EFFECT OF LEADERSHIP ON EFFECTIVE STRATEGY IMPLEMENTATION IN THE KENYA’S TOURISM SECTOR PUBLIC ORGANIZATIONS

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The paper is part of my wider doctorate study on organizational determinants on effective strategy implementation in the Kenya's tourism sector public organizations

Only one objective was used.
1.0. TOPIC

Effect of Leadership on Effective Strategy Implementation in Kenya’s Tourism Industry
2.0. BACKGROUND

- Effective strategy implementation is a generic problem across all sector and organizations (public or private)
- Effective strategy implementation is a challenge in government ministries and especially the parastatals
- More than 50% of strategies fail to be implemented
- Various factors have been attributed to this including: poor leadership, resource allocation, poor communication, organization culture, lack of information technology, etc (Okumus, 2001; 2008)
These challenges have led to poor implementation of strategies, some strategies not implemented and others being abandoned altogether.

This has consequently resulted in poor service delivery, increased internal inefficiencies and negative bottom line.
3.0. Problem Statement

- Studies done on strategy implementation have shown different findings:
  - Schaap (2012) looked at the implementation of strategy in the gaming industry in US
  - Okumus (2001; 2008) studies were based on implementation frameworks for international hotels in UK
  - Adler, Brahm, and Graham (1992) study compared implementation strategy between China and USA
  - Guth and MacMillan (1986) focused on strategy implementation versus middle management self-interest in USA
  - Globally, implementation is taken in different contexts and approaches for manufacturing industry, NGOs, Private sector etc
Locally

- Mbaka and Mugambi (2014) study was based on factors affecting successful strategy implementation in the water sector.
- Kihanya (2013) study was based on challenges influencing the implementation of business strategies in the agriculture sector.
- Mbuu (2013) was based on challenges in the implementation of performance contracting in Kenya.
- Kihara (2013) study was based on factors affecting the implementation of strategic performance measurement in the Kenya rural authority.
- None of the studies has addressed the determinants of strategy implementation in Kenya’s tourism industry and specifically in the tourism sector public organizations.
Studies in Tourism

- Studies in tourism in Kenya have looked at:
  - Destination planning, training and education and well as product development and destination management (Mayaka & Akama, 2007; Zagonari, 2009);
  - Wade, Wasanga and Eagles (2001) looked at market analysis in Tanzania
  - Ogutu (2013) looked at product development
  - None of these studies was based on the current study.
  - Parastatals achieved a mean score of 74% in the performance contract targets in 2013
  - Those in the ministry of tourism scored a mean score of 78% (GOK, 2013).
Organizational Leadership

- Organizational Leadership is considered as one of the key determinants of effective strategy implementation.
- Organizational Leadership is crucial in all organizations whether they are private or public, big or small.
- Organizational Leadership determines the strategic directions of organizations and is therefore of essence.
- Organizational Leadership enhances effective communication in an organization.
- It further enhances coordination of activities.

4.0. Significance of the Study

4.1. Government-policy makers
4.2. Academicians
4.3. Students
5.0. Theories

- Implementation Theory
- Stakeholder’s Theory
6.0. Objectives

**General Objective**

The general objective of the study is to establish the Effect of Leadership on effective strategy implementation in the Kenya’s tourism sector public organizations.
7.0. Specific Objectives

To establish the effect of leadership on effective strategy implementation in the tourism sector public organizations
Conceptual Framework

Effective Strategy Implementation
- Objectives realizations (Outcomes)
  - Time

External Factors
- Government regulation and policies
- Industry competition

Leadership
- Coordination
- Budget approval
- Strategic direction

Organizational Structure
- Functions
- Individual responsibilities
- Communication channels

Organization Culture
- Norms, value, belief, vision

Resource Allocation
Financial, Human, Physical

Information Technology
Automation of business processes & general infrastructure-ICT, data centre, cabling

1/6/2016
Methodology

1. Research Philosophy
   positivist approach

2. Research Design
   Descriptive and Explanatory research

3. Population and sampling Design
   - Target population
     1224 Managers from 9 parastatals of the ministry of tourism
   - Sampling Frame
     List from the HR department of each parastatals
   - Sampling Technique
     Stratified random sampling in selecting the top management team
Sampling Size

A sample of 301 managers will be sampled for the study based on the formula by Yamane (2001)

\[ N = \frac{N}{1 + N(e^2)} \]

Data Collection

- Questionnaires will be used in the collection of data to collect quantitative and qualitative data.
  - Will have both closed and open ended questions
- Interview – CEO of each parastatals

Research Procedure

- Introductory letter will be forwarded to respondents together with the questionnaires
- Pick and drop method
- Respondents will be assured of confidentiality
- Pilot test will be done in one organization on the three levels of management
Validity

The study will apply both construct & content validity

- **Construct validity** - the questionnaire is divided into several sections for each specific objective, closely ties to the conceptual framework

- **Content validity** - questionnaire will be subjected to thorough examination by ten randomly selected employees to evaluate the statements for relevance.

