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**INFLUENCE OF STRATEGIC LEADERSHIP ON STRATEGY IMPLEMENTATION
IN THE KENYAN MOTOR VEHICLE INDUSTRY**

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Strategy

INFLUENCE OF STRATEGIC LEADERSHIP ON STRATEGY IMPLEMENTATION IN THE KENYAN MOTOR VEHICLE INDUSTRY

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Abstract

Purpose: The main purpose of this study was to establish the influence of strategic leadership on strategy implementation in the Kenyan motor vehicle industry.

Methodology: The study was carried out using descriptive research design. The target population for this study was 13 major motor vehicles retailers in Kenya as listed in the KMI website. . The sampling frame of this study was the various management levels of the 13 major motor vehicles retailers in Kenya as listed on the KMI association website. Stratified random sampling was used. . The study used questionnaires to collect the required data. Descriptive statistics was used mainly to summarize the data. SPSS was used for analysing complex data. Data presentation was through the use of pie charts, bar charts, graphs and frequency tables. Regression and Correlation analysis was used to establish the relationship between the independent and dependent variables.

Results: The study findings revealed that a positive and significant relationship between strategic leadership as represented by leadership competence, leadership communication, personnel involvement, as wells monitoring and evaluation and strategy implementation has been established.

Policy recommendation: The study recommended that firms prioritize on the enhancement leadership capacities in terms of the formulation and implementation of strategies. Moreover, organizations can invest in measures aimed at improving the existing working relationship of leaders with their juniors and superiors. The study also recommends that Organizations emphasize on effective communication to get the right message across to the right people through the right channels. Furthermore, Leaders should foster a culture of inclusivity in their decision-making as this makes it easier to implement those decisions. Organizations will succeed more where they treat employees as major stakeholders in the business and take concrete steps to motivate them as well as listen to their views on a given strategy

Keywords: *leadership competence, leadership communication, personnel involvement monitoring and evaluation and strategy implementation*

1.0 INTRODUCTION

1.1 Background to the Study

Achieving organizational success is not a chance occurrence. It is determined largely by the quality of decisions strategic leaders make. Senior managers have the responsibility to monitor the organization's internal and external environments, build company resources and capabilities, track industry and competitive trends, spot emerging market opportunities, identify business threats, and develop a vision for the future that followers can believe in (Wheelen & Hunger, 2011). These series of activities makes up a major part of what is known as strategic leadership. It is hard to overstate the importance of strategic leadership in today's dynamic and uncertain business environment. However, where there are some organizations that recognize the importance of the leadership potential within them and take steps to nurture and develop it, others pay little or no attention to it thereby ending up with average or below average performance. Organizations showing real and sustained commitment to the selection and development of quality business leaders know from experience that effective leadership at all levels is a prerequisite for continued success (Adair, 2010).

Strategy implementation has been described as the most important and difficult part of the strategic management process. Effective strategy implementation means that organizational objectives have a greater chance of being met resulting in better performance (Jooste & Fourie, 2009). It requires galvanizing the organization's employees and managers at all levels to turn the formulated strategies into action with the sole focus of achieving the desired results. Regardless of the strategy, careful consideration is required not just to its formulation but to its implementation as well. An excellent but poorly executed strategy will yield the same poor results as a bad strategy. To ensure success, it is necessary that the right projects and programs accompany formulated strategies. Without these, then the strategies however good and well intentioned will fail miserably (Project Management Institute, 2014). This illustrates the importance of the quality of strategy execution in strategic management.

Business executives operate at the strategic level and are the ones responsible for defining vision, purpose, values, objectives, strategy and structure. Middle level managers offer operational leadership and are responsible for interpreting and cascading the strategic leadership tasks. Under the middle level management are junior leaders and supervisors who operate at the tactical level and generally satisfy task, team, individual and stakeholder needs (Tozer, 2012). The three levels of leadership are however not discreet but each level reaches into the other two. Tozer (2012), argues that organizational leaders should not merely rely on information fed upwards but should be able to get onto the ground, talk to frontline employees in order to form an appreciation of how plans have been interpreted and executed. Morrill, (2010) observes that in organizations that consistently and continuously use strategy, strategic leadership functions as a direction-setting process as opposed to a system of control. It should be a continuous process charged with driving the organization's evaluation, decision making as well as communications systems at all levels.

