THE ROLE OF STRATEGIC LEADERSHIP IN EFFECTIVE STRATEGY IMPLEMENTATION:
A CASE STUDY OF UNICEF SOMALIA

BY
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UNITED STATED INTERNATIONAL UNIVERSITY – AFRICA

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A Research Project Report Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirement for the Master of Business Administration (MBA)

UNITED STATES INTERNATIONAL UNIVERSITY – AFRICA

SPRING 2017
STUDENT’S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University - Africa in Nairobi for academic credit.

Signed: ___________________________   Date: ___________________________
   Vivian Muasya
   ID No: 623389

This research project report has been presented for examination with my approval as the appointed supervisor.

Signed: ___________________________   Date: ___________________________
   Fred Newa

Signed: ___________________________   Date: ___________________________
   Dean, Chandaria School of Business
ABSTRACT

The main purpose of the study was to establish the role of strategic leadership in effective strategy implementation at UNICEF Somalia. The study sought to answer the following research questions: What is the role of strategic leadership in strategy implementation at UNICEF Somalia?; What is the role of organizational culture in strategy implementation at UNICEF Somalia?; and What is the role of organizational structure in strategy implementation at UNICEF Somalia?

This study adopted the descriptive research design. The descriptive study was used to examine the relationship between the roles of strategic leadership (independent variable) in effective strategy implementation (dependent variable). The population for this study was the staff working at UNICEF Somalia whose total was 294. For this study, the sampling frame came from the official list of employees that worked at UNICEF Somalia in 2016 and was obtained from the organization’s human resource department. The study used stratified sampling technique. The sample size of the study was 50% of the total number of managers at different levels and that of regular staff which brought the total sample size to 148. Data analysis was done using means and standard deviations to show the strength and the degree in response differences. The study also employed the use of correlation and regression analysis to test the existing relationships between the study variables. Presentations of these findings were done by use of figures and tables.

The study showed that there was need for an organization to have valued-servant champions like in UNICEF who built trusting relationships which encouraged collaboration within the organization, as well as a powered-team champion who was accountable for cascading goals and team management. The study showed that UNICEF was successful in implementing strategy within the organization through linking of team members and different work processes that implanted self-confidence and autonomy in the various existing teams, and also through value addition in the resource management process, and employee development processes.

The study showed that an organizational culture was crucial in facilitating effective strategy implementation and it was used as a form of control and as a means of increasing productivity within the organization. The organizational culture at UNICEF helped
employees to understand the interconnectedness of the organization that fostered collaboration in achieving strategy implementation and it had a purposeful communication capable of conveying circular relationships and exposing the interdependency of individual units within the organization.

The study showed that the organizational structure helped UNICEF to implement its strategies effectively. The organization’s structure served as a basis for orchestrating the organizational activities and it promoted specialization of labor to encourage efficiency and minimize the need for an elaborate control system. The study showed that UNICEF’s structure had the ability to promote full utilization of the most up-to-date technical skills and facilitate the capitalization of efficiency gained from specialized manpower, faculties, and equipment.

The study concludes that strategy implementation is not possible without stability between strategy and all organizational dimensions. The study concludes that an organizational culture is crucial in facilitating effective strategy implementation and it is used as a form of control and as a means of increasing productivity within the organization. From the study, it can be concluded that the organizational structure helped UNICEF to implement its strategies effectively. The organization’s structure served as a basis for orchestrating the organizational activities and it promoted specialization of labor to encourage efficiency and minimize the need for an elaborate control system.

The study recommends UNICEF leaders that are interested in changing the way the organization does things to take a step back from the process-based activities of strategic planning and focus on the value-based forces underlying the organization’s behaviors. These leaders need to carry out a culture assessments that will reveal what strategic culture characteristics exist and they can promote the strengths they find to motivate personnel and identify possibilities for immediate successes in their cultural reshaping endeavors.
ACKNOWLEDGEMENT

First and foremost I owe special thanks to God Almighty for seeing me through. I sincerely acknowledge my supervisors George Kaol for his enabling support and supervision during the initial stages of this research project and Fred Newa for his never ending patience, good eye, sharp mind, and constant phone calls that ensured I am constantly working on this research. Your efforts are deeply appreciated.

I would also like to acknowledge the encouragement from my MBA classmates, friends and family whose remarkable devotion and dedication throughout the proposal and later on during the research work was incredible. May God bless you all, abundantly.
DEDICATION

This research study is dedicated to my family and friends for their time throughout my MBA program and especially during this research period.
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<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>AMP</td>
<td>Annual Management Plan</td>
</tr>
<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>CMT</td>
<td>Country Management Team</td>
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<tr>
<td>CSO</td>
<td>Civil Society Organizations</td>
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<tr>
<td>ERM</td>
<td>Enterprise Risk Management</td>
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<td>HACT</td>
<td>Harmonized Approach to Cash Transfer</td>
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<tr>
<td>IL-C</td>
<td>Integrated Leadership Champion Framework</td>
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<td>INGOs</td>
<td>International Non-Governmental Organizations</td>
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<td>IP</td>
<td>Implementing Partners</td>
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<td>KPI</td>
<td>Key Performance Indicators</td>
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<td>NGOs</td>
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<tr>
<td>SBU</td>
<td>Strategic Business Units</td>
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<tr>
<td>SPSS</td>
<td>Statistical Package for Social Science</td>
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<tr>
<td>UNICEF</td>
<td>United Nations Children’s Fund</td>
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<td>WASH</td>
<td>Water Sanitation and Hygiene</td>
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Pearce and Robinson (2014) view strategic management as the set of decisions and actions that result in the formulation, implementation, and control of plans designed to achieve an organization’s vision, mission, and strategic objectives. Although strategy implementation is usually considered after strategy has been formulated, implementation is a key part of strategic management process (Wheelen and Hunger, 2012). Daft (2015), states that even the most creative strategies have no value if they cannot be translated into action.

Strategy implementation is a process by which strategies and policies are put into action through development of programs, budgets, and procedures. The process is sometimes referred to as operational planning and often involves day-to-day decisions in resource allocation (Wheelen and Hunger, 2012). Thompson, Strickland and Gamble (2013) concur with this view that strategy implementation is an operations-oriented; make-things-happen activity aimed at performing core business activities in a strategy supportive manner. Daft (2015), states that strategy gives a company a competitive edge only if it is skillfully executed through the decisions and actions of front line managers and employees. Wheelen and Hunger (2012), point out that poor strategy implementation has been blamed for a number of strategic failures and one of the most mentioned problems is lack of top management commitment.

Leadership and specifically strategic leadership has been identified as one of the key drivers of effective strategy implementation. Thompson, Strickland and Gamble (2013) are emphatic that the leadership’s role is all important because its agenda for action and conclusion about how hard or fast to push for change are decisive in shaping the character of the implementation and moving the process along. In the words of Chapman (2012), leadership is the common thread which runs through the entire process of translating strategy into results and is the key to engaging the hearts and minds of people.

