically significant, F (1,150) = 66.960, p=.000. In addition, the R square value of .309 indicated that 30.9% of TMT characteristics explained the variation in strategy implementation. For the first model in Figure 3, TMT characteristics emerged as a positive and significant predictor of strategy implementation (a=.726, se=.089, p=.000). TMT characteristics were found to be a significant predictor of strategy implementation since the p-value was less than 0.05.



Thus, for the second model, the output is presented in Figure 4. The output involved the analysis of TMT characteristics and strategy implementation on the performance of Ugandan state agencies. The results of

the regression of the TMT characteristics and strategy implementation on performance are presented in Figure 4.

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**************************************************************************
OUTCOME VARIABLE:
 perofUSA

Model Summary
          R       R-sq        MSE          F        df1        df2          p
       .663       .439       .105     58.408      2.000    149.000       .000

Model
              coeff         se          t          p       LLCI       ULCI
constant       .278       .309       .899       .370      -.332       .887
TMTCHA         .267       .097      2.752       .007       .075       .458
SI             .531       .074      7.162       .000       .384       .677

Standardized coefficients
            coeff
TMTCHA       .203
SI           .528

Test(s) of X by M interaction:
          F        df1        df2          p
     12.393      1.000    148.000       .001
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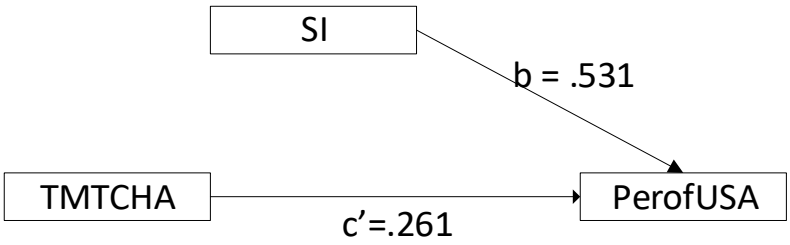
Figure 4. TMT Characteristics, Strategy Implementation, and Performance of Ugandan State Agencies

In the second model in Figure 4, the value of R worth .663 and a p worth .000 signifies a positive significant association between the combined TMT characteristics and strategy implementation and performance of Ugandan state agencies. The R square value of .439 implies that the combined TMT characteristics and strategy implementation explained 43.9% of the variation in performance of Ugandan state agencies. The model was significant as evidenced by F (2,149) =58.408 with a p-value that is less than 0.05. The output also involved the analysis of strategy implementation on the performance of Ugandan state agencies. The summary statistics of the regression of strategy implementation on performance are presented in Figure 4. Findings in Figure 4 further reveal strategy implementation significantly predicted the performance of Ugandan state agencies (b=.531, se= .074, p=.000).



The results also reveal the coefficient for the constant (β0) value of .278 with the p-value of .370 (not significant) whereas the coefficients of TMT characteristics (β1) value of .261 at t statistics of 2.752 and strategy implementation (β2) value of .531 at t statistics of 7.162 are statistically significant since the p-value is not more than 0.05. Thus, TMT characteristics and strategy implementation are significant indicators of the performance of Ugandan state agencies. The β1 of .261 demonstrates that in the event that any remaining variables are held constant, a unit change in TMT characteristics yields a .261 increase in performance whereas β2 of .531 suggests that any remaining variables are held constant, a unit change in strategy implementation yields in .531 increase in performance. The estimated model is thus summarized as follows;

Performance = .261 TMT Characteristics + .531 Strategy Implementation

Next, the total effect output is presented in Figure 5.

```
************************** TOTAL EFFECT MODEL ****************************
OUTCOME VARIABLE:
 perofUSA

Model Summary
          R       R-sq        MSE          F        df1        df2          p
       .496       .247       .140     49.071      1.000    150.000       .000

Model
              coeff         se          t          p       LLCI       ULCI
constant       .691       .350      1.971       .051      -.002      1.383
TMTCHA         .652       .093      7.005       .000       .468       .836

Standardized coefficients
            coeff
TMTCHA       .496
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Figure 5. Total Effect of TMT Characteristics and Performance

The third output in Figure 5 presents the findings on the total effect of the relationship between TMT characteristics and the performance of Ugandan state agencies. The outcomes in Figure 5 reveal that the R Square value of 0.247 indicates that 24.7% of the variation in performance is explained by the TMT characteristics. The F (1,150) = 49.071 with a p-value of 0.000 indicates that the model is significant. Figure 5 further shows that the beta coefficient for the constant (β0) is .691 with a t statistic of 1.971 and a p-value of 0.051 while the coefficient for the TMT characteristics (β1) is .652 with a statistic of 7.005 and p-value of 0.000. Since the p-value is less than the significance level of 0.05, TMT characteristics were found to be a significant predictor of the performance of Ugandan state agencies. The β0 of .691 implies that with the TMT characteristics held constant, the performance of Ugandan state agencies will be at .691 while β1 of .652 indicates that if all other factors are held constant, a unit change in the TMT characteristics would result in a .652 change in performance of Ugandan state agencies. The estimated model is thus summarized as follows;

PerofUSA =.691 + .652 **TMTCHA**