Leadership competencies can be described as the skills or abilities and behaviours that can enable the leader to achieve superior performance. According to Bohm & Mosavi, (2008) they are a set of general personal characteristics found in leaders essential for exceptional goal

attainment. Leadership competencies are the knowledge, skills, abilities, and attributes that leaders need to possess and demonstrate in order to perform their roles and jobs competently (Das, Kumar, & Kumar, 2011). There are no universally agreeable competencies that every leader must have in order to succeed in a given role.

Three companies currently dominate the global automotive industry namely: Toyota, Volkswagen and General Motors. The three companies account for roughly a third of vehicles sold worldwide. Out of the 90 million vehicles sold in 2015, Toyota sold 10.15 million vehicles with Volkswagen and General Motors at 9.9 and 9.8 Million respectively (Kubota, 2016). Volkswagen however struggled later in 2015 due to the emissions scandal that emerged in September culminating in the resignation of the then CEO Martin Winterkorn. General Motors sales were buoyed by strong demand in the United States and growth in China (Kubota, 2016)

1.2 Statement of the Problem

Organizations across the globe struggle with strategy implementation. Research suggests that about half of strategic decisions are not implemented at all. The problem is compounded by the fact that a large proportion of all strategic decisions that are implemented fail to achieve the intended goals and objectives Huber (2010). Radomska (2014) opines that many organizations devote a lot of effort creating plans and analyzing the competitive situation. However, the creation of plans without the implementation of the resultant strategic decisions is a wasted effort. Business leaders today by the nature of their job descriptions are heavily involved in strategy formulation. Sadly, at the implementation stage, the task is left to others, which in the majority of cases seriously hampers implementation and ultimately the success of the strategy. Sometimes, the failure to involve the middle level management in any way during the strategy formulation may lead to sabotage and eventual failure to implement (Heracleous, 2003).

While the challenges firms experience during the strategy implementation process are very clear, this area of study has elicited very little interest among researchers as compared to strategy formulation, which is widely researched. There is therefore an urgent need for new studies to address this glaring imbalance in research between strategy formulation and strategy implementation that has huge implications on the performance of firms. Additionally Majority of the works are either not recent or exploratory in nature. Locally, there are very few studies in this area with most of them being case studies thereby inhibiting generalization of the findings.

The aim of the study was to establish the influence of strategic leadership on strategy implementation, which has a direct impact on performance in the automotive industry. Strategic leaders need to lead from the front by ensuring that their organizations are able to deliver the changes necessary to make an impact on the bottom-line. By focusing on strategic leadership, the study aimed to shed light on the issues hampering strategy implementation with a view to making recommendations based on the results.

2.0 LITERATURE REVIEW

Jooste & Fourie (2009) conducted a study on the role of strategic leadership in effective strategy implementation. The primary objective of the study was to investigate the perceived role of strategic leadership on strategy implementation in South African organizations. The universe of

this study was all the strategic leaders in South Africa. The target population was the strategic leaders of the Financial Mail Top 200 companies, while the sample was five randomly selected directors of these organizations. The research instrument used was a structured, self-administered mail questionnaire. Factor analysis was used to assess the validity and Cronbach's alpha to assess reliability of the questionnaire. Result findings indicated that lack of leadership, and specifically strategic leadership, at the top of the organization was identified as one of the major barriers to effective strategy implementation. The study concluded that strategic leadership positively contributes to effective strategy implementation in South African organizations.

Kibicho (2015) conducted a study on the determinants of strategy implementation success in the insurance industry. The study sought to evaluate how competitive strategy implementation affects the performance of the insurance industry in Kenya. The study used mixed methods research design to collect and analyze the data collected using questionnaires. The target population of the study was the entire 51 registered insurance companies operating in Kenya. A multiple regression model was adopted to examine the effect of the variables on the performance of the firms. The study found out that choice of strategies on advertising and promotion largely affects the strategic decisions of insurance companies. The choice of Staff, product development and choice of branch networks also affects the strategic decisions of companies in a big way. The study recommended the implementation of managerial competences since they are key ingredients in organizational success.