According to Pearce and Robinson (2014), strategic leadership is about coping with change; and more changes always demands more leadership. Hitt, Ireland and Hoskisson (2014) define strategic leadership as the leader’s ability to anticipate, envision, and
maintain flexibility to empower others to create strategic change as necessary; it involves managing through others. Capon (2008) defines strategic leadership as the ability to influence a group towards the achievement of goals. He further states that good leadership has strategic vision and is persuasive at implementing strategy to achieve tangible results. Lynch (2011) is of the view that strategic leadership typically involves communicating with and listening to those inside the organization with the aim of spreading knowledge, creating and innovating new areas and solutions to problems. It is the process of allocating resources to support the chosen strategies.

The strategic leadership process includes the various management activities that are necessary to put strategy in motion, institutes strategic controls that monitor progress, and ultimately achieve organizational goals (Barnat, 2014). Thompson, Strickland and Gamble (2013) emphasizes that there can be no doubt that effective organizational leadership and the consistency of a strong organizational culture are two central ingredients in enabling successful execution of a firm’s strategies and objectives. Weak leadership can wreck the soundest strategy; forceful execution of even a poor plan can often bring victory.

Strategy implementation as a dynamic process, is of extreme necessity to Non-Governmental Organizations (NGOs) since these organizations work in an environment featured by complexity, instability, change and unpredictability (Salamon, 1997). Thus, NGOs can gain more advantages in terms of effectiveness, efficiency and overall performance if they implement their strategies in a proper manner. According to Fowler (2011), strategy formulation only is not sufficient for NGOs to succeed in their turbulent working environment, but is also necessary to transform the formulated strategies into actions.

United Nations Children’s Fund (UNICEF) was created with the purpose in mind to work with others to overcome the obstacles that poverty, violence, disease and discrimination place in a child’s path (UNICEF, 2013). The UNICEF vision and approach is to create a protective environment, where girls and boys are free from violence and exploitation, where laws and practices minimize children’s vulnerability and address known risk factors, and where children themselves are equipped to build their own resilience. The organization has identified a series of strategic priorities to accelerate action for the
protection of children. These priorities reflect the shift from issue-oriented projects to a more upstream, systemic approach that addresses both prevention and response to the challenges involved. These priorities include: building national child protection systems, strengthening evidence-building and knowledge management, addressing cultural values and supporting social change, and enhancing child protection in conflict and natural disasters (UNICEF, 2015).

Currently, there is pressure for UNICEF to effectively implement effective management methods due to the reduced financial resources and the high competition for diminishing resources for their 2014 – 2017 strategic goals (UNICEF, 2016). UNICEF requires its leaders and managers to be very effective in guiding the organization into practicing strategic management, starting from crafting appropriate strategies, all the way to effective implementation and control. This may facilitate their ability to fulfil their strategic objectives, and meet their mandate.

According to Fowler (2012), NGOs have no bottom line and often consider their services as moral, righteous, and serving a good cause. This leads to reluctance to redirect their resources to other projects when the current ones do not produce results, yet they need a lot of discipline to abandon non-working strategies perhaps even more than the profit oriented firms. Thus if they end up implementing irrelevant and in appropriate strategies, this may result into serious consequences.

UNICEF Kenya has sustained efforts to enhance programme and operations’ efficiency and effectiveness through stronger oversight. Key performance indicators (KPI) are monitored monthly by the Country Management Team (CMT). These include budget utilization, status of direct cash transfers, expiring grants, emergency preparedness, recruitment status, learning plan implementation, audit compliance status, Harmonized Approach to Cash Transfer (HACT) and Enterprise Risk Management (ERM). An Audit Task Force, chaired by the Representative, reviews implementation of audit recommendations and sustainability of closed recommendations. Fourteen of the 19 Water Sanitation and Hygiene (WASH) Audit (November 2014) recommendations and nine of the 19 Internal Audit (2015) recommendations have already been implemented (UNICEF, 2016).
Strengthening staff competencies to deliver results for children is a priority. Group training is undertaken in programme policies and procedures, enterprise risk management, and resource mobilization. An updated Country Office risk profile is approved by the CMT. Capacity-building of implementing partners (IP) is conducted and attention is given to monitoring programme implementation and budgets, to address the key programme and operational risks in a timely manner. Additionally, outcome teams and zonal offices prepare risk management plans whose implementation is monitored closely. With reference to efficiency and effectiveness, an assurance plan is developed and implemented, while programme monitoring visits and spot checks are carried out to assess progress, bottlenecks and to recommend corrective actions, including special audits where necessary. In line with the revised Harmonized Approach to Cash Transfer (HACT)/ Civil Society Organizations (CSO) procedures, micro-assessments of implementing partners are carried out which help to operationalize new Programme Cooperation Agreements (PCA) (UNICEF, 2016).

The Annual Management Plan (AMP) for the Nairobi Office was updated recently and for the first time, the three Zonal Offices developed AMPs with clear roles and responsibilities and key performance indicators. During quarterly reviews, bottlenecks were identified and measures were taken to respond to zonal offices’ problems: specifically, changes in travel request procedures, business continuity and security enhancements for the Garissa Zonal Office (UNICEF, 2015).

1.2 Statement of the Problem
Leadership, and specifically strategic leadership, is widely described as one of the key drivers of effective strategy implementation (Pearce and Robinson, 2014). Lack of leadership, and specifically strategic leadership by the top management of the organization, has been identified as one of the major barriers to effective strategy implementation (Wheelen and Hunger, 2012). According to Barnat (2014), strategic leadership that positively contributes to effective strategy implementation include: determining strategic direction, establishing balanced organizational controls, managing the organization’s resource portfolio, sustaining an effective organizational culture, and emphasizing ethical practices. Leadership at UNICEF like any other NGO is legitimized by the board and the management of the organization. Leaders in the organization play a vital role together with board and managers to demonstrate commitment toward
implementing strategy, deal with the relevant stakeholders in an appropriate manner, analyze the environment, effectively negotiate and attract partners and donors, and finally motivate employees and volunteers in order to achieve a desirable level of organizational effectiveness (Fowler, 2012). There was therefore a need to examine the role of leadership at UNICEF Somalia since there isn’t any study that has been conducted before on the same.

Many studies have tried to prepare some conceptual models and test the effect of organizational culture (Ahmadi, Salamzadeh, Daraei and Akbari, 2012; Navanjo-Valencia, Jimenez-Jimenez and Sanz-Valle, 2011). A noticeable influence of a powerful culture clears up on the subject of strategy implementation. However, only a few studied implicitly the effect of culture on strategy implementation (Mantere, 2010; Van Der Maas, 2008). Fowler (2012) stresses out that norms, values and beliefs inside UNICEF has a strong impact on its performance and sustainability. He further notes that the organizational culture system dominates the heart of values and plays a control role. According to Daft (2015), strong organizational culture improves coordination and communication. Moreover, it provides employees and leaders the ability to build a collective identity and directs daily relationships. There was therefore a need to examine the role of culture at UNICEF Somalia since there isn’t any study that has been conducted before on the same.