Reliability

Data Analysis

- Descriptive analysis will be employed
- Inferential statistics such as correlation analysis will be used
- Information will be sorted, coded and input into the SPSS for production of graphs, tables, descriptive
RESULTS (Based on objective 1)

Effect of leadership on effective strategy implementation

- **4.1.1 Age of the respondents**

  The age distribution of the respondents was key for this study, the age was sought in a bid to establish the opinion of the respondents based on the age. The age is as presented in figure 4.1.
Figure 4.1 age of the respondents

Figure 4.1 shows that most of the respondents 40% were within age bracket of 31-39 years. However, as presented in figure 4.1, the results shows that all age bracket were represented in the study and that all the people across ages were given the opportunity to express their view on determinants of effective strategy implementation in Kenya’s tourism industry.
4.1.2 Gender of the respondents

The study also sought to establish the views of the respondents in relation to gender. The gender of respondents is as presented in figure 4.2

Figure 4.2 Gender of respondents

Figure 4.2 shows that attempted was made to balance the gender of the respondents. The results shows that most of the respondents were males 53% and females constituted 47%. This implies there the views of both gender are incorporated in the study.
4.1.3 Position of the respondents

This study targeted different cadre of people in the organization. The distribution of the respondents by their leadership position is as presented in figure 4.3.

Senior managers or middle management dominated the group of the respondents who participated in the study. Figure 4.3 shows that other respondent constituted top managers 9%, lower managers 32% and line managers 1%. This indicates that there is representation of views from all levels of management.
4.1.4 Education level of respondents
The study also sought to establish the education level of the respondents. Their level of education is as presented in figure 4.4.

As presented in figure 4.4, 45% of the respondents have master’s degree as the highest level of education. They were followed by undergraduate degree holders and college level of education at 36% and 17% respectively. The rest constituted those with PhD degree and college certificate course.
4.1.5 Number of years worked

Number of years worked indicate the level of experience for the respondents, this study sought to establish the number of years of service for the respondent as shown in figure 4.5.

Figure 4.5 years of service for the respondents

Figure 4.5 indicates that most of the respondents 35% have worked for a period of 6-10 years and 30% worked for less than five years. However, 35% have worked for more than 10 years. This implies that the responses from the respondents is based on many years of working experience hence dependable opinions.
Table 4.1 Respondents’ opinion on the leaders’ involvement with organization affairs

Table 4.1 indicate that respondents had different opinion about their leaders in their organizations.

Variations in the percentages tied to particular objective shows that respondents rated their leaders differently.

On all the statements, 75% or the respondents agreed to the statement that the leaders encourage employees learning and growth. It was followed by 66% who agreed that leaders approve budget as well as 63% who also alluded that leaders constantly seek the advice from expert or consultants.

A T-Test was carried out to establish whether the mean differences are statistically significant. These results are as presented in table 4.2
<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The leadership motivates employees towards achievement of organization set goals</td>
<td>2.8</td>
<td>8.7</td>
<td>27.3</td>
<td>47.4</td>
<td>13.8</td>
</tr>
<tr>
<td>The leadership supports employees and inspires them towards achieving organization strategic directions.</td>
<td>1.6</td>
<td>7.9</td>
<td>29.2</td>
<td>48.6</td>
<td>12.6</td>
</tr>
<tr>
<td>The leadership Establishes balanced organizational controls</td>
<td>3.2</td>
<td>8.0</td>
<td>29.9</td>
<td>47.4</td>
<td>11.6</td>
</tr>
<tr>
<td>My leaders constantly seek experts'/consultants' advice</td>
<td>.8</td>
<td>5.6</td>
<td>34.5</td>
<td>42.2</td>
<td>16.9</td>
</tr>
<tr>
<td>My leaders ensure proper co-ordination, individual efforts for customer satisfaction</td>
<td>8.3</td>
<td>26.9</td>
<td>47.8</td>
<td>16.6</td>
<td>.4</td>
</tr>
<tr>
<td>My leaders encourage employee learning and growth</td>
<td>2.0</td>
<td>5.5</td>
<td>17.3</td>
<td>49.2</td>
<td>26.0</td>
</tr>
<tr>
<td>My leaders ensure proper information flow over strategies implementation</td>
<td>4.5</td>
<td>13.0</td>
<td>26.0</td>
<td>45.5</td>
<td>10.6</td>
</tr>
<tr>
<td>The leadership matches rewards with performance</td>
<td>7.1</td>
<td>21.4</td>
<td>31.7</td>
<td>31.0</td>
<td>8.7</td>
</tr>
<tr>
<td>The leadership is innovative and competent in helping the organization come up with new strategies.</td>
<td>3.1</td>
<td>13.8</td>
<td>23.6</td>
<td>43.7</td>
<td>15.7</td>
</tr>
<tr>
<td>My leaders ensure timely approval of budgets</td>
<td>4.0</td>
<td>6.7</td>
<td>22.6</td>
<td>48.4</td>
<td>17.9</td>
</tr>
<tr>
<td>The leadership constantly seeks the advice of experts/consultants.</td>
<td>1.2</td>
<td>9.1</td>
<td>27.0</td>
<td>40.5</td>
<td>22.2</td>
</tr>
</tbody>
</table>
Table 4.1 indicate that respondents had different opinion about their leaders in their organizations. Variations in the percentages tied to particular objective shows that respondents rated their leaders differently.