The use by leaders of inappropriate or imprecise language and terminology has been identified and one of the key blocks to effective strategy implementation. Tozer (2012), argues that attitudinal shifts can only be created through positive, consistent and frequent articulation of direction and its benefits by its leaders in a language understood by all, meaningful two-way conversation with feedback and most importantly by the example of the leader's behavior. Additionally, Leaders should find more precise and efficient ways to present change to employees and be able to describe the appropriate communication channels to use. Groundless rumors can undermine chances of success, so it is important to choose appropriate media and to begin to communicate at an early stage in the strategy implementation process to avoid misunderstandings (Mapetere, Mavhiki, Nyamwanza, Sikomwe, & Mhonde, 2012).

Ogbeide & Harrington, (2009) carried out a study on the relationship among participative management style, strategy implementation success and financial performance in food service industry. Findings indicated higher levels of action plan implementation success and financial success for restaurant firms using a higher level of participation in decision-making and plan execution. A similar study was carried out by Maas (2015) on employees' involvement in strategy implementation. The finding was that middle level management and key lower level employees need to be involved during strategy formulation as well as its execution. Failure to involve key employees was found to lead to implementation failure.

Gudda (2011) defines monitoring as the art of collecting the necessary information with minimum effort in order to make a steering decision at the right time. Monitoring enables a manager to identify and assess the potential problems as well as the success of a project. Evaluation on the other hand is a selective exercise that attempts to assess progress towards the achievement of a particular objective in a systematic way. Gudda (2011) argues that even with a good M&E design, success or otherwise of a given project depends heavily on a sense of

ownership by the beneficiaries, adequate capacity of institutions, and sustained interest from the task and project managers throughout the life of the project.

3.0 METHODOLOGY

The study was carried out using descriptive research design. The target population for this study was 13 major motor vehicles retailers in Kenya as listed in the KMI website. . The sampling frame of this study was the various management levels of the 13 major motor vehicles retailers in Kenya as listed on the KMI association website. Stratified random sampling was used. . The study used questionnaires to collect the required data. Descriptive statistics was used mainly to summarize the data. SPSS was used for analysing complex data. Data presentation was through the use of pie charts, bar charts, graphs and frequency tables. Regression and Correlation analysis was used to establish the relationship between the independent and dependent variables.

4.0 RESEARCH FINDINGS AND DISCUSSION

4.1 Demographic Data

4.1.1 Gender of the Respondents

Majority of the respondents were male who represented 54% of the sample while 46% were female. This implies that a majority of staff in leadership positions in the motor vehicle industry are male. The results are presented in Figure 1 below.

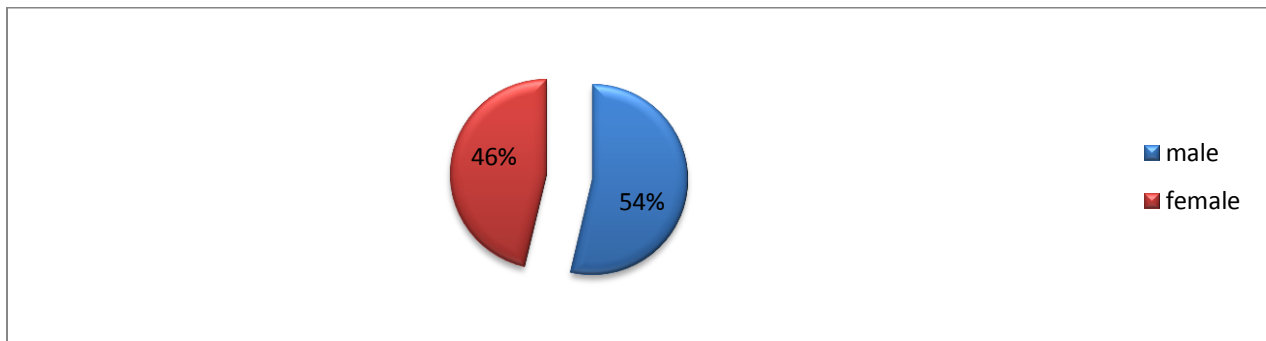


Figure 1: Gender

4.1.2 Highest Level of Education

The respondents were asked to indicate the highest level of education they had attained. 48% had college level, 36% were undergraduates, while 16% had obtained postgraduate qualifications. This implies that the majority of leaders (52%) in the Kenyan motor vehicle industry had at least one university degree. The results are shown in Figure 2 below.

