THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Effect of Organizational Leadership on Strategy Implementation in Kenya's Tourism Industry: Case of Kenya Government Tourism Agencies

Juliana M. M. Kyalo
Adjunct Lecturer, United States International University- Africa, Nairobi, Kenya
Dr. Paul Katuse
Professor, Department of Strategic Management, United States International University- Africa, Nairobi, Kenya
Dr. Peter Kiriri
Associate Professor, Department of Marketing, United States International University-Africa
Chandaria School of Business, Nairobi, Kenya

Abstract:
Organizations in all sectors are striving to succeed despite the many challenges they face including issues of globalization, rapid changes, especially changes in technology and increased competition among others. Organizations' perspective today in the third world are striving to maximize on their major resources to develop and grow their entities by use of their strategic managers. Companies today are spending most of their time making strategies so as to out win their competitors within a rapidly changing environment. Thus the strategies formulated have to be well implemented to yield success against competitors. The implementation process has to be well managed, led and monitored. This study was motivated by the need to establish the influence organizational leadership had on strategy implementation. The data was collected through questionnaires and interviews with a sample size of 327 in the Kenya government tourism agencies. The data was analyzed through descriptive and inferential statistics. The study found that aspects of leadership such as motivation and reward of employees were highly positively correlated with objective and profit realization which measured strategy implementation. Both motivation and rewards positively influence realization of objectives and profits in organizations. The motivation of employees led to highly motivated and committed workforce which increases individual productivity and subsequent increased performance and success in achievement of organizational objectives and profits.

Keywords: Organizational leadership, strategy implementation, objective realization, profit realization

1. Background of the Study and Statement of the Problem

Organizations in all sectors are striving to succeed despite the many challenges they face including issues of globalization, rapid changes, especially changes in technology and increased competition among others. Organizations' perspective today in the third world are striving to maximize on their merger resources to develop and grow their entities by use of their strategic managers. The success of most organizations largely depends on the availability of resources, organizational culture and the general management practices meant to compete with the other economies. The most important way to succeed is to use various determinants which may favor implementation of strategies that must be important by way of yielding results. Organizational determinants are so crucial and indeed can lead to success or failure of any organization. On the other hand, strategy is an important component both at corporate level, business level and implementation level. Strategy implementation is the last phase and particularly determines what an organization will be (Pearce and Robinson, 2013).

Companies' waste a lot of time and energy in the planning process but do not implement their strategic plans fully; this is not only unfortunately but also discouraging (Beer & Eisenstat, 2000).Consequently, having a good strategy in place and not implementing, renders it almost useless and the overall results may not be achieved fully. The organizations especially those in the tourism sector thus may fail to realize their objectives including; not attaining the profits or surplus targeted, low returns on investment, employment is lost and many exists are experienced while many projects fail to be implemented or are not implemented in time.

In a survey conducted by Avollio (2005) involving 276 senior operating Executives, it was found that 57% of firms unsuccessfully implemented their strategic plans. Similarly, in 2006 a white paper on strategy indicated that implementation of strategies was the commonest challenge facing different sorts of organizations. A report in that white paper indicates that 83% of the surveyed companies failed to implement their strategy smoothly, and only 17 % felt that they had a consistent strategy implementation process. In relation to the tourism industry, Pechlaner and Elmar (2009) note that "tourist regions with long tradition and years of experience often have a hard time implementing strategic management concepts". This is due to "decision-making and management processes at the level of tourism policy and the different levels of the tourism organization". This research therefore seeks to investigate this practical gap.

In developing countries, reforms in the Public sector are becoming very common in the rapidly changing and global world today. A well-functioning and responsive public sector is considered key to poverty reduction and economic growth. In Kenya, efforts are being directed towards creating reforms which would enable public sector to be efficient and effective as they provide services to the Kenyan citizens. The notion of public reforms was born back in the year 1993 in Kenya as a tool for improving the effectiveness of delivering services to citizens. However, since then, efforts directed towards reforming have recorded success and challenges. Different and new approaches have been employed in the last three years especially the performance contracting concept in state ministries and corporations which aimed at improving effectiveness and efficiency in managing public affairs (Kobia & Mohammed, 2006).

Despite the high potential for tourism development in Kenya considering its beauty in form of scenery, natural and cultural resources and other forms of resources, it has not developed and performed as expected. International tourist numbers have not increased significantly over the years and the tourism product focus has remained concentrated in a few areas, the beach and a few national parks. There has been a drop in tourism earning for the last three years and the targeted 3 million tourist arrivals in Kenya per year have never been realized owing to a number of factors including insecurity and negative publicity. In 2014, the international arrivals declined by 11.1% from 1519.6 thousand to 1350.4 thousand in 2014 while tourism earnings declined by 7.3 per cent from Kshs 94.0 billion to Kshs 87.1 billion over the same period. Subsequently, the number of bed-nights occupied reduced from 6,596.7 thousand in 2013 to 6,281.6 in 2014. Further, the number of international conferences decreased in 2014 by 19.4%t as a result of reduced business arrivals. The number of visitors to parks and game reserves also reduced from 2,337.7 thousand in 2013 to 2,164 thousand in 2014. Similarly, visitors to museums, snake parks and other historical sites in Kenya declined by 10.4% from 770.8 thousand in 2013 to 690.9 thousand in 2014 (GoK, 2014).

One of the problems cited in the current national tourism strategy is the problem of lack of implementation of plans by the various agencies of tourism thus affecting the realization of set goals of the sector. Furthermore, the Kenya National Bureau of Statistics (KNBS) (2013) Economic survey advocates for the implementation of strategies to accelerate growth of the sector that including full operationalization of the Tourism Act 2011, increased investment in infrastructure, improved security, and implementation of Vision 2030 flagship projects such as development of resort cities, and continued diversification of source markets.