The relationship between strategy and structure can be thought of in terms of utilizing structure for strategy implementation because structure is a means to an end, that is, to provide facilities for implementing strategy (Johnson, Scholes and Whittington (2011) and therefore, both should be integrated. Researchers have argued that the fit between the strategy and structure of a firm leads to better performance because the structure provides the necessary systems and processes essential for successful strategy implementation (Pettigrew, 2012; Hambrick and Cannella, 2014). However, Johnson, Scholes and Whittington (2011) state that, research at the international level has yet to provide empirical evidence showing that firms that matched strategy and structure perform better than those that have not. According to Thaw and Petersen (2008), some NGOs like UNICEF do not restructure their organizational hierarchy to adapt with new changes brought by their new strategies. One of the implications of changing structures in NGOs is the possibility of moving employees from main offices to branches or field offices. It
might imply also hiring or firing employees. There was therefore a need to examine the role of structure at UNICEF Somalia since there isn’t any study that has been conducted before on the same.

1.3 Purpose of the Study
The main purpose of the study was to establish the role of strategic leadership in effective strategy implementation at UNICEF Somalia.

1.4 Research Questions
The study sought to answer the following research questions:

1.4.1 What is the role of strategic leadership in strategy implementation at UNICEF Somalia?
1.4.2 What is the role of organizational culture in strategy implementation at UNICEF Somalia?
1.4.3 What is the role of organizational structure in strategy implementation at UNICEF Somalia?

1.5 Importance of the Study
1.5.1 UNICEF Somalia
The study may be of importance to UNICEF Somalia as an organization. The stakeholders of the company have an opportunity to understand how various factors affect their strategy implementation and may use the study’s recommendations to improve on leadership factors that hinder their process. The evidence generated may support the UNICEF Somalia leadership with the development of policies that may be aimed at improving strategic plan implementations.

1.5.2 Employees
The study may be of significance to the employees of UNICEF Somalia since they may be able to understand their organization better, as well as, have a view of the strategic implementation factors within their organization. This may facilitate their ability to offer necessary and well-needed input that may increase the organization’s strategic implementation.
1.5.3 Other International Non-Governmental Organizations (INGOs)

The study may be of significance to other INGOs since they might be able to understand
the relationship between strategic leadership and strategy implementation. The managers
of these INGOs may use UNICEF’s study as a benchmark and may employ strategies that
might work for them in terms of improving on what they are currently using and
practicing in terms of leadership, culture, and their structure.

1.5.4 Researchers and Academicians

The results of this study may assist executive search firms and other management
consultants in evaluating individual executive profiles and their fit to the existing
composition of the organization management and leadership of NGOs in Kenya. This
study forms a basis of future research in Kenya on leadership and how effective the
leaders role play in implementing strategies.

1.6 Scope of Study

The study focused on UNICEF Somalia. Although the organization has both employees
in Kenya and Somalia, this study focused on employees located in Kenya. The target
population of the study included management and employees’ working in the
organization. The study used a descriptive research design to collect data from the
organization. The study period was between October and December 2016.

While conducting the research, the researcher was faced with the challenge of collecting
data from the organization. This was due to the fact that employees had not been
informed about the research. To overcome this challenge, the researcher sought
permission from the organization’s manager who gave permission for the study to be
conducted and also facilitated the collection of data.

1.7 Definition of Terms

1.7.1 Strategy Implementation

Strategy implementation is a process by which strategies and policies are put into action
through development of programs, budgets, and procedures. The process is sometimes
referred to as operational planning and often involves day-to-day decisions in resource
allocation (Wheelen and Hunger, 2012).
1.7.2 Strategic Leadership
Hitt, Ireland and Hoskisson (2014) define strategic leadership as the leader’s ability to anticipate, envision, and maintain flexibility to empower others to create strategic change as necessary; it involves managing through others. Capon (2008) defines strategic leadership as the ability to influence a group towards the achievement of goals. Lynch (2011) is of the view that strategic leadership typically involves communicating with and listening to those inside the organization with the aim of spreading knowledge, creating and innovating new areas and solutions to problems. It is the process of allocating resources to support the chosen strategies.

1.7.3 Organizational Culture
Organizational culture is thought of as a way of thinking and doing things and what is shared among employees. Hence, organizational culture concerns about behaviors, values of work, norms and beliefs. Schein (1995) mentioned that the solidness of an organization’s structure and the unification of values and beliefs lead to better organizational culture which will ultimately affect the organization.

1.7.4 Organizational Structure
Organizational structure is a system used to define a hierarchy within an organization. It identifies each job, its function and where it reports to within the organization (Pettigrew, 2012). This structure is developed to establish how an organization operates and assists an organization in obtaining its goals to allow for future growth (Capon, 2008).

1.7.5 Non-Governmental Organizations
Non-Governmental Organizations (NGOs) is any organization that receives funds from development partners to implement interventions such as health, education, micro financing, appropriate technology and other social activities (Dees, 1998).
1.8 Chapter Summary
This chapter provides the introduction of the study both in content and context perspective. The statement of the research problem is presented and it can be concluded that past research has not satisfactorily established the relationship in strategic leadership roles and effective strategy implementation in UNICEF Somalia. The purpose of this study has been described in the chapter as well as the research questions that will guide the study and the beneficiaries of the study. The chapter has offered readers the definition of key terms and the study scope. The chapter two presents the literature review, chapter three discusses the methodology used, chapter four gives the study results and findings, and chapter five offers the study’s discussion, conclusion and recommendations.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

The main purpose of the study was to establish the role of strategic leadership in effective strategy implementation at UNICEF Somalia. The study sought to answer the following research questions: What is the role of strategic leadership in strategy implementation at UNICEF Somalia?; What is the role of organizational culture in strategy implementation at UNICEF Somalia?; and What is the role of organizational structure in strategy implementation at UNICEF Somalia?

2.2 Role of Strategic Leadership in Strategy Implementation

2.2.1 Strategy Implementation

Strategy implementation is the translation of chosen strategy into organizational action so as to achieve strategic goals and objectives. Strategy implementation is also defined as the manner in which an organization should develop, utilize, and amalgamate organizational structure, control systems, and culture to follow strategies that lead to competitive advantage and a better performance (Hambrick and Cannella, 2014).

According to Hambrick and Cannella (2014), the main steps in implementing a strategy involve: developing an organization having potential of carrying out strategy successfully, disbursement of abundant resources to strategy-essential activities, creating strategy-encouraging policies, employing best policies and programs for constant improvement, linking reward structure to accomplishment of results, and making use of strategic leadership. Graetz (2010) notes that, excellently formulated strategies will fail if they are not properly implemented. Also, it is essential to note that strategy implementation is not possible unless there is stability between strategy and each organizational dimension such as organizational leadership, organizational culture, organizational structure, reward structure, and resource-allocation process (Hambrick and Cannella, 2014).

2.2.2 Strategic Leadership

Leadership is seen as a dynamic-energetic process which consists of an interconnected and interdependent set of roles to energize a group toward the realization of goals. Leadership role pertains to the observable way of performing leadership. According to
Graetz (2010) and Mattis (2011), one of the roles of leadership involves providing strategic direction. Thompson and Strickland (1999) and Smit (2009) see the challenges of this leadership role as being, firstly, to provide a shared vision of where the organization is heading and what its purpose is (the mission). The second challenge is to set objectives, that is, to convert the strategic vision and directional course into specific performance outcomes for each key area which leaders deem important for success. The third challenge in providing strategic direction is to generate and develop a strategy that will determine how to achieve the objectives. Strategic direction is imperative in identifying a systematic intervention that will provide the most leverage to the organization, as an organization cannot focus on everything all of the time.