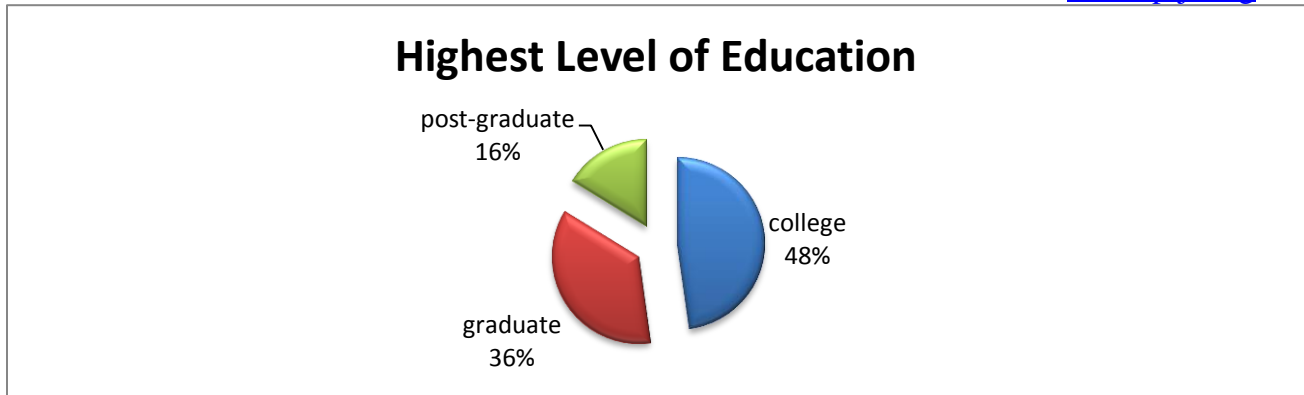


Figure 2 Highest Level of Education

4.1.3 Number of years worked in the motor vehicle industry

The respondents were further asked to indicate the number of years they had worked with in motor vehicle industry. The results showed that most of the respondents, (53.2%) had worked in the industry for more than 10 years while 5.4% had worked with the industry for a duration of between 6 and 10 years. 36.5% were found to have worked in the industry for duration of between 4 to 5 years. Only 4.9% had worked in the industry for less than three years as shown in the figure 3 below. This shows that the majority of the respondents had been in the motor industry long enough to understand its dynamics and provide relevant contribution to the study