Local studies in Kenya include Kihanya (2013) who conducted a study on Challenges influencing the implementation of business strategies in public sector firms in Kenya: A survey of parastatals in the Ministry of Agriculture. The study concluded that the major failure in parastatals was lack of finance and mismanagement and therefore should be properly managed to enhance the implementation process. Mbaka and Mugambi (2014) conducted a study on Factors affecting successful strategy implementation in the Water Sector in Kenya. The study concluded that the most important reason for the failure of the strategy implementation in the water sector in Kenya is operational plan of the implementation. Mbua (2013) conducted study on Challenges in the implementation of performance contracting initiative in Kenya and found out that Sustaining performance gains derived from the performance contracting is central to improving public sector service delivery in Kenya and concerted efforts must be made to inculcate sustainability, while continuously improving public offerings and at the same time addressing the challenges. Kihara (2013) conducted a study on factors affecting the implementation of strategic performance measurement system of parastatals in Kenya: A case study of the Kenya Rural Roads Authority. The above shows that strategy implementation has been highly explored and comprehensively covered in Kenya. However, the studies done previously have not covered specifically on the effect of organizational leadership on strategy implementation among the public Tourism agencies.

2. Purpose of the Study and Research Question
The general objective of the study was to establish the effect of organizational Leadership on strategy implementation in Kenya government tourism agencies.

3. Literature Review and Theoretical Framework
The purpose of this study was to establish the determinants on strategy implementation of Kenya's tourism industry with a specific focus on the government tourism agencies. This section commences by reviewing the Eclectic Implementation Theory that inform the discussion of strategy implementation and then provides the conceptual framework and some discussion about the variables.

3.1. Eclectic Implementation Theory
This theory suggests integrating different managerial perspectives and theoretical viewpoints. It further suggests that a successful strategy implementation is a function of variables that in theory have been developed and studied separately but that in practice must be fully integrated (Hussey, 2000). The integration of such variables defines the implementation process. The degree of usefulness of the process on the other hand is driven by at least six criteria. An implementation process (or model) increases its value if at least it is logic, operational, economic, balanced, manageable and efficient (Jofre, 2011).

Logic is necessary to build an implementation process within a rational framework that is meaningful to the organization. Logic also allows deductive construction from which we can derive further implementation activities or sequences. Logic is not entirely based on experience or instinct but also in facts and therefore allows us to develop an implementation framework that combines both theory and practice (Brache, 1992). A useful model for implementation should, in addition to logic, be expressed in terms of operational and concrete actions that are tangible and verifiable or that at least are meaningful and objective. By doing so, the model will allow us to induce greater change by identifying or solving more issues (Jofre, 2011). In this context, implementation should be economic or

frugal, or in other words, capable to address a complex process with the minimum number of variables. If the model is also capable to balance theory and practice, as well as facts and assumptions, then it will allow a more accurate implementation.

In this contexts model should not be a recipe of what to do but also of about the implications of doing. This regards the balance between the contingency (eventualities) and the prescription (directions) perspective, or in other words the reconciliation between theories and laws (Jofre, 2011). One of the most difficult tasks when implementing strategies is that decision-making occurs in a context of complexity and uncertainty. Hence, a useful implementation model should be able to make sense of complexity and uncertainty and therefore, to be manageable according to the limitations of our cognitive capabilities (Lehner, 2012). Efficiency implies that decision and actions not only should deal with complexity but also with constraints or limits to available resources and capabilities. In the perspective of efficiency, at least three forms are depicted: economic, cognitive and ethical efficiency. Economic efficiency is the most known of these forms and regards the development of actions with the least financial cost as possible (Zaribaf & Bayrami, 2010).

3.2. Conceptual Framework

The hypothesized relationship between Organizational leadership and strategy implementation is shown in figure 1. The independent variables under Organizational Leadership include motivation, rewards, policy frame work, mission and vision while the dependent variable is the strategy implementation which had objective realization, profit realization, time and feedback. The relationship is assumed to prevail under a climate regulated by government and industry competition.
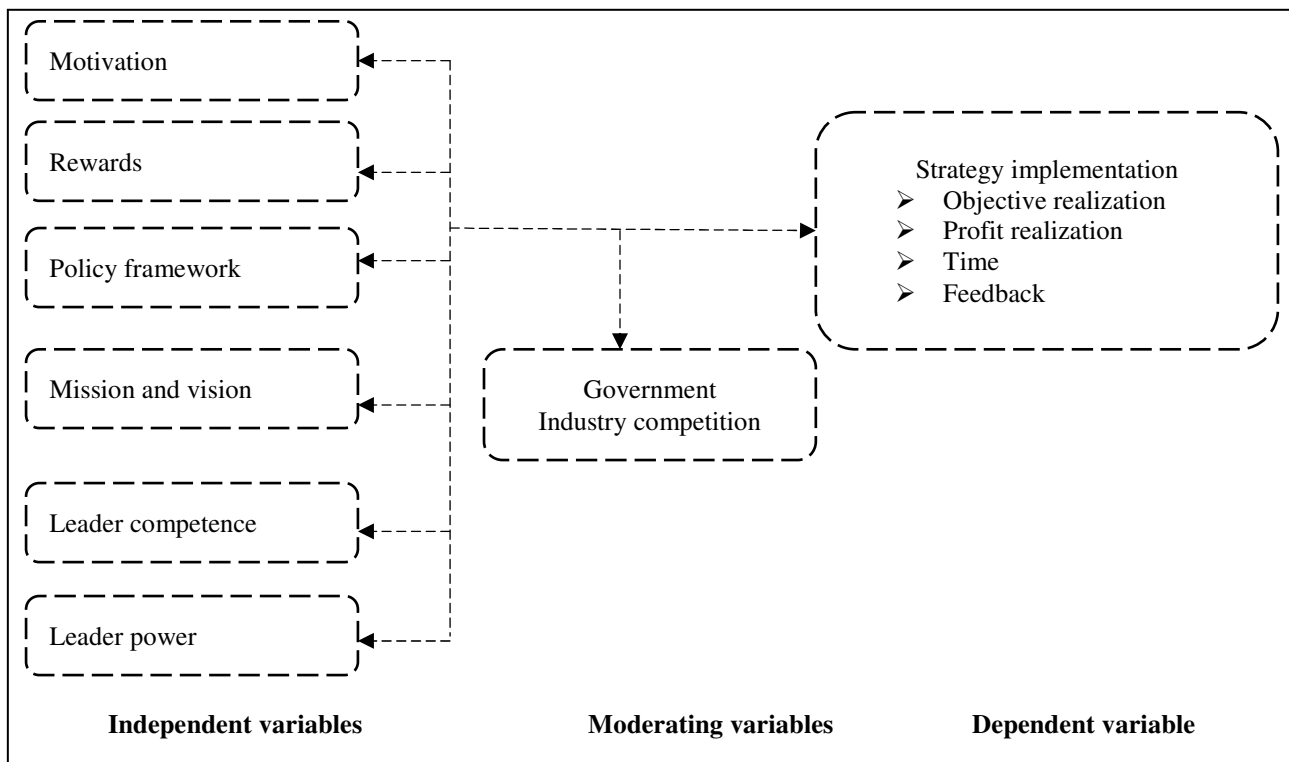