```
************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y
     Effect         se          t          p       LLCI       ULCI       c_cs
       .652       .093      7.005       .000       .468       .836       .496

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI      c'_cs
       .267       .097      2.752       .007       .075       .458       .203

Indirect effect(s) of X on Y:
       Effect     BootSE   BootLLCI   BootULCI
SI       .385       .077       .240       .548

Completely standardized indirect effect(s) of X on Y:
       Effect     BootSE   BootLLCI   BootULCI
SI       .293       .051       .196       .399
```

Figure 6. Effects of TMT Characteristics on Performance of Ugandan State Agencies

Figure 6 reveals the different effects of X (independent) on Y (dependent). The indirect effect of strategy implementation is significant and hence strategy implementation mediates the relationship between TMT characteristics and the performance of Ugandan state agencies. In addition, since the indirect effect and the direct effect were significant, there existed a partial mediation.

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*********** BOOTSTRAP RESULTS FOR REGRESSION MODEL PARAMETERS ************

OUTCOME VARIABLE:
 SI

             Coeff   BootMean     BootSE   BootLLCI   BootULCI
constant      .778       .789       .324       .170      1.438
TMTCHA        .726       .723       .087       .547       .888

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OUTCOME VARIABLE:
 perofUSA

             Coeff   BootMean     BootSE   BootLLCI   BootULCI
constant      .278       .281       .321       -.359       .902
TMTCHA        .267       .266       .088       .094        .437
SI            .531       .530       .077       .382        .683
************************ ANALYSIS NOTES AND ERRORS ************************

Level of confidence for all confidence intervals in output:
  95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000
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Discussions

To discuss the outcomes of this study, the researcher depended inferential statistics, outcomes from past investigations, and the theories of the upper echelon and dynamic capacities. Strategy is vital for an organization to attain its objectives since it provides a guideline on how to achieve them. Strategy implementation involves putting strategic choices into action and without proper implementation, the whole strategic process becomes useless. The success of strategy implementation in an organization needs the intervention of top management since they have the authority and influence of providing the resources. The results in Figure 6 indicated that the partial mediating effect of strategy implementation on the relationship between TMT characteristics and the performance of Ugandan state agencies satisfied the conditions of mediation as pointed out by Baron and Kenny (1986). The results imply that the explicit system by which the connection between TMT characteristics and the performance of Ugandan state agencies occurs is direct, although strategy implementation takes part in the contribution. Central to these findings is that the relationship between TMT characteristics and the performance of Ugandan state agencies is partially

mediated by strategy implementation. The outcomes of the hypothesis indicated that strategy implementation has a partial mediation effect on the relationship between TMT characteristics and the performance of Ugandan State Agencies. The discoveries of this study are in agreement with other past findings that TMT characteristics like degree of TMT abilities and knowledge of market data are not straightforwardly connected with the performance of organisations yet are connected with performance using proper vital management practices (Dominic & Theuvsen, 2015). The findings are also consistent with the Penrose's (2009) results that clarified that assets and resources are not by any means the only vital components required for the predominant performance of organisations but that it is somewhat how the assets and resources are used. Also as indicated Edelman, Brush and Manolova (2005) indicated, it is extra gainful for organisations when assets and resources like TMT characteristics are per hierarchical procedures. This implies that the respondents consented generally that the characteristics estimated in this study under the two sub-factors (institutionalization and operationalisation) manifested in the separate state agencies in Uganda. These discoveries could be clarified by the way that the sub-factors initialization and operationalization are connected to the essential decision-making process while assets and resources, frameworks, abilities and design empower and work with the execution of the strategic choices made by the TMTs of Ugandan State Agencies.

The findings of this study support Mankins and Steele's (2005) reason that the biggest number of organisations only comprehend 63% of the performance goals since there are flaws in the implementation of their designated strategies by their TMTs. This study's findings also support results by Ouche et al. (2016) which guarantee that viable implementation of planning requires TMT with specific ascribes like arranging ability, performance belief and adequate assets. The outcomes of this study also concur with findings by Njoroge (2015) that strategy implementation altogether and emphatically impacted the performance of state companies in Kenya. It is therefore very important to note that as management is trying to focus on the TMT characteristics (behavioural, demographic, and psychological characteristics), it is very important to put into consideration the role played by the operationalisation and institutionalization under strategy implementation. This is because there will be likely low performance unless appropriate is strategy is employed by the state agency. Furthermore, the results of this could be explained by the fact that the sub-factors of institutionalization and operationalizing strategy are generally connected to the essential decision-making cycle which enables the implementation of the strategic decisions made by the TMTs of the state agencies which will have an impact on performance.