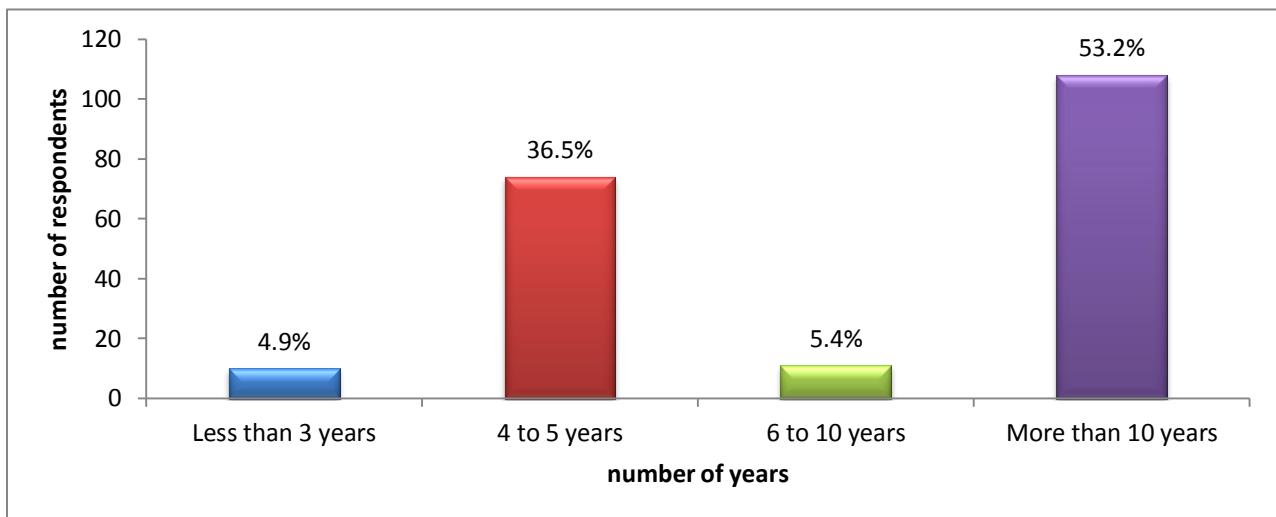
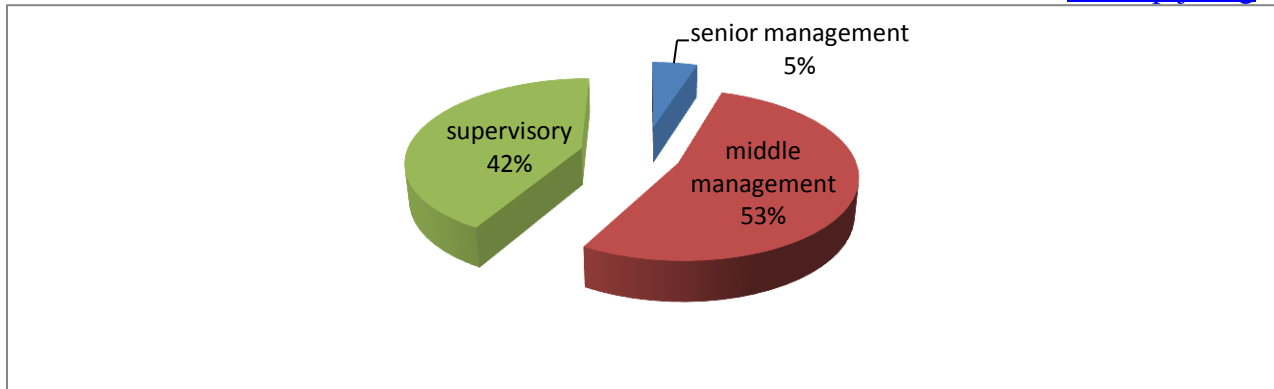


Figure 3: Number of years worked in the motor vehicle industry

4.2.4 Management Level

The respondents were also asked to indicate their work position in their respective organizations. A majority of the respondents, 53%, indicated that they were middle level managers, while 42% of them were supervisors. Only 5% of the respondents were in senior management positions as shown in figure 4 below.

**Figure 3: Management Level****4.2 Descriptive Statistics****4.2.1 Strategy implementation**

The respondents were asked to respond to the statements on strategy implementation. Results in table 1 revealed that all of the respondents, 95.1% (63.1%+36.9%) agreed with the statement that they have established goals that are clear and specific. The results also revealed that a majority of the respondents, 95.10%, agreed with the statement that they find ways to overcome challenges and obstacles in order to complete assignments and meet set goals. A majority of the respondents, 94.60%, also indicated that they keep track on results to ensure that solutions are effective and take corrective action where necessary. 99.50% of the respondents representing a majority indicated that they had a vision for their division/department/team and had taken concrete steps to achieve it. A majority of the respondents, 89.20%, also indicated that their team had the skills and competencies to deliver on the selected strategy. On a five-point scale, the average mean of the responses was 4.30. This shows that most of the respondents were agreeing with the majority of the statements. Results also show that the responses were clustered around the mean as shown by a standard deviation of 0.53. The results show that a majority of strategic leaders in the motor industry are focused on delivering results in line with their vision and mission through the implementation of set strategies and have faith in their teams to achieve set goals and objectives.

Table 1: Strategy implementation

	strongly disagree	disagree	neutral	agree	strongly agree	Mean	Standard Deviation
I have established goals that are clear and specific	0.0%	0.0%	0.0%	63.1%	36.9%	4.37	.48
I find ways to overcome challenges and obstacles in order to complete assignments and meet set goals	0.0%	0.0%	4.9%	79.3%	15.8%	4.11	.44
I keep track on results to ensure that solutions are effective and take corrective action where necessary	0.0%	0.0%	5.4%	52.7%	41.9%	4.36	.58
i have a vision for my division/department/team and have taken concrete steps to achieve it	0.0%	0.0%	0.5%	63.5%	36.0%	4.35	.49
My team has the skills and competencies to deliver on the selected strategy	0.0%	0.0%	10.8%	47.8%	41.4%	4.31	.66
Averages						4.30	0.53