Figure 1: Conceptual Framework

Organizational leadership is considered very important in strategy implementation. Cater and Pucko (2010) study where 172 Slovenian companies were studied reported that poor leadership was the main impediment to strategy implementation. Their study further showed that adapting the organizational structure in order to implement the strategy had a positive influence on performance. Their results showed that adapting the organizational structure to serve the execution of strategy had a positive influence on performance. For strategy implementation to work, Rajasekar (2014) states that it would be necessary for both employees and organizations' departments' to be enthusiastic about the strategy implementation and that getting people involved and giving motivating reward system will have a positive influence on the implementation of strategy.

Organizational leadership further entails the art of guiding and directing people in an organization mostly through influence time period as well as nurturing and laying fertile grounds for future leadership. Due to intense competition, volatile and changing business environment coupled with need for effectiveness and survival, good leadership is necessary (Kotters, 1990). Good leadership ensures the ability to anticipate, envision and maintains flexibility to empower others to create strategic change. Daft (1984) defines leadership as motivating people to achieve organizational goals. Here is sharing of culture and values and communicating goals, missions and vision to the human resources and rewarding them while inspiring them to perform highly. Rue and Byars (1992) agreeing with other researchers define leadership as the ability of influencing people willingly. A leader obtains followers and influences them to set and achieve objectives. On his part, Smit and Cronje (2002) see leadership as human (symbolic) communication that will modify others

attitudes and their behaviours' in order tom meet group goals and needs. Organizational leadership refers to a leader's ability to anticipate, envision and maintain flexibility and to empower others to create strategic change in an organization (Hitt et al. 2007). Leadership is multifunctional, involves managing through others and assists in the processes required to ensure that organizations cope with change that seem to increasing in the current globalized business environment. Strategic leadership actions include determining the strategic direction of the organization, establishing organizational controls, effective management of the organization's resources, sustaining an effective organizational culture and emphasizing ethical practice. These actions are crucial in implementation of strategy and leaders who practice them are bound to have a smooth implementation of their strategy which results in improved performance (Gumusluoglu & Ilsev, 2009).

Bass and Avolio (1994) assert that leadership is a dynamic process of influencing people which, in certain organizational conditions, can have an effect on other members, with the intension of meeting the purposes of the organization. Theoretically, leadership has different approaches. McLaurin and Al-Amri (2008) argue that there are three key approaches to leadership theories namely, the trait theory, behavioral theory and contingency theory.

One of the most important roles of leadership is to motivate people in organization. Motivation is vital for better performance on the part of the people. The leadership must be a dynamic force in motivating people involved in strategy implementation. The leadership, must understand the process of motivation, which involves: presence of needs; every person has certain amount of needs, which can range from physiological needs to self-actualization needs; efforts an individual puts in his efforts in order to satisfy such needs. The more the needs, the more are the efforts; performance where the effort of a person lead him into certain work performance and rewards, good performance is rewarded with monetary and/or non-monetary incentives. The leadership should note that motivation is a continuous process. This is because; human needs and desires are never ending. When one need is satisfied, another need emerges that needs to be satisfied. Therefore, leadership must identify the emerging needs of the people and strive to satisfy such needs at regular intervals through a proper mix of monetary and non-monetary incentives Strickland (2001) argues that there are various steps involved in strategy implementation. He advocates the strategy managers have to innovate motivation and remuneration in close relationship with objectives and strategies.

An effective leader sets clear and well defined goals and objectives. Before setting goals, the leader must analyze the internal and external environment. This can be done by consulting his subordinates before finalizing the goals. A leader can be effective when there is clarity in goals and roles to be performed to achieve those goals and roles to be performed to achieve those goals. In the absence of clear goals, the leader may not be able to get the support and commitment from the subordinates in the performance on the activities. Good relations in an organization create harmony among members of that particular organization. The leader must maintain excellent relations with his subordinates, and also with the other departmental heads. The leader on his own may develop good relations with his subordinates, but he also needs excellent support from the organization to develop and maintain good relations with the subordinates. Good relations facilitate interpersonal relations between the leader and his subordinates. Therefore, the leader should have substantial hold over the resources and authority required to manage the subordinates and to get work done from them.

Poor organizational leadership results in a poorly implemented strategy. Cater and Pucko (2010) observes that effective human capital and a well formulated strategy is crucial but poor leadership is an impediment to successful implementation of strategy. The top leadership must emphasize the various interfaces within an organization (Lorange, 1998). For strategy implementation to succeed, employees must buy-in and direct their capabilities and business understanding towards the new strategy. This can be achieved through good organizational leadership. Ineffectiveness leadership may bring in conflicting priorities that may result in poor coordination of activities (Beer and Eisenstat, 2000).

According to Pearce and Robinson (2013) organizational leadership is twofold: it involves guiding the organization to deal with constant change, this requires chief executive officers to embrace change by clarifying strategic intent, building their organizations and shaping their culture to fit with the opportunities and challenges change affords. Secondly, the management is provided with the necessary skills which enable them to cope constant change and this means having in the organization managers who are visionary and have operational leadership.