2.2.3 The Integrated Leadership Champion Framework (IL-C)

The focus of strategy implementation is about positioning and managing organizational and environmental forces during the strategic roll-out in order to ensure operational efficiency. The challenge of strategy implementation is to fulfill the appropriate leadership role of aligning and balancing strategic controls, in terms of both information and behavior. Imbalanced strategic control systems fail to define the boundaries of acceptable behavior and lead to inflexibility (Picken and Dess, 2013). The Integrated Leadership Champion Framework (IL-C) was developed relative to the strategic management process. The IL-C consists of five leadership sub-roles namely: strategic-change champion, valued-servant champion, powered-team champion, resourceful champion, and flexible-control champion (Barnat, 2014).

2.2.3.1 Strategic-Change Champion

The Strategic-Change Champion is primarily responsible for setting strategic direction and strategic stewardship (Pearce and Robinson, 2014). The process of setting strategic direction incorporates strategic thought and action, beginning with the initiation and championing the strategic formulation process, then extend through a systems view to strategic management (Mattis, 2011). Strategic stewardship is about the capacity to implement plans developed during the process of setting the strategic direction to maximize stakeholders’ wealth/value.

According to Barnat (2014), Strategic-C Champion enjoys generating new ways of looking at things. Strategic-C champions are forward thinkers, foresight, conceptualizing
and future oriented, and enjoy medium-term and long-term thinking. They are very optimistic about the future despite lack of evidence to other team members. They are the organization’s cheerleaders because of their natural long-term optimism. They are very independent and experimental.

2.2.3.2 Valued-Servant Champion

The Valued-Servant Champion connects all the strategic management processes by establishing and championing the shared values and promotes business ethics. Valued-S champion is the Integrated Leadership-Champion sub-role that mobilizes, inspires and energizes people through adherence to shared values (Hambrick and Cannella, 2014). The Valued-S champion builds trusting relationships which encourage collaboration. The Valued-S champion displays a genuineness to serve.

Valued-S Champions are personal, caring, empathetic and highly interactive with members of their immediate organization. They harness their ability to engage employees emotionally as well as rationally, harnessing their feelings and nurturing a contagion of energy across the entire organization (Robbins, Judge and Campbell, 2010). They are the soul caretaker, and likeable and form strong bonds with others. In summary, the Valued-S Champions are: humble, sensitive, value, principle and ethical oriented, listen attentively and willing to serve and are very respectful (Hambrick and Cannella, 2014).

2.2.3.3 Powered-Team Champion

The Powered-Team Champion is an Integrated Leadership-Champion sub-role primarily accountable for establishing and managing cascaded goal and team management. The Powered-T champion identifies team member’s readiness to take on certain responsibilities and then distributes his/her powers to those who can accept both responsibility and accountability. These champions, link team members and different work processes together to ensure effectiveness and implant self-confidence and autonomy in them (Thompson, Strickland and Gamble, 2013).

According to Thompson, Strickland and Gamble (2014), the Powered-T Champion typically displays participation and encouragement. S/he encourages others for independent thinking, aligns team members’ personal work preferences with the demands of the job, which is matching the person to the job. The Powered-T Champion gives
authority and holds team members accountable for the results of their work and enables team members to solve conflict that arise in cross-functional teams.

### 2.2.3.4 Resourceful Champion

The Resourceful Champion adds value through the resource management process, employee development process and organizing process. Resourceful Champion is the IL-C sub-role that influences organizational processes through the identification of the core resources required for the achievement of set goals (Graetz, 2010). The Resourceful Champion organizes, aligns and distributes the available resources according to the strategic needs of the organization.

According to Picken and Dess (2013), Resourceful Champions have a passion to develop people and organize resources for them in order to enable them to produce the required results through the utilization of the allocated resources. The purpose of this role is to ensure that strategy gets implemented successfully by providing stakeholders with resources. In summary, the Resourceful Champions are development oriented, supportive, and organized and have a set of contacts.

### 2.2.3.5 Flexible-Control Champion

The Flexible-Control Champion is the IL-C sub-role which applies and makes decisions according to current and future business results and demands. The Flexible-Control Champion monitors a broad range of events inside and outside the organization. S/he monitors the changes between strategy execution and strategy adjustment and provides reasons thereof (Mattis, 2011). This role primarily brings flexibility in an organization, controls factors that could impede expected output, and leads a group into periodic assessments of organizational strategies.

Picken and Dess (2013) states that, the Flexible-Control Champions display the following characteristics: being very adaptive in their dealings, quick in adjusting to new ways, open-minded, pressing hard for performance/results, tolerating possible ambiguity and ensuring that departments deliver on set goals.
2.2.4 Strategic Management Processes and Integrated Leadership Champion Framework Sub-roles

According to Nag, Hambrick and Chen (2014), during strategy implementation leadership needs to ensure goal congruency amongst individual, process and organizational goals. This process of ensuring congruency involves linking organizational goals with team and individual goals and performance; communicating the set goals to gain employee commitment; and ensuring the attainment of individual, team and organizational goals. Barnat (2014) adds that, this process of goal attainment involves motivating and coaching teams and employees how to set performance goals. The process also involves eliminating barriers to work goal attainment. The IL-C sub-role of Powered-T Champion is of utmost important in this instance.

During strategy enablement leadership enhances employees’ performance and influences their behavior. Leaders identify incentives/rewards that have value for employees. They also need to consider strategic and operational needs in designing an appropriate organizational structure (Nag, Hambrick and Chen, 2014). Smit (2009) states that, leadership creates and institutionalizes the right culture which reinforces the strategy being implemented, and then achieving performance goals with the highest standards of ethics and integrity. He further states that, leaders determine which resources can optimize job performance, and effectively deploy them to meet the desired business goals. The Resourceful and Flexible-C Champions are the two IL-C sub-roles needed for these functions.

With regard to strategy evaluation leadership leads groups in periodic assessment of the organization’s strategies. Leadership institutionalizes a performance measurement system that links critical dimensions of performance within and between all levels of the organization (Nag, Hambrick and Chen, 2014). They initiate corrective action when performance is not congruent to goals. They revise strategic thinking methods based on periodic assessment, and use strategic milestones and operational performance to indicate progress in selected strategies (Smit (2009). The Flexible-C Champion is the IL-C sub-role critical to fulfil these functions well.
2.3 Role of Organizational Culture in Strategy Implementation

2.3.1 Organizational Culture
Organizational culture represents an ideology of the organization as well as the forms of its manifestation. The ideology of the organization includes beliefs, values and norms. It is manifested through symbols, language, narration and other activities (Deal and Kennedy 2012). Organizational culture is the set of shared philosophies, assumptions, values, expectations, attitudes and norms which bind an organization together. It helps a company to implement its strategies effectively (Wilkins and Ouchi, 2013). Organizational culture has been defined as patterns of shared values and beliefs over time which produces behavioral norms that are adopted in solving problems (Deal and Kennedy, 2012; Schein, 2004; Morgan, 2008).