4.2.2 Leadership competence

The study sought to establish the effect of leadership competence on strategy implementation in the motor vehicle Industry. Results in table 2 revealed that 95.1% (79.8%+15.30%) of the respondents agreed with the statement that they place a high value on honesty and integrity and expect the same from those they lead. Ninety seven percent of the respondents also agreed with the statement that they have developed a good working relationship with their juniors and superiors. A total of 91.6% of the respondents also indicated that they had the necessary analytical skills to monitor and evaluate strategy implementation. The statement that “I seek first to understand before seeking to be understood” had 88.2 % of the respondents agreeing to it. 86.2% of the respondents also indicated that they had developed a good working relationship with their juniors and superiors. On a five-point scale, the average mean of the responses was 4.49 which means that majority of the respondents were agreeing with most of the statements. The responses were also clustered around the mean as shown by a standard deviation of 0.76.

Table 2: Leadership competence

	strongly disagree	disagree	neutral	agree	strongly agree	Mean	Standard Deviation
I place a high value on honesty and integrity and expect the same from those I lead	1.0%	0.0%	3.9%	15.3%	79.8%	4.73	.63
I have developed a good working relationship with my juniors and superiors	0.0%	3.0%	0.0%	36.9%	60.1%	4.54	.65
I have the necessary analytical skills to monitor and evaluate strategy implementation	3.4%	0.0%	4.9%	30.5%	61.1%	4.46	.87
I seek first to understand before seeking to be understood	1.0%	0.0%	10.8%	26.6%	61.6%	4.48	.77
I am able to anticipate future competitive threats and opportunities for the business	3.0%	1.5%	9.4%	50.7%	35.5%	4.14	.87
Average						4.49	0.76

4.2.3 Leadership communication

The second objective was to find out the influence of leadership communication on strategy implementation in the motor vehicle industry. Results in table 3 revealed that 94.60% (41.90%+52.70%) agreed with the statement, “I have a clear communications strategy”. The results also indicated that all the respondents, 100%, agreed with the statement that they are able to create messages that guide, direct and motivate others into action. Most of the respondents, (94.60%), also indicated that they use different communication channels for different types of messages. All the respondents, 100% agreed that they ensure timely communication of new strategies. A majority of the respondents, 94.60%, agreed that they encourage and expect feedback from their juniors on all communications. On a five-point scale, the average mean of the responses was 4.41 which means that majority of the respondents were agreeing with most of the statements. The results also show that the responses were clustered around the mean as shown by a standard deviation of 0.536.

Table 3: Leadership Communication

	strongly disagree	disagree	neutral	Agree	strongly agree	Mean	Standard Deviation
I have a clear communications strategy	0.0%	0.0%	5.4%	52.7%	41.9%	4.36	.58
i am able to create messages that guide, direct and motivate others into action	0.0%	0.0%	0.0%	74.4%	25.6%	4.26	.44
I use different communication channels for different types of messages	0.0%	0.0%	5.4%	58.1%	36.5%	4.31	.57
I ensure timely communication of new strategies	0.0%	0.0%	0.0%	53.2%	46.8%	4.47	.50
I encourage and expect feedback from my juniors on all communications	0.0%	0.0%	5.4%	26.6%	68.0%	4.63	.59
Average						4.41	0.536

4.2.4 Personnel involvement

The study sought to establish the impact of personnel involvement in the strategic management process on strategy implementation in the motor vehicle industry. Results in Table 4 shows that 76.8% (51.7%+25.1%) of the respondents representing a majority agreed with the statement that their staffs are major stakeholders in all decisions affecting the business. The results also showed that majority of respondents, 97.5%, agreed to the statement that they took into account the views of junior staff during formulation as well as implementation of strategies. 87.2% of the respondents, a majority, agreed with the statement that key employees were sufficiently motivated to drive the implementation process. 97.5% of the respondents also indicated that the implementing teams are selected in line with their skills and capabilities to enhance successful strategy implementation. 97.5%, of the respondents agreed with the statement that “I care how work gets done as well as about the results”. On a five-point scale, the average mean of the responses was 4.31 indicating that the majority of the respondents were agreeing with most of the statements. The responses were also clustered around the mean as shown by a standard deviation of 0.73.