Strategic intent gives leaders clear sense of where they want to lead their company and what results they expect to achieve. This is achieved through a vision leadership where a leaders have a clear direction of how where the organization is heading and clear understanding of the operations and activities which need to be done to realize the vision. Leaders use education, principles and perseverance to build their organizations. These three are more essential than ever in today's as key building blocks for the type of organization which a leader's principle reflect and are watched with great interest by every manager, employee, customer and supplier of the organization (Pearce and Robinson, 2013).

Leader are generally guided by principles which are the standards guiding their sense of ethical behaviours as well as integrity and honesty. Indeed, workers in an organization as well as outsiders involved with the organization watch their leaders in what they do and stand for. Especially their moral authority. This then will affect how all these people will relate with the organization after they reflect on the leader's principles. A leader will be more effective if they have clear morals which guide their priorities and also those which are set for the company. When asked by students, writers, researchers, and business writers what they think is the most important in explaining their successes as leaders as well as the successes of the leaders they admired, effective leaders cited these principles (Pearce and Robinson, 2013).

Organizations are more effective and strong if the leaders show their people by example what they want them to do as well as the principles they want to operate under where decisions are shaped by values and principles. Business week notes that ethic boils down to five easy principles which are: "do no harm, make things better, respect others, be fair and be compassionate" It is thus expected that these values will be part and parcel of the policy framework and impeded in the missions and vision of the organization which

will then enhance strategy implementation. Perseverance on the other hand is the ability to stick to the challenge when most others falter. It is unquestionable tool for leaders to instill faith in the vision they seek when times are hard.

A leader should be able to clearly communicate and directly a fundamental vision of what the business needs to become. The vision and mission should be clearly spelt out and explained to all staff. Pearce and Robinson (2013) agree that clarification of strategic intent should ensure the survival of the organization even as it pursues a clearly written vision and often it reaches the vision. Organizational leaders will spell out clear performance expectation of its workforce and managers even as they Endeavour to move the vision forward.

Figure 1:is a description of what needs of the organizations the managers should look and act upon and at the same provides the corresponding competencies which managers would need to the fast-changing business environment of today's. These abilities and corresponding competencies will enhance strategy implementation and increased performance of the organization.
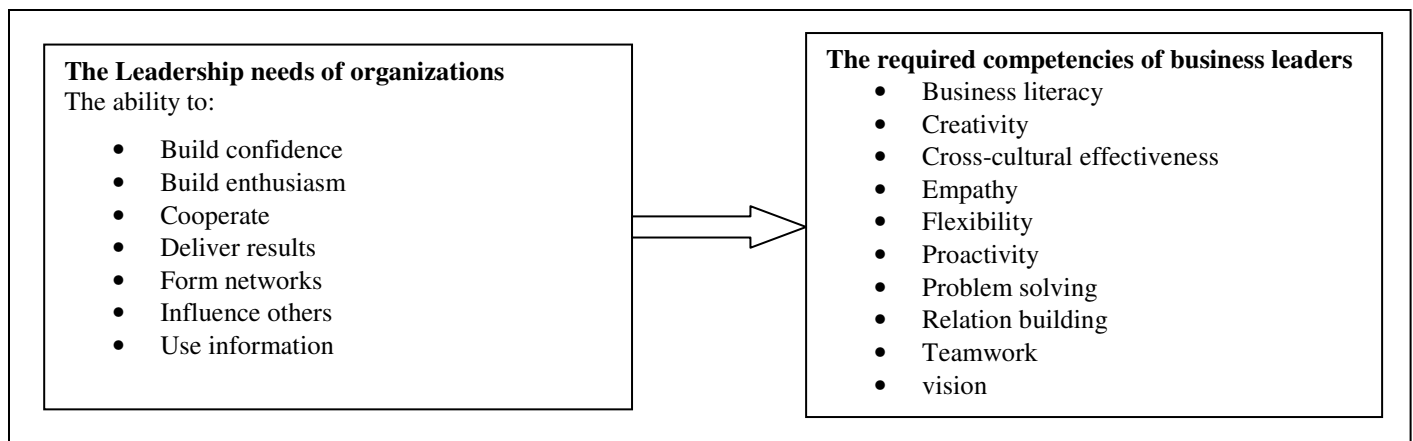
The Leadership needs of organizations The ability to:	The required competencies of business leaders
• Build confidence • Build enthusiasm • Cooperate • Deliver results • Form networks • Influence others • Use information	• Business literacy • Creativity • Cross-cultural effectiveness • Empathy • Flexibility • Proactivity • Problem solving • Relation building • Teamwork • vision

Figure 2: Competencies which managers should possess
Source: Williams and Cothrel (2007)

Further, researcher Goleman (2009) addresses the question of what type of personality attribute generate the type of competencies described in figure 1 above and his research centered on what type of personality attribute generate thee type of competencies described above and his research suggested that a set of four characteristics commonly referred to as emotional intelligence play a key role in bringing the competencies needed from today's desirable manager and these are describe as: Self- awareness- referred to as the ability to not only read but also understand one's emotions and then access one's strength and weakness, and this is underlain by the confidence coming from positive self-worth; Self- management- referring to control, conscientiousness, integrity, achievement orientation and initiative also Social awareness- referring to the sense of others emotions which is mainly empathizing as well as reading the organization which is also referred to as organizational awareness and service orientation or recognizing customers' needs; Social Skills- in relation to influencing and inspiring others, communicating, collaborating and building relationships with others and managing change and conflict (Goleman , 2009).