Also, this study's findings support the suggestions of the UET that the performance of organisations is an outcome of the fit between numerous factors particularly; leadership, individuals, structure, innovation, methodology and or strategy, and culture. The individualized interpretation of key circumstances emerges due to contrasts among leaders in their encounters, values, characters and other human elements. The UET, hence, upholds the connection between TMT characteristics, strategy implementation and performance of Ugandan state agencies. Furthermore, the TMTs should have qualities that engage them to settle on great vital decisions that are in line with their agencies' predominant business environments. The TMTs by setting these decisions in motion bring unrivalled performance thus advocating the mediating role of strategy implementation in the connection between TMT characteristics and the performance of Ugandan State Agencies. This study's outcomes also concur with Penrose (2009) who elaborated that resources are not by any means the only vital components required for incredible performance but instead how the resources are used. Additionally, as per Edelman et al. (2005), it is further gainful for firms when resources such as the characteristics of the TMTs are in accordance with the strategies of the firms.

The results of this study are also supported by the theory advanced by Teece, Pisano and Shuen in 1997 (Dynamic capability theory) which explains that activities such as the development of strategies and their implementation may be driven by management trends like philosophy change, professional process engineering, authorisation, excellence, dramatic changes within the environment, and declining organisational performance. In essence, to clearly define, formulate and implement a strategy requires sharp and experienced minds through TMTs. This is in agreement with the DCT which assumes that the top management role in strategy is integration, adapting, and reconfiguring of skills of the firm especially internal including competencies and more so skills to match the environment. Clulow, Gerstman, & Barry (2003) found that management capabilities enable firms to not only survive but also consistently outperform rival firms through superior strategic decisions and utilization of available resources, especially in conditions described by high intricacy and low barrier of entry. In such an environment, learning and adapting faster than competitors is key to a firm's survival and competitive advantage, which are enabled by dynamic capabilities. The capabilities according to the theory coupled with resources enable organisations to achieve the objectives set through a strategic plan and implementation process.

Pearce and Robinson (2011) elucidated that to effectively deal with all factors that impact the development and performance of the firm, the TMTs should convey strategies that impel the firm to sustained competitive

advantage by gaining on the possibilities in the business environmental and competitive requests. The actions of TMTs should include adjusting the different interests of the firms' partners and stakeholders that occasionally might be extremely disparate. The TMTs should do this by anticipating and setting different performance targets for their departments that feed into their performance. Other past examinations have shown that adjusting core attributes like staff abilities, frameworks and processes, the board styles, organisational culture and design of strategies being executed fundamentally impacts strategy implementation and results in superior organisational performance (Springer, 2005). More to that, it has been laid out that dividing the strategies being carried out by an organisation into quantifiable exercises framed in work plans with timetables, designating spending plans to the exercises and relegating liabilities with the prize for the accomplishment of the set targets and punishments, in any case, additionally improves strategy execution and is an upgrade for predominant organisational execution (Okumus, 2003).

Furthermore, in situations where the top management has the right skills, these can be used to achieve results but still these results could be more effective and efficient if the right implementation strategy is used. This is because the right strategy helps to minimise the cost of doing business and also helps to re-allocate the resource to more productive ventures within the agency. This will result in improved performance of Ugandan state agencies. Since TMTs are accountable for devising strategic decisions for their organisations and executing them to accomplish the ideal organisational results, system implementation is, in this manner, one such factor that influences the connection between TMT characteristics and the performance of agencies or organisations. The proven mediating effect thus, adds knowledge to the research in strategic management.

Conclusions and recommendations

From the findings of this study, the research concludes that that strategy implementation has a significant partial mediating effect on the relationship between TMT characteristics and the performance of Ugandan state agencies. On the side of mediation, the results imply that the specific mechanism by which the connection between TMT characteristics and the performance of Ugandan state agencies occurs is direct, strategy implementation contributes a part to the relationship.

From the findings and conclusions, this study also provides recommendations to improve strategy implementation among Ugandan State Agencies. This study recommends that individuals that make the TMT should have significant expert capabilities that give relevance while formulating and executing strategies. The study also recommends that strategy

implementation should have a framework that is not affected by politics and corruption. Politics and corruption in the country can cripple processes in an institution and therefore it is important to have policies and frameworks that can streamline strategy formulation and implementation processes in county governments. This study also recommends that state agencies in Uganda need to create a prize and acknowledgement framework for TMTs and personnel who succeed in system implementation so they can be persuaded. This is on the grounds that it is through strategy implementation that the state agencies in Uganda can follow through on their directives and further improve service delivery. Rewards give a chance to the TMTs and staff to contend among themselves and this would bring quality, efficiency, proficiency and adequacy in delivering services.

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