Table 5: Personnel involvement

	strongly disagree	disagree	Neutral	Agree	strongly agree	Mean	Standard Deviation
My staff are major stakeholders in all decisions affecting the business	1.5%	0.5%	21.2%	51.7%	25.1%	3.99	.79
I take into account the views of junior staff during formulation as well as implementation of strategies	2.0%	0.5%	0.0%	47.3%	50.2%	4.43	.72
Key employees are sufficiently motivated to drive the implementation process	1.0%	1.0%	10.8%	51.7%	35.5%	4.20	.75
Implementing teams are selected in line with their skills and capabilities to enhance successful strategy implementation	1.5%	1.0%	0.0%	57.1%	40.4%	4.34	.68
i care how work gets done as well as about the results	2.0%	0.5%	0.0%	32.0%	65.5%	4.59	.71
Average						4.31	0.73

4.2.5 Monitoring and evaluation

The study also sought to determine the significance of monitoring and evaluation on strategy implementation in the motor vehicle industry. The results in Table 6 reveals that 81.3% (55.7%+25.6%) of the respondents agreed with the statement that “I have clear process, outcome and impact indicators to assess the effectiveness of the strategy being implemented”. A high proportion of respondents (76.3 %) indicated that they were in agreement with the statement that they had the capacity to collect and analyze relevant data to assess a given strategy. Similarly, a majority of the respondents (86.7%) agreed that they continuously monitored progress of strategy implementation by measuring current output against set targets. The results of the study also showed that 81.8% of the respondents regularly provided feedback to implementing teams on the results from monitoring and evaluation activities. The results also revealed that 77.8% of the respondents, a majority, agreed to the statement, “Variances from targets were critically analyzed to assist in the decision to proceed, modify, or abandon a given strategy”. On a five-point scale, the average mean of the responses was 4.09 indicating that a majority of the respondents was agreeing with most of the statements. The responses were also clustered around the mean as shown by a standard deviation of 0.77.

Table 6: Monitoring and evaluation

	strongly disagree	disagree	Neutral	agree	strongly agree	Mean	Standard Deviation
I have clear process, outcome and impact indicators to assess the effectiveness of the strategy being implemented	0.5%	2.0%	16.3%	55.7%	25.6%	4.04	.74
I have the capacity to collect and analyze relevant data to asses a given strategy	0.5%	2.0%	21.2%	50.7%	25.6%	3.99	.77
I continuously monitor progress of strategy implementation by measuring current output against set targets	0.5%	2.5%	10.3%	45.8%	40.9%	4.24	.77
I provide feedback to implementing teams on the results from monitoring and evaluation activities	0.5%	2.0%	15.8%	40.9%	40.9%	4.20	.81
Variances from targets are critically analyzed to assist in the decision to either proceed, modify or abandon a given strategy	0.5%	2.5%	21.2%	50.7%	25.1%	3.98	.78
Average						4.09	0.77

4.3 Inferential Statistics

4.3.1 Correlation Analysis

The results in Table 7 below, revealed a positive and significant relationship between leadership competence and strategy implementation with a moderately strong correlation between the two variables ($r=0.501$, $p=0.000$). The results further indicated that leadership communication and strategy implementation were positively and significantly related with marginal correlation ($r=0.276$, $p=0.000$). Personnel involvement and strategy implementation were also found to have a positive and significant relationship but the correlation between the two variables was weak

($r=0.162$, $p=0.000$). The results also revealed a positive and significant relationship between monitoring and evaluation and strategy implementation with moderately strong correlation ($r=0.651$, $p=0.000$).

Table 7: Correlation Matrix

		Strategy implementation	Leadership competence	Leadership communication	Personnel involvement	Monitoring and evaluation
Strategy implementation	Pearson Correlation	1	.501**	.276**	.162*	.651**
	Sig. (2-tailed)		.000	.000	.021	.000
	N	203	203	203	203	203
Leadership competence	Pearson Correlation	.501**	1	.457**	.447**	.438**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	203	203	203	203	203
Leadership communication	Pearson Correlation	.276**	.457**	1	.521**	.204**
	Sig. (2-tailed)	.000	.000		.000	.004
	N	203	203	203	203	203
Personnel involvement	Pearson Correlation	.162*	.447**	.521**	1	.419**
	Sig. (2-tailed)	.021	.000	.000		.000
	N	203	203	203	203	203
Monitoring and evaluation	Pearson Correlation	.651**	.438**	.204**	.419**	1
	Sig. (2-tailed)	.000	.000	.004	.000	
	N	203	203	203	203	203
**. Correlation is significant at the 0.01 level (2-tailed).						
*. Correlation is significant at the 0.05 level (2-tailed).						