Leaders should be able to use their powers or influence properly to ensure successful implementation of strategy. The characteristics mentioned above will manifest in routine activities and in the how they seek to get the work of each group done over time. Effective leaders will motivate their workers in many ways including giving rewards to achieve realization of organizational goals. This is expected to ensure good organizational performance in terms of financial (profits) and non-financial and timely feedback gains over time. Managers have available seven sources of power and influence as follows: Organizational Power; position power, reward power and punitive power and also personal influence: expert influence; efferent influence and peer influence (Williams & Cothrel, 2007)

Cole (2015) defines policies as statements or ground rules concerning the manner in which an organization will conduct its business or operations. They represent a code of conduct and /or statements of key values that the organization intends to pursue. They guide the manager in the execution of the organizations affairs and he adds that policies are about what the organization will not do as it is about what it will do (Cole, 2015). Well-structured policies should be able to ensure realization of goals

Policies are crucial for they communicate guidelines for decisions and ensure quicker decisions, they also offer predetermined answers to routine problems and therefore afford managers a mechanism for avoiding hasty and ill- conceived decisions in changing operations. According to Pearce and Robinson (2013) policies by their design are expected to control decisions and at the same time define some discretion in which personnel are able to execute the activities of the business by: an establishment of indirect control over independent action and stating the way in which things will be done at the moment.; there is promotion of uniform handling of activities which facilitates proper work coordination and enables tasks and at the same time is able to reduce not only favoritism, friction that arises from discrimination and disparate handling of common functions hampering personnel and largely affecting performance (Omboi, Messah & Mikai, 2015).

Policies frameworks institutionalize basic aspects of organization behavior and this minimizes conflicting practices and establishes consistent patterns of actions in attempts to make the strategy work again freeing the operating personnel to act (Pearce and Robinson, 2013). Policies are so crucial for reduction of uncertainties in daily operations which are repetitive and frees staff to act while at the

same time provides the necessary foundation for coordinated efficient effort. Furthermore, good policies enable strategic change. Policies are necessary for they are able to counteract any resistance and or rejection of strategies which has been chosen by organization especially where is a major strategic. Policies should be unambiguous and must clarify what is expected as this will facilitate quick acceptance and more so managers and personnel in general are involved in policy development.

Until mid-1940's, leadership was based largely on trait theory which maintained that traits were inherent (Saffold, 1988). Later, however, it was suggested by Marriner-Tomey (1996), that traits could be acquired through learning and experience. This made authors of management to explain leadership more in behavioral theory. Behavioral approaches to leadership occurred from the 1940s to the 1960s (Schermerhorn, Hunt, & Osborn, 2000). According to Robbins and DeCenzo (2001), behavioral theories of leadership claim that specific behaviors distinguish effective leaders from ineffective leaders. In 1967 Fielder developed the leadership contingency theory which proposed that effective group performance depends upon a proper match between leader's style of interacting with their subordinates and the degree to which the situation gives control and influences to the leader (Northouse, 2007). Fiedler (1967), believed that a key factor in leadership success is the individual basic leadership style.

Organizational leadership is essential for the success of any organization as changes needs to be implemented within the organization by individuals (Bryson, 2005). A strong management team is the first step to ensuring that strategies are effectively implemented. An organization that assembles a team of capable individuals, managers, supervisors among others is a possible to experience success (Hunger & Wheelen, 2005). Strategy implementation must determine the kind of core management team they need to execute the strategy and then find the right people to fill each slot.

Organizational leadership, according to Boseman (2008), plays an important role in strategy implementation. The role of leadership in effective strategy implementation, as cited by various management authors; Fourier and Jacob, (2010); Moesia, (2007) and Bernd, (2007) is explained in different ways. Good leadership; introduces change in an organization, integrates conflicting interest, develops leadership abilities of managers, develops appropriate organizational climate, develop motivational system among others. According to Zaribaf and Bayrami (2010) leadership is important in: managing the strategic process, managing relationships, and managing manager training. Organization consists of various people, groups, departments or subunits. Every person or group may have certain interest, which may clash with those of others in the organization (Bernd, 2007). For instance, there can be conflict of interest between the superior and subordinates, top level and the lower level, between the production department and marketing department and so on. Therefore, Don (2008) believs that an important role of leadership at various levels is to integrate the conflicting interest of people and groups in the organization.

4. Research Methodology

The research designs employed in this study were explanatory and descriptive research designs. An explanatory survey design was used to show how variables relate to each other. Explanatory research focuses on 'why' questions. Answering the `why' questions involves developing causal explanations. It aims at establishing a cause and effect between variables Explanatory research was more appropriate for this research as it showed the effect of leadership, organizational structure, organizational culture and information technology on the dependent variable; strategic implementation.

This study population comprised of senior managers in three categories; corporate level, business level and functional levels. The study included the ministry of tourism itself since it was the parent ministry that regulates and oversees the operations of the tourism agencies to give a total of ten areas of study. The targeted population was more knowledgeable as they were involved in both strategy formulation and implementation. Each agency has a set of senior management dependent on their nature of operations. Mainly the, the executive management was composed of chief executive officer (CEO), the deputy CEO, The finance director (FC), the human resource manager (HRM), Director of research and corporate planning, director of studies, director of marketing, hotel manager, internal audit and others.

The study employed stratified random sampling in selecting the management team (top, middle and lower) to be involved in the study. Yamane's formula of 2001 was used to determine the sample size from population within each stratum. In the sampling of the respondents, a standard error of 95% was considered in the sampling calculation. A sample of 340 was achieved based on the following formula.

$n = N / \{1 + N (e) 2$

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

$n = 1792 / \{1 + 1792(0.05*0.05)$

$= 327$

This study used primary data. Data collection tools used was questionnaires and interview schedules. Data was analyzed quantitatively and qualitatively, presented descriptively and illustrated by use of tables and charts. The questionnaire had both closed and opens ended questions to exhaustively collect data for the study. Interviews were given to CEOs of the agencies and senior officials in the ministry of East African affairs, commerce and tourism.

The collected data was sorted, coded and input into (SPSS) the statistical package for social sciences for production of tables, graphs, inferential statistics and descriptive statistics. Inferential statistics such as correlation analysis which tested the relationship of the variables and multiple linear regression model was used to test the significance of the influence of the independent variables on the dependent variable. The data was presented in tables and interpreted explicitly.

5. Research Findings and Discussions

The total number of study tools distributed was 327 out of which 259 were filled and collected while the remaining 68 questionnaires were not responded to due to time and absenteeism of the respondents. Thus the study had a response rate of 79.2%. A proportion of 53.5% who took part in this study were males while the rest 46.5% were female respondents and most of the respondents (39.4%) were of the age bracket 31-39 years. The respondents had master's degree (44.7%) and occupied senior management positions in their organization (57.5%) and had sufficient work experience their current positions for a period between 5-10 years. To facilitate the analysis, the researcher did a factor analysis.