On all the statements, 75% or the respondents agreed to the statement that the leaders encourage employees learning and growth. It was followed by 66% who agreed that leaders approve budget as well as 63% who also alluded that leaders constantly seek the advice from expert or consultants.

A T-Test was carried out to establish whether the mean differences ate statistically significant. These results are as presented in table 4.2.
Table 4.2 Test on the role of leaders on strategy implementation in tourist center in Kenya

<table>
<thead>
<tr>
<th>Statement</th>
<th>t</th>
<th>df</th>
<th>Sig. (2-tailed)</th>
<th>Mean Difference</th>
<th>95% Confidence Interval of the Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>My leaders motivate employees to achieve set goals</td>
<td>61.961</td>
<td>252</td>
<td>.000</td>
<td>3.609</td>
<td>3.49 - 3.72</td>
</tr>
<tr>
<td>My leaders support and inspire to achieve set strategic directions</td>
<td>66.985</td>
<td>252</td>
<td>.000</td>
<td>3.628</td>
<td>3.52 - 3.74</td>
</tr>
<tr>
<td>My leaders establish balance organizational controls internally</td>
<td>61.895</td>
<td>250</td>
<td>.000</td>
<td>3.562</td>
<td>3.45 - 3.68</td>
</tr>
<tr>
<td>My leaders match rewards with realization of set financial targets</td>
<td>46.346</td>
<td>251</td>
<td>.000</td>
<td>3.127</td>
<td>2.99 - 3.26</td>
</tr>
<tr>
<td>My leaders are innovative towards organization's new strategies</td>
<td>55.740</td>
<td>253</td>
<td>.000</td>
<td>3.551</td>
<td>3.43 - 3.68</td>
</tr>
<tr>
<td>My leaders are competent towards new organization's strategies</td>
<td>62.583</td>
<td>251</td>
<td>.000</td>
<td>3.734</td>
<td>3.62 - 3.85</td>
</tr>
<tr>
<td>My leaders constantly seek experts'/consultants' advice</td>
<td>68.753</td>
<td>248</td>
<td>.000</td>
<td>3.687</td>
<td>3.58 - 3.79</td>
</tr>
<tr>
<td>My leaders ensure proper co-ordination, individual efforts for customer satisfaction</td>
<td>70.219</td>
<td>252</td>
<td>.000</td>
<td>3.739</td>
<td>3.63 - 3.84</td>
</tr>
<tr>
<td>My leaders encourage employee learning and growth</td>
<td>68.647</td>
<td>253</td>
<td>.000</td>
<td>3.917</td>
<td>3.80 - 4.03</td>
</tr>
<tr>
<td>My leaders ensure timely approval of budgets</td>
<td>59.887</td>
<td>251</td>
<td>.000</td>
<td>3.706</td>
<td>3.58 - 3.83</td>
</tr>
<tr>
<td>My leaders ensure proper information flow over strategies implementation</td>
<td>53.810</td>
<td>245</td>
<td>.000</td>
<td>3.459</td>
<td>3.33 - 3.59</td>
</tr>
</tbody>
</table>
Table 4.2 shows that all the statements were rated high by the respondents on the various roles of leadership in strategy implementation.

This implies that leaders motivate employees to achieve set goals, leaders support and inspire to achieve set strategic directions, leaders help organizations to have controls internally, leaders match rewards with the realization of set financial targets, and leaders ensure proper coordination, individual efforts for customer satisfaction.
REFERENCES


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