Schein (2004) noted that organizational culture is a body of solutions to problems which have worked consistently and are therefore taught to new members as the correct way to perceive, think about, and feel in relation to those problems. Cultures basically spring from three sources, (1) the beliefs, values, and assumptions on founders of organization; (2) the learning experiences of group members as their organization evolves; and (3) new beliefs, values, and assumptions brought in by new members and leaders. According to O’Reilly et al. (1991), these shared philosophies, assumptions, values, expectations, attitudes, and norms bind an organization together. Organizational culture can therefore be used as a form of control (Wilkins and Ouchi, 2013) and as a means of increasing productivity (Denison and Mishra, 2015).

2.3.2 Organizational Interrelationships
Strategic culture values two mechanisms that emphasize organizational interrelationships - systems thinking and feedback loops. First, systems-thinking enables organizational members to understand the interconnectedness of individuals, workgroups, departments, processes, and organizational structures that foster increased collaboration and confidence in achieving complex objectives, and strategy implementation (Kim, 2013). Senge (2012) interprets systems thinking as the discipline - for seeing – structures that underlie complex situations, and for discerning high from low leverage change. Systems thinking also requires purposeful communication capable of conveying circular relationships and exposing the interdependency of individual units that facilitate strategy implementation (Argyris, 2007).
Feedback loops are communication mechanisms that support systems thinking and forces critical evaluation of processes, policies, and decisions \((\text{ibid})\). In other words, a feedback loop is a circular communication style purposed to continually detect errors both horizontally and vertically within an organization. These feedback loops are essential during strategy implementation, since leaders and policy makers can detect the impact/effect of strategy decision and make the necessary amendments (Kim, 2013). Both systems-thinking and feedback loop constructs disrupt status-quo patterns of thinking (mental models) providing an ability to change how things are always done (Argyris, 2007).

2.3.3 Shared Vision and Mission
A shared vision and mission creates a core set of managerial values serving to moderate the way in which business is executed (Bryson, 2014). Mintzberg and Westley (1992) characterize shared vision as a step in organizational change involving a forced synthesis of individual initiatives into a common mission, myth, or behavior code that eventually guides decision-making and strategy implementation. At the most basic level, a shared vision answers, “What do we want to create?”, where ideals established in the discipline of personal mastery answers, “What do I want to create?” (Senge, 2012). Because NGOs do not have ambiguous service goals and often operate under strict mandated responsibilities, a central concept (vision) supported by an action-oriented philosophy (mission) provides profound cohesion amongst its diverse personnel and contributes to an increased sense of commitment and strategy implementation (Ring and Perry, 2015).

Finally, a vision-centered culture makes it easier to clarify outcomes and identify personnel responsibilities by equipping members with a clear direction and this greatly influences the ability of the organization in implementing strategy (Senge, 2012). The famous New York Yankees baseball player, Yogi Berra, once stated, “You have got to be very careful if you do not know where you are going, because you might not get there” (Penick, 2015). While overly simplified, Berra’s statement portrays the critical importance of an organizational mission. NGO administrators must often delicately balance competing needs and their purposes within their mandated missions (Rainey, 2009).
2.3.4 Commitment to Learning

Several organizational culture theories agree that commitment to learning indicates an organization’s values personal mastery and personnel development (McGill, et al., 2012; Barker and Camarata, 2008; Senge, 2012; Cameron and Quinn, 2011). Considering the most pervasive force in any organization is its people, the first organizational learning cornerstone relies upon the most basic organizational unit - the individual. ‘Personal mastery’ implies a commitment to individual growth and learning in order to expand personal abilities to experiment and collaboratively reframe problems (McGill, et al., 2012; Senge, 2012). Characteristics of employees who can easily embrace personal mastery include passion, flexibility, patience, perseverance, a sense of purpose, and ownership because this concept requires a special level of proficiency that is committed to improvement and change which acts as an agent of strategy implementation (Senge, 2012).

Organizations cultivating personal mastery assume personnel development is a priority. Strategic organizations provide a working environment that enables conditions for people to lead enriched lives and supports knowledge acquisition both on and off the job (Barker and Camarata, 2008). Commitment to development opportunities also indicates a level of employee empowerment and ownership of responsibilities that is crucial during strategy implementation process, since employees feel empowered enough to handle various responsibilities (Senge, 2012).

2.3.5 Hiring the Right People

When administrators initiate a change process, or redirect the organization’s activities, the dominant strategy includes determining objectives and announcing to an executive team and organizations members a new direction. While establishing a clear direction and vision is a critical leadership responsibility, Collins (2011) suggests that, getting the right people on the bus is an essential first step during strategy implementation and organizational change. In other words, a good organizational culture begins with the, “Who” not the “What” (Senge, 2012). This challenge requires establishing clear expectations of personnel and evaluating the types of people required to steer the strategic implementation effectively (Barker and Camarata, 2008).
Recognizing administrators rarely start with a clean slate, this concept does not imply automatic termination of existing personnel but instead, recommends working within an existing structure to identify supportive, effective personnel and incorporating these individuals into the decision-making process and the strategy implementation team (Collins, 2011). Eventually, changes initiated by administrators will incentivize the “right” people to stay with the organization. Leaders who are able to recruit and coach the right people do not actually need to spend a lot of time motivating their personnel since the right people are self-motivated, and strive for personal mastery and driven by the direction of the bus/strategy adopted by the organization (Senge, 2012).

2.3.6 Dynamic Capabilities
In order to implement strategies, Wang and Ahmed (2007) argue that organizations require innovative ability in order to translate their learning into strategy implementation. Dynamic capabilities will help organizations to deal with fast changes because innovativeness is also important to spur adoption (Christensen, 2013). Furthermore, high performing organizations are found to possess this ability to adapt their strategy scope quickly (Wang and Ahmed, 2007) in order to optimally exploit opportunities in the changing environment (Eisenhardt and Sull, 2011; Hubbard et al., 2012). Adaptive ability pertains to firm’s ability in integrating, building, and reconfiguring resources to match the constantly changing organizational needs to capitalizing on emerging market opportunities and needs (Wang and Ahmed, 2007).

Hubbard et al. (2012) found that high performance organizations - in terms of strategy implementation - maintain an externally focused posture in understanding their changing needs and happenings in the environment. Studies (Senge, 2012; Collins, 2011; Wang and Ahmed, 2007; Eisenhardt and Sull, 2011) have shown evidence of a positive relationship between a firm’s external focus and strategy implementation, and new processes success. To do so, these organizations have to develop a means to continuously monitor changes in their external environments and making sense therein of prospective change-patterns (Hubbard et al., 2012). To implement strategies successfully for performance, NGOs will likely need a means to generate foresights about changing external opportunities, effectively prioritize the opportunities, and decide when to pull out of warning ones (Fowler, 2012).
2.4 Role of Organizational Structure in Strategy Implementation

2.4.1 Organizational Structure

Organization is uniform, structured and co-ordinate effort for achievement of economic/financial objectives for profit seeking firms and social for non-profit organizations. To satisfy objectives, organization channel employee endeavors in unified direction and establishes means of allocating resources/ responsibilities and control under arrangements referred as structure (Moncrieff, 2011). Designing structure that fits company needs is a major challenge. Each structure has its advantages and disadvantages on how it contributes to its effectiveness, and organization has to mull over the decision on what structures it follows, plus the autonomy organizations provide to its employees for purpose of decision making (De Wit and Meyer, 2010).