5.1. Correlation between Organizational Leadership on Strategy Implementation

The results of correlation analysis are shown in table 1. From the table we can see that both organizational motivation and organizational rewards significantly influence objective realization as well as profit realization at 99% confidence interval.

Consequently, from table 1.The correlation results show that strategy implementation has a strong and positive relationship with organizational leadership. Therefore, the researcher did further analysis using regression technique to confirm whether effect of organizational leadership motivation and organizational leadership rewards to employees on the objective realization and profit realization.

	OL_Motivation	OL_Rewards	IS_Objective Realization	IS_Profit Realization
OL_Motivation	1			
OL_Rewards	.788**	1		
IS_Objective Realization	.850**	.803**	1	
IS_Profit Realization	.632**	.774**	.689**	1
**.Correlation is significant at the 0.01 level (2-tailed).				

Table 1: Correlations of organizational leadership and strategy implementation variable

5.2. Influence of Organizational Leadership on Strategy Implementation (Objective Realization)

The results of regression analysis to proof the hypothesis for research objective 1 are shown in the section below starting with regression model summary followed by ANOVA and finally the coefficient table as well as the structural equation model.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.880[a]	.775	.773	.34321
a. Predictors: (Constant), OL_Rewards, OL_Motivation				

Table 2: Model Summary for Organizational leadership variables

From table 2, it can be seen that the model fits the data very well since R is 0.880 and R Square is 0.775. R represents the Pearson the correlation value between the observed and predicted values of the predicted variable which in this case is objective realization. The sign of R indicates the direction of the correlation or the relationship which could either be positive or negative. The absolute value of R represents the strength of the relationship between the variables. A smaller value indicates weak correlation while a larger value indicates a strong relationship.

In this case, the correlation between organizational leadership and objective realization in strategy implementation is very strong (R=0.880) and is positive because the value of R is positive. R squared refers to the proportion of variation of the explained variable which can be accounted for by the independent variables. Since R square is a proportion, it ranges between 0 and 1. Consequently, large values indicate high proportion while small values indicate low proportion and a pointer that the model is not very fit. The sample R squared tends to optimistically estimate how well the models fits the population. The value of Adjusted R squared gives a more accurate value of R square in a population. From the results of R squared, the model explains 77.5% of the variation of the dependent variable (objective realization).

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.791	5	6.958	48.573	.000[b]
	Residual	27.504	192	.143		
	Total	62.295	197			
a. Dependent Variable: IS_ProfitRealization						
b. Predictors: (Constant), OC_Climate, OC_ETraining, OC_Norm, OC_Values, OC_Ethics						

Table 3: ANOVA Organizational Leadership Variables

Besides R-squared, ANOVA (Analysis of variance) can also be used to check how well the model fits the data. The F statistic is the regression mean square (MSR) divided by the residual mean square (MSE). A small significance value of the F statistic (smaller than say 0.05) shows that the effect is consistent and the predictors in the model significantly explain variation in the dependent variable. If

the significance value of F is larger than say 0.05 then the independent variables have not explained the variation in the dependent variable, and the null hypothesis that all the population values for the regression coefficients are 0 is accepted.

In the ANOVA table, the significance of the F statistic is actually 0.000 which is less than the threshold of 0.05. Consequently, we reject the null hypothesis and accept the data has proven the alternative hypothesis that organizational leadership (motivation and rewards) positively influences objective realization which is a measure of strategy implementation.

After checking for the model fit, the researcher went ahead to determine the relative importance of each independent variable in predicting the dependent variable. The unstandardized (B) coefficients are the coefficients of the estimated regression model in our analysis. The unstandardized (B) coefficients are shown in Table 4.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.411	.107		3.827	.000
OL_Motivation	.537	.046	.597	11.639	.000
OL_Rewards	.289	.045	.328	6.391	.000
a. Dependent Variable: IS_Objective Realization					

Table 4: Coefficients of Organizational Eldership Valuables Model

From table 4, organizational leadership motivation has the largest unstandardized (B) coefficient, consequently, it has the greatest influence. Finally, the semi-structures=d equation model (SEM) can be written as: IS_Objective Realization=(0.537) * OL_Motivation + (0.289)+OL_Rewards + 0.411

5.3. Influence of Organizational Leadership on Strategy Implementation (Profit Realization)
The correlation of organizational leadership variables and IS using profit realization was shown and discussed in Table 5. Consequently in this section we present the analysis and results of Model summary, ANOVA, and Coefficients tables. Table 5 is the model summary for Organizational leadership variables and profit realization as the dependent variable.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.780[a]	.608	.605	.38039
a. Predictors: (Constant), OL_Rewards, OL_Motivation				

Table 5: Model Summary of organizational leadership variables

From the table 5it can be seen that the model fits the data very well since R is 0.780 and R Square is 0.608. In this case we can say that the correlation between org leadership and profit realization in IS is strong (R=0.780). And is positive because the value of R is positive. From the results of R squared we can say the model explains 60.8 % of the variations of the dependent variable (profit realization). Below are the ANOVA results shown in Table 6.

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	52.619	2	26.309	181.826	.000[b]
Residual	33.859	234	.145		
Total	86.478	236			
a. Dependent Variable: IS_ProfitRealization					
b. Predictors: (Constant), OL_Rewards, OL_Motivation					

Table 6: ANOVA Organizational Leadership Variables and profit realization

In the ANOVA Table 6, the significant of the F statistic is actually 0.000 which is less than the threshold of 0.05. Consequently, we reject the null hypothesis and accept the alternative hypothesis that organizational leadership positively influences strategy implementation use the measure of profit realization.