4.3.2 Regression Analysis

The results presented in table 8 show the fitness of the regression model used in explaining the study phenomena. The independent variables namely, Leadership competence, leadership communication, personnel involvement as well as monitoring and evaluation were found to be satisfactory variables in explaining variations in the dependent variable, strategy implementation. This was supported by a coefficient of determination (R square) of 0.568. This means that leadership competence, leadership communication, personnel involvement and monitoring and evaluation, which represent strategic leadership, explain 56.8% of the variations in the dependent variable which is strategy implementation.

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.754a	0.568	0.559	0.26568

a Predictors: (Constant), leadership competence, leadership communication, personnel involvement, monitoring and evaluation

Table 9 provides the results on the analysis of the variance (ANOVA). The results indicate that the overall model was statistically significant. The F statistic from ANOVA is 65.063, which means that it meets the criterion for significance. The reported P Value is 0.000, which is less than the conventional probability of 0.05. This means that the probability that the data was produced by a chance occurrence is less than 0.05. Further, the results imply that the four independent variables are good predictors of strategy implementation.

Table 9: Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	18.371	4	4.593	65.063	.000b
	Residual	13.977	198	0.071		
	Total	32.347	202			

a Dependent Variable: strategy implementation

b Predictors: (Constant), monitoring and evaluation, leadership communication, leadership competence, personnel involvement

Table 10 shows that leadership competence and strategy implementation are positively and significantly related ($r=0.224$, $p=0.000$). A unit change in leadership competence would lead to a change in strategy implementation by 0.224 units. The results further indicate that leadership communication and strategy implementation were positively and significantly related ($r=0.186$, $p=0.003$). These results imply that a unit change in leadership communication would lead to a change in strategy implementation by 0.186 units. Personnel involvement and strategy implementation were also found to be positively and significantly related ($r=0.227$, $p=0.000$). A similar relationship was established between monitoring and evaluation, and strategy implementation ($r=0.169$, $p=0.000$). This shows that a unit change in personnel involvement and monitoring and evaluation would lead to a change in strategy implementation by 0.227 and 0.169 units respectively.

Table 10: Regression of Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.346	0.089		3.89	0
	Leadership Competence	0.224	0.059	0.229	3.776	0
	Leadership Communication	0.186	0.061	0.184	3.045	0.003
	Personnel Involvement	0.227	0.049	0.296	4.637	0
	Monitoring and Evaluation	0.169	0.04	0.244	4.172	0

a Dependent Variable: strategy implementation

5.0 SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

This study has found a positive relationship between leadership competence and strategy implementation, with a moderately strong correlation coefficient. The study found that positive and significant relationship between leadership communication and strategy implementation with a marginal correlation coefficient. The study finds that personnel involvement has a positive and significant influence on strategy implementation. The results also revealed a positive and significant relationship between monitoring and evaluation and strategy implementation with moderately strong correlation.

5.2 Conclusion

Leadership competence, leadership communication, personnel involvement as well as monitoring and evaluation were found to be satisfactory variables in explaining strategy implementation in the motor vehicle industry. This was supported by the coefficient of determination also known as the R square of 56.8%. It follows therefore that leadership competence, leadership communication, personnel involvement and monitoring and evaluation all of which are aspects of strategic leadership explain 56.8% of the variations in the dependent variable, which is strategy implementation. These results also imply that the model applied to link the relationship of the variables was satisfactory.

5.3 Recommendations of the Study

The study recommends that firms prioritize on the enhancement leadership capacities in terms of the formulation and implementation of strategies. Moreover, organizations can invest in measures aimed at improving the existing working relationship of leaders with their juniors and superiors. The study also recommends that Organizations emphasize on effective communication to get the right message across to the right people through the right channels. Furthermore, Leaders should foster a culture of inclusivity in their decision-making as this makes it easier to implement those decisions. Organizations will succeed more where they treat employees as major stakeholders in the business and take concrete steps to motivate them as well as listen to their views on a given strategy

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