Buchanan and Huczynski (2014) define structure as a formal system of task and reporting relationships that controls, co-ordinates and motivates employees so that they work together to achieve organizational goals. Thus structure is synonymous to a rope that employees hold and binds all employees towards unified direction and aids the identification of, “Who-is-Who” and “What-is-What” of the organization. Structure serves as basis for orchestrating organizational activities.

Organization can choose from variety of structure like, functional, divisional, strategic business units, matrix, and network structures. Failure to choose an effective structure has it consequences on organization as it will not only affect the health of the organization, but it will also affect its employees. Mullins (2013) emphasizes that structure affects both productivity and economic efficiency as well as employee morale and job satisfaction. Important notion stemming from Mullins (2013) assertion, is that, a good structure will not only have tangible effects, for instance financial, but also the in-tangible effects, like motivation thus impacting organizations’ operational effectiveness as employees carrying out operations/ tasks of the organization.

2.4.2 Functional Structure

A functional structure, basically, groups tasks and activities by business function, such as production/operations, marketing, finance/accounting, research and development, and management information systems (Blaxill and Eckardt, 2009). Besides being simple and inexpensive, a functional structure also promotes specialization of labor, encourages efficiency, minimizes the need for an elaborate control system, and allows rapid decision
making. Mulcaster (2012) notes that, most large companies abandoned the functional structure in favor of decentralization and improved accountability.

According to Mulcaster (2012) organizing by functional specialties promotes full utilization of the most up-to-date technical skills and helps an organization to capitalize on the efficiency gains resulting from use of those technical skills (Mullins, 2013), it also helps an organization to capitalize on the efficiency gains resulting from the use of specialized manpower, faculties, and equipment (Blaxill and Eckardt, 2009). These are strategically important considerations for businesses, organizations, dominant-product enterprises, and vertically integrated firms. These businesses account for why they usually have some kind of centralized, functionally specialized structure that easily facilitates strategy implementation within their organizations.

2.4.3 Divisional Structure

As organizations grow, they have more difficulty in managing different products and services in different markets (Pullan, 2010). Some form of divisional structure generally becomes necessary to motivate employees, control operations, and compete successfully in diverse locations. According to Jones (2013), the divisional structure can be organized in one of four ways: by geographic area, by product or service, by customer, or by process. With a divisional structure, functional activities are performed both centrally and in each separate division which accelerates the ability of an organization to implement strategies within each division.

A divisional structure by geographic area is appropriate for organizations whose strategies need to be tailored to fit the particular needs and characteristics of customers’ indifferent geographic areas (Pullan, 2010). This type of structure can be most appropriate for organizations that have similar branch facilities located in widely dispersed areas (Mulcaster, 2012). A divisional structure by geographic area allows local participation in decision making and improved coordination within a region.

The divisional structure by product (or services) is most effective for implementing strategies when specific products or services need special emphasis (Buchanan and Huczynski, 2014). Also, this type of structure is widely used when an organization offers only a few products or services, when an organization’s products or services differ substantially (Pullan, 2010). Studies by (Moncrieff, 2011; De Wit and Meyer, 2010;
Jones, 2013) indicate that there is a positive relationship between divisional structures allowing strict control over and attention to product lines with organizational strategy implementation. Pullan (2010) in his study notes that, divisional structures also require a more skilled management force and reduced top management control. According to Ulgen and Mirze (2010), organizing according to geographic areas or territories is rather common structural form for large-scale organizations whose strategies need to be tailored to fit the particular needs and features of different geographical areas.

2.4.4 Strategic Business Units

As the number, size, and diversity of divisions in an organization increase, controlling and evaluating divisional operations become increasingly difficult for strategists. The span of control becomes too large at top levels of the firm. Because of limits to an individual chief executive officer’s (CEO) ability to process complex strategic information, problems related to isolation of functional area managers, and increasing diversification, the structure of the company needs to change (Buchanan and Huczynski, 2014). In these instances, the strategic business units (SBU) structure is most appropriate. Also in multidivisional organizations, an SBU structure can greatly facilitate strategy implementation efforts.

The SBU structure is composed of operating units where each unit represents a separate business to which the top corporate officer delegates responsibility for day-to-day operations and business unit strategy to its managers (Ulgen and Mirze, 2010). By such delegation, the corporate office is responsible for formulating and implementing overall corporate strategy and manages SBUs through strategic and financial controls. Hence, the SBU structure, groups similar divisions into strategic business units and delegates authority and responsibility for each unit to a senior executive who reports directly to the chief executive officer (Buchanan and Huczynski, 2014). Studies by (Ulgen and Mirze, 2010; Penick, 2015; Camarata, 2008; Cameron and Quinn, 2011; McGill, et al., 2012) show that, this change in structure can facilitate strategy implementation by improving coordination between similar divisions and channeling accountability to distinct business units. Cameron and Quinn (2011) further state that, SBUs enable companies and organizations to more accurately monitor the performance of individual businesses by simplifying control problems. Penick (2015) states that SBUs also facilitate comparisons between divisions, improves the allocation of resources, and can be used to stimulate
managers of poorly performing divisions to seek ways to improve performance and strategy implementation.

2.4.5 Matrix Structure
Most organizations find that organizing around either functions (in the functional structure) or around products and geography (in the divisional structure) provides an appropriate organizational structure (Moncrieff, 2011). The matrix structure, in contrast, may be very appropriate when organizations conclude that neither functional nor divisional forms, even when combined with horizontal linking mechanisms like strategic business units, are right for their situations. Buchanan and Huczynski (2014) state that, in matrix structures, functional and product forms are combined simultaneously at the same level of the organization. Employees have two superiors, a product or project manager and a functional manager. The “home” department - that is, engineering, manufacturing, or sales - is usually functional and is reasonably permanent. People from these functional units are often assigned temporarily to one or more product units or projects. The product units or projects are usually temporary and act like divisions in that they are differentiated on a product-market basis.

The matrix structures are used more frequently because firms are pursuing strategies, adding new products, customer groups, and technology to their range of activities (Moncrieff, 2011). Out of these changes, new administrators emerge like product managers, functional managers, and geographic managers, all of whom have important strategic responsibilities (Buchanan and Huczynski, 2014). When several variables such as product, customer, technology, geography, functional area, and line of business have roughly equal strategic priorities, a matrix organization can be an effective structural form (De Wit and Meyer, 2010). Studies by (Mulcaster, 2012; Camarata, 2008; Moncrieff, 2011) show that there is a positive relationship between strategy implementation and organizations that have adopted the matrix structure.

2.4.6 Network Structure
A newer and somewhat more radical organizational design, the network structure is an example of what could be termed a “non-structure” by its virtual elimination of in house business functions. Many activities are outsourced (Jones, 2013). A corporation organized in this manner is often called a virtual organization because it is composed of a series of
project groups or collaborations linked by constantly changing non-hierarchical, cobweb-like networks. The network structure becomes most useful when the environment of a firm is unstable and is expected to remain so (Mulcaster, 2012). Under such conditions, there is usually a strong need for innovation and quick response. Instead of having salaried employees, it may contract with people for a specific project or length of time. Long-term contracts with suppliers and distributors replace services that the company could provide for itself through vertical integration. Electronic markets and sophisticated information systems reduce the transaction costs of the marketplace, thus justifying a “buy” over a “make” decision (Senge, 2012). Mulcaster’s (2012) study shows a positive relationship between network structures and strategy implementation, and Mullins (2013) notes that, in its ultimate form, the network organization is a series of independent firms or business units linked together by computers in an information system that designs, produces, and markets a product or service which makes it effective to implement strategies.