After checking for the model fit, we went ahead to determine the relative importance of each independent variable in predicting the dependent variable. The unstandardized (B) coefficients are the coefficients of the estimated regression model in our analysis. Thee unstandardized (B) coefficients are shown in Table 7.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.581	.119		13.294	.000
OL_Motivation	.036	.050	.048	.723	.470
OL_Rewards	.548	.049	.742	11.181	.000
a. Dependent Variable: IS_Profit Realization					

Table 7: Coefficients of Organizational Leadership Valuables Model using Profit Realization

From the table7, of Organizational leadership variable named as organizational leadership   Rewards has the highest unstudied (B) coefficient. Consequently, it has the greatest influence. Finally, the SEM can be written as:

IS_Profit Realization= (0.548)*OL_Rewards + (0.036) * OL_Motivation + 1.581

The researcher found two constructs of leadership through factor analysis namely motivation and rewards of employees. Cater and Pucko (2010) argued that that poor leadership was the main impediment to strategy implementation. A study by Jooste and Fourie (2009) found that lack of strategic leadership, at the top of the organization was a major barrier to effective strategy implementation. They also concluded that strategic leadership was a key driver to effective strategy implementation. This implies that the style of leadership directs and guides the way employees relate, work and commit themselves to the organization.

Leaders motivate employees in different ways such as such as through inspiration, creating controls and balances and safeguarding employees and even encouraging employees when they engage in innovation. The correlation test showed that motivation of employees by the leaders was positively correlated with realization of objectives and profits. Thus the more motivated a leader motivates his employees the more the organization realized her objectives and profits. Daft (1984) defined leadership as motivating people to achieve organizational goals. Smit and Cronje (2002) saw leadership as human (symbolic) communication that modifies others attitudes and their behaviours' in order tom meet group goals and needs. Thus leadership should take into motivation and rewards as key elements of leadership in organization. They should use the two to positively change the attitude and the perception of the employees towards organizational goals.

A regression test showed that both rewards and motivation of employees in organizations were significantly influencing the realization of objectives in organizations. The study found that motivation of employees contributed highest towards realization of objectives compared to use of rewards. According to Rajasekar (2014) it is necessary for both employees and organizations' departments' to be enthusiastic about the strategy implementation for it to be successful. He further argued that getting people involved and setting motivating reward system have a positive influence on the implementation of strategy. Further, motivation of employees and use of rewards in organizations were found to have a positive correlation with realization of profits. Rewarding employees in an organization was found to positively contribute to realization of profits in organizations.

In these tourism agencies, leadership is exercised through two major levels: the top level of board directors who plan the strategic direction and policy and then through the management who deal and oversee the implementation of strategies. The leadership thus deal with formulation of the strategies, decision making and directing strategic implementation and lastly inspiring the staff towards achievement of the goals. Gumusluoglu and Ilsev (2009) viewed leadership as a multifunctional discipline involving managing through others and assisting in the processes required to ensure that organizations cope with change that seem to increasing in the current globalized business environment.

The respondents felt that leaders could contribute to success of strategic implementation by holding departmental meetings to discuss various issues, providing tools for open discussion and quickening the approval of budgets. Through constant employee development and career progression, talent identification and development, encouraging wholesome participation, being role models, encouraging corporate culture, encouraging team work, championing for strategic processes and activities, monitoring of progress and cultivating a culture of accountability, provision of clarity on operation strategies, focusing on adopting technology and streamlining structure of the organization, motivation of the staff, facilitation of working tools, sourcing for finances, providing inspiration, providing reasonable objectives for implementation, creating conducive environment, awarding employees, quick response on resistance to change, organizing team building, formulating committees to steer strategic planning, participation in trainings, seminars and conferences, enabling employees freedom of expression and participation, maintaining focus, encouraging innovation, delegation of decision making to certain levels, enforcing performance appraisal systems, addressing conflicting interest, implementation of annual work plans, balanced score cards and through strengthening of internal control systems and mentorship.

However, some aspect of organizational leaders such as lack of leadership skills, bureaucracies, incompetence, leaders' failure to uphold core values and failing to cascade strategic actions downwards, lack of commitment from leaders, lack of follow up and fairness negatively affect the process of implementation of strategies. Other weakness such as sycophancy from the top management, negative attitude of the leaders, lack of professionalism, lack of involvement and interest also sort of derails the process of strategic implementation. The respondents also highlighted other weak areas of leaders which stagnates the process of strategic implementation such as: failure of the leaders to nurture talents or develop skills of the staff leading to low productivity, lack of coaching and also monitoring.

6. Conclusions and Recommendations

The interviews done with the senior management shows that leaders play critical roles in strategy implementation such as drawing strategic plans, ensuring that it is followed and well implemented. The leaders give support and direction on strategy implementation. They also ensure that a monitoring and evaluation framework is enshrined in the strategic plan to provide periodic status and feedback reports on the implementation of the strategy. Such information enables leaders to assess the progress of the implementation and take any corrective measures. Organizational leadership is a critical component in strategy implementation since it coordinates the entire process right from the development of strategies through implementation up to monitoring and evaluating the success as well as failures of the strategy. I t allocate resources', both financial and human resource for the purpose of strategy execution. It therefore provides the 'engine' of strategy implementation in the organization. Thus lack of or failure of leadership in any organization set up is simply disastrous. The study concludes that leadership style in an organization is a key factor affecting the success or failure of strategy implementation. A good leadership style guides how staff members relate, work and commit themselves to the organizations. Organizational Leadership in strategy implementation need to be able to motivate and reward employees which in turn help in

achieving the objectives of an organization and the profits of an organization. The study has found that organizational leadership influences the effectiveness of implementation of strategies in organizations. The study found that some aspects of leadership were very strong while others were weak in the organizations. To improve the leadership and subsequently effectively enhance implementation of strategies, it is recommended that leaders motivate employees through rewards, enhance flow of information, inspire employees, consult and balance the controls in the organizations.