The network organization structure provides an organization with increased flexibility and adaptability to cope with rapid technological change and shifting patterns of international trade and competition (Mulcaster, 2012) and also, allows a company to concentrate on its distinctive competencies, while gathering efficiencies from other firms who are concentrating their efforts in their areas of expertise (Buchanan and Huczynski, 2014), making it flexible for organizations with this kind of structure to easily implement strategies.

2.5 Chapter Summary
This chapter has examined in detail the role of strategic leadership in strategy implementation by focusing on various strategic leadership roles like: strategic-change champion, valued-servant champion, powered-team champion, resourceful champion, flexible-control champion, and strategic management processes and IL-C sub-roles. It has also discussed the role of organizational culture in strategy implementation by focusing on organizational interrelationships, shared vision and mission, leadership, commitment to learning, hiring the right people, and dynamic capabilities. The chapter finally discusses in detail the role of organizational structure in strategy implementation by focusing on functional structure, divisional structure, strategic business units, matrix structure, and network structure. The next chapter discusses the research methodology.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research methodology of the study. The chapter has various sections that are as follows: section 3.1 introduces the chapter, section 3.2 discusses the research design, section 3.3 discusses the population and sampling procedures, section 3.4 discuss the data collection methods, section 3.5 discusses the research procedures, section 3.6 discusses the data analysis methods, and section 3.7 offers the chapter summary.

3.2 Research Design

Devine and Heath (2009) defines a research design as a blueprint for conducting a study with maximum control over factors that may interfere with the validity of the findings, while Ritchie and Lewis (2003) describe a research design as a plan that describes how, when and where data are to be collected and analyzed. This study adopted the descriptive research design. The design seemed appropriate since Bryman, Becker and Sempik (2008) state that descriptive research design is used to describe systematically the facts and characteristics of a given population or area of interest, factually and accurately. For this study, the descriptive study was used to examine the relationship between the roles of strategic leadership (independent variable) in effective strategy implementation (dependent variable).

3.3 Population and Sampling Procedures

3.3.1 Population

Target population can be defined as the part of the population a researcher is interested in researching (Given, 2008). Babie and Halley (2007) define target population as the entire aggregation of respondents that meet the designated set of criteria within a study. According to Onwuegbuzie and Leech (2005) a population element is the subject such as a person an organization, customer database, or the amount of quantitative data on which the measurement is being taken. The population for this study was the staff working at UNICEF Somalia whose total was 294 and is distributed as shown in Table 3.1.
Table 3.1 Population Distribution

<table>
<thead>
<tr>
<th>Department</th>
<th>Distribution</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top-Level Managers</td>
<td>38</td>
<td>13</td>
</tr>
<tr>
<td>Middle-Level Managers</td>
<td>49</td>
<td>16.7</td>
</tr>
<tr>
<td>Low-Level Managers</td>
<td>47</td>
<td>15.9</td>
</tr>
<tr>
<td>Regular Staff</td>
<td>160</td>
<td>54.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>294</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: UNICEF Somalia (2016)

3.3.2 Sampling Design

3.3.2.1 Sample Frame

A sampling frame is the source material or device from which a sample is drawn (Lohr, 2010). It can also refer to a list of all those elements within a population that can be sampled, and may include individuals, households or institutions (Singh, 2008). Sampling frame can therefore be defined as the actual set of units from which a sample has been drawn. For this study, the sampling frame came from the official list of employees working at UNICEF Somalia in 2016 and was obtained from the organization’s human resource department.

3.3.2.2 Sampling Technique

The study used stratified sampling technique. A stratified sample is a probability sampling technique in which the researcher divides the entire target population into different subgroups, or strata, and then randomly selects the final subjects proportionally from the different strata (Lohr, 2010). Stratified sampling technique was used to select the respondents from among the list provided by the personnel department in order to capture all levels of managers and staff who were the study’s strata.

Vogt, Gardner and Haeffele (2012) state that stratified sampling is used when the researcher wants to highlight specific subgroups within the population and this was appropriate for the study since the study targeted the different level of employees within the departments at UNICEF Somalia. This technique was the most convenient sampling technique for the study because it was simple and it easily applied to the population. Selection of members within the different study strata was done through the use of simple
random sampling (SRS). SRS was used because it gave an equal chance of selection to all the population elements and this minimized biasness and it simplified the analysis of results.

3.3.2.3 Sample Size

A sample is defined as a small proportion of an entire population; a selection from the population (Lohr, 2010). Sample size determination is the act of choosing the number of observations or replicates to include in a statistical sample (Singh, 2008). The sample size is an important feature of any empirical study in which the goal is to make inferences about a population from a sample (Noy, 2008). A sample size allows the researcher to make generalizations about the population. Vogt, Gardner and Haefele (2012) state that when carrying out a study, 50% of the population yields an adequate sample. Therefore, the sample size of the study was 50% of the total number of managers at different levels and that of regular staff which brought the total sample size to 148 as shown in Table 3.2.

Table 3.2 Sample Size Distribution

<table>
<thead>
<tr>
<th>Sample</th>
<th>Total Number</th>
<th>Percentage</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top-Level Managers</td>
<td>38</td>
<td>50</td>
<td>19</td>
</tr>
<tr>
<td>Middle-Level Managers</td>
<td>49</td>
<td>50</td>
<td>25</td>
</tr>
<tr>
<td>Low-Level Managers</td>
<td>47</td>
<td>50</td>
<td>24</td>
</tr>
<tr>
<td>Regular Staff</td>
<td>160</td>
<td>50</td>
<td>80</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>294</strong></td>
<td><strong>50</strong></td>
<td><strong>148</strong></td>
</tr>
</tbody>
</table>

3.4 Data Collection Methods

Data collection is a systemic way of gathering information, which is relevant to the research purpose or questions (Onwuegbuzie and Leech, 2005). Primary data was collected for the study using self-administered questionnaire. A questionnaire is a general term including all data collection techniques in which each person is asked to answer the same set of questions in a predetermined order (Verschuren, 2003). This study used closed-ended questions to gather data for the study. The questionnaire employed the use of five point likert scale question that allowed the study population to rate various questions using the scale that was provided.
The questionnaire was divided into four sections that were as follows: section 1 contained questions that focused on the general information of the respondents, section 2 contained questions that focused on the role of strategic leadership in strategy implementation, section 3 contained questions that focused on the role of organizational culture in strategy implementation, and section 4 contained questions that focused on the role of organizational structure in strategy implementation.

3.5 Research Procedures
Arksey and O’Malley (2005) state that it is imperative for a researcher to test the reliability of the data collection instrument for the study results to be reliable. The researcher developed the questionnaire based on the research questions and this was followed by a pilot test. The pilot test involved the questionnaire being administered randomly to a selected sample of 5 respondents from the target population to refine it and test its reliability. This was done to ensure that the questions facilitated the ability of the study to meet the set research questions.