7. References

i. Avolio, B. J (2005). Organization behavior, human resource management and strategy implementation system (AMCS). Harvard Business Review , 152-161.
ii. Bass, B. M., & Avolio, B. J. (1994). Improving organizational effectiveness through transformational leadership. Thousand Oaks, CA7 Sage.
iii. Beer, M. & Eisenstat, R.A. (2000). 'The six silent killers of strategy implementation', Sloan Management Review, (Summer): 29.
iv. Bernd (2007): strategy process and strategic leadership journal of writ hafts Berlin
v. Boseman, G., (2008). "Effective leadership in a changing world, Journal of Financial Service Professionals, Vol. 62, No 3, pp.36-38.
vi. Brache, A. P. (1992). Process Improvement and Management: A Tool for Strategy Implementation. Planning Review, 20(5), 24.
vii. Bryson, J.M. (2005), Strategy Planning for Non-Profit organizations, Revised Edition.
viii. Cater, T., & Pucko, D. (2010). Factors of effective strategy implementation: Empirical evidence from Slovenian business practice. Journal for East European Management Studies, 15(3), 207-236.
ix. Daft, R. L., and Lengel, R.H.(1984)"Information Richness: A New Approach to Managerial Behavior and Organizational Design," in Research in Organizational Behavior, L. L. Cummings and B.M. Staw (eds.), JAI Press, Homewood, IL,, pp. 191 233.
x. Don ascot, (2008) leadership for strategy implementation & change management issued in new paradigm
xi. Fiedler, F. E. (1967). Style of leadership and performance of coaching groups. Journal of Experimental and Applied Psychology, 14 (2), 200-217.
xii. Fourier & Jacob (2010) The role of strategic leadership in strategy implementation journal of university of Johannes berg.
xiii. GoK (2014). National Tourism Strategy: 2013-2018, ministry of East Africa, Commerce and tourism, Government printer, Nairobi.
xiv. Goleman, D (2009) "what makes a Leader? HBR on point, enhanced edition, Harvard Business review, arch 2009, pp 1-14.
xv. Gumusluoglu, L., and Ilsev, A., (2009). Transformational leadership, creativity, and organizational innovation, Journal of Business Research, Vol. 62, pp.461-473
xvi. Hitt, M.A., Ireland, R.D. & Hoskisson, R.E. (2007). Strategic Management: Competitiveness and Globalization, 7th edition. Ohio: Thomson/South Western.
xvii. Hunger, J.D. and Wheelen, T.L. (2005), Strategic Management. 5th ed., New York: Addison-Wesley Publishing Company, USA
xviii. Hussey, D. (2000), How to Manage Organizational Change. London: Kogan Page.
xix. Jofre, L.D. (2011). Successfully Implementing Strategic Decisions. Long Range Planning, 18, 91-97.
xx. Kihanya, T. (2013), Challenges influencing the implementation of business strategies in public sector firms in Kenya: A survey of parastatals in the Ministry of Agriculture, International Journal of Social Sciences and Entrepreneurship.Vol.1, Issue 2, 2013, 1 (2), 635-649
xxi. Kihara, J. C. (2013), Factors affecting the implementation of strategic performance measurement system of parastatals in Kenya: A case study of the Kenya Rural Roads Authority, International Journal of Social Sciences and Entrepreneurship. Vol.1, Issue 2, 2013, 1 (2), 621-634
xxii. Kobia, M., & Mohammed, N. (2006). The Kenyan experience with performance contracting. In 28th annual roundtable conference of the African Association for Public Administration and Management, December (pp. 4-8).
xxiii. Kotters, J.P (1990) "what leaders really do" Harvard business Review, May- June, p 104.
xxiv. Lorange, P. (1998). Strategy implementation: The new realities, in: Long Range Planning, 31(1), 18-29.
xxv. Mbaka, M. & Mugambi, F.(2013). Factors affecting successful strategy implementation in the Water Sector in Kenya.IOSR Journal of Business and Management (IOSR-JBM) vol 16(7) pp61-68
xxvi. Mbua,P.(2013). Challenges in the implementation of performance contracting initiative in Kenya. Public Policy and Administration Research. vol 3 (2)
xxvii. McLaurin, J. & Al-Amri, M. (2008). Developing an understanding of charismatic and transformational leadership. Proceedings from the Academy of Organizational Culture, Communications and Conflict, 13(2), 15-19. Conference conducted at the Allied Academics International Conference, Reno, NV.
xxviii. Moesia (2007): the importance of different leadership roles in the strategic management process, S.A journal of HRM 2(1) 26-36
xxix. Northouse, G. (2007). Leadership Theory and Practice. (3rd ed.) Thousand Oaks, CA: Sage Publications.

xxx. Pearce, J.A and Robinson, R.B (2013). Strategic Management. Planning for domestic and global competition. Thirteenth Edition, McGraw-Hill, International Edition, USA

xxxi. Pechlaner, H & Elmar, E (2006) Strategy Implementation in the Alpine Tourism Industry, International Journal of Contemporary Hospitality Management, Vol. 4, Issue 4, pp 157-168

xxxii. Rajasekar, J (2014) Factors affecting Effective Strategy Implementation in a Service Industry: A Study of Electricity Distribution Companies in the Sultanate of Oman, International Journal of Business and Social Science, vol.5, NO. 9(1),pp 169-183

xxxiii. Robbins. S. P & DeCenzo. D. A. (2001) . Management Prentice Hall.

xxxiv. Rue, W. L & Byars, L.L (1992) Management Skills and application, 6th ed., Richard, USA: Irwin INC

xxxv. Saffold, G.S. (1988), Culture traits, strength, and organizational performance: moving beyond strong culture, Academy of Management Review, Vol. 13 No. 4, pp. 546-58.

xxxvi. Schermerhorn, J. R., Hunt, J. M., & Osborn, R. N. (2000). Organizational behavior (6th ed.). New York: John Wiley & Sons, Inc.

xxxvii. Smit, P. J. and Cronje, G. J. de J. (2002). Management Principles – a Contemporary edition for Africa, (3rd ed). Cape Town, South Africa: Juta.

xxxviii. Strickland, A. J. (2001) Case in Strategic Management, USA; McGraw-hill

xxxix. Williams, R.L and Cothrel, J (2007) Current Tends in Strategic Management, New York: Blackwell Publishing

xl. Yamane, Taro. (1967): Statistics: An Introductory Analysis, 2nd Ed., New York: Harper and Row.

xli. Zaribaf, M., & Bayrami, H. (2010). An effective factors pattern affecting implementation of strategic plans. Academic and Business Research Institute.