After the amendments were made from the pilot test results, the researcher proceeded to administer the questionnaires individually to the selected population target which was the staff at UNICEF Somalia. This was done through the drop and pick method. The questionnaires were dropped off to the respondents and they were picked up three days later. The three day period was used to ensure that the respondents did not rush their response, facilitating their ability to give an accurate account. The researcher exercised care and control to ensure all questionnaires issued to the respondents were received. To achieve this, the researcher maintained a register of questionnaires, which were handed out and those that were collected from the respondents.

3.6 Data Analysis Methods
Data analysis is the systematic organization and synthesis of the research data and the testing of research hypotheses, using those data (Creswell and Plano, 2010). Data analysis also entails categorizing, ordering, manipulating and summarizing the data and describing them in meaningful terms (Pearson, 2010; Babie and Halley, 2007). The completed questionnaires were analyzed using the Statistical Package for Social Science (SPSS) Student Version 22. The data collected was classified into meaningful categories (coded), edited and tabulation of the same were done.
The study used statistical frequencies and percentages for analysis. These was done to show the percentage of responses. For likert questions, the study employed the use of mean and standard deviations to show the strength and the degree in response differences. The study also employed the use of correlation and regression analysis to test the existing relationships between the study variables. Presentations of these findings were done by use of figures and tables.

3.7 Chapter Summary

This chapter has focused on the research methodology that was used in carrying out the study. A descriptive research design was selected for the study. The population of the study comprised of staff members at UNICEF Somalia. Stratified sampling was used to divide the population and select the sample size of the study. Data was collected by the use of a survey questionnaire which was administered by the researcher directly to the target population. Quantitative data collected was analyzed by the use of descriptive statistics using statistical analysis tool and presented through percentages, means, standard deviations and frequencies. The next chapter presents the results and findings of the study.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction
This chapter is divided into various sections that are as follows: section 4.1 offers the introduction; section 4.2 deals with general information; section 4.3 presents results for the role of strategic leadership in strategy implementation; section 4.4 presents results for the role of organizational culture in strategy implementation; section 4.5 presents results for the role of organizational structure in strategy implementation; and section 4.6 presents the chapter summary.

4.2 General Information

4.2.1 Response Rate
The researcher distributed 148 questionnaires to the target population and managed to collect 145 questionnaires. After a check and numbering session of the questionnaire, only 112 questionnaires were deemed viable for the study. These 112 questionnaires were the ones that were used in the data analysis giving the study a response rate of 75.7%. These results are presented in Figure 4.1.
4.2.2 Marital Status

The researcher sought to determine the marital status of the respondents and the results showed that 58% of the respondents were married, 42% were single, and none was divorced nor widowed. These results indicate that majority of the respondents at UNICEF were married.

![Marital Status](image)

**Figure 4.2 Marital Status**

4.2.3 Gender of Respondents

The researcher sought to determine the gender of the respondents and the results showed that 61.6% of the respondents were female, and 38.4% were male. These results indicate that majority of the respondents at UNICEF were female as compared to the male, these might be due to the nature of the work in the organization.

![Gender](image)

**Figure 4.3 Gender of Respondents**
4.2.4 Age of Respondents
The researcher sought to determine the age bracket of the respondents and the results showed that 56.2% were aged between 29-38 years, 15.2% were aged between 39-48 years, and 14.3% were aged between 18-28 years and 49-58 years. These results indicate that majority of the respondents at UNICEF were young adults, these might be due to the nature of the work in the organization.

Figure 4.4 Age of Respondents

4.2.5 Education Level of Respondents
The researcher sought to determine the level of education of the respondents and the results showed that 55.4% had degrees, 44.6% had post-graduate degrees, and none had college or secondary education as their highest level of education. These results indicate that majority of the respondents at UNICEF were well educated, and this made them best fit for the study.

Figure 4.5 Level of Education
4.2.6 Years in the Organization
The researcher sought to determine the number of years the respondents had been with the organization and the results showed that 52.7% had been with the organization for 6-10 years, 21.4% had been with the organization for 2-5 years, 14.3% had been with the organization for 16 years and above, and 11.6% had been with the organization for 11-15 years. These results indicate that majority of the respondents had worked for UNICEF for 2 years and more, and this made them best fit for the study.

![Years in Organization Chart](image)

Figure 4.6 Years in Organization

4.2.7 Respondent Designation
The researcher sought to determine the designation of the respondents and the results showed that 33.9% were mid-Level Managers, 21.4% were low-level managers, 16.1% were administrators, and 14.3% were senior managers, and another 14.3% were supervisors. These results indicate that the respondents matched the target population and were best fit for the study.
4.3 Role of Strategic Leadership in Strategy Implementation

4.3.1 Influence of Strategic Leadership on Strategy Implementation

The researcher sought to determine the level of influence of strategic leadership on strategy implementation and the results showed that 56.2% strongly agreed, 29.5% agreed, 14.3% were neutral, and none disagreed nor strongly disagreed. These results show that strategic leadership influences strategy implementation.
4.3.2 Rating of the Role of Strategic Leadership in Strategy Implementation

The researcher sought to determine the role of strategic leadership in strategy implementation using a five point likert scale of 1-5 where 1=Strongly Disagree, 2=Disagree, 3=Not Sure, 4=Agree, and 5=Strongly Agree. The results were as shown in Table 4.1. The table shows that the responses had a mean of >3.0 which means that strategic leadership in the organization highly determined strategy implementation. The results also had a standard deviation of <1.5 which showed that the difference in response received from the population was almost similar.

Table 4.1 shows that strategy implementation is not possible without stability between strategy and all organizational dimensions as agreed to by all respondents. Strategic direction and stewardship is guided by the organization’s strategic-change champion as agreed to by all respondents. Strategic management processes and shared values in the organization are connected by the organization’s valued-servant champion as agreed to by 75% of the respondents. The organization’s valued-servant champion builds trusting relationships which encourage collaboration within the organization as agreed to by 56.2% of the respondents. The organization has a powered-team champion who is accountable for cascading goals and team management as agreed to by 71.4% of the respondents. Strategy is implemented in the organization through linking of team members and different work processes that implant self-confidence and autonomy in the teams as agreed to by 89.3% of the respondents. Strategy in the organization is implemented through value addition in the resource management process, and employee development processes as agreed to by all respondents. Strategy is implemented through alignment and distribution of the available resources according to the strategic needs of the organization as agreed to by 84.8% of the respondents. Strategy implementation in the organization is facilitated through decision-making according to current and future business results and demands as agreed to by 59.8% of the respondents. Strategy is implemented in the organization through flexibility allowance and revision of control factors that could impede expected output through periodic assessments of the strategies as agreed to by 85.7% of the respondents.
Table 4.1 Rating of the Role of Strategic Leadership in Strategy Implementation

<table>
<thead>
<tr>
<th></th>
<th>SD</th>
<th>D</th>
<th>NS</th>
<th>A</th>
<th>SA</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy implementation is not possible without stability between strategy and all organizational dimensions</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>58</td>
<td>42</td>
<td>4.42</td>
<td>.496</td>
</tr>
<tr>
<td>Strategic direction and stewardship is guided by our strategic-change champion</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>57.1</td>
<td>42.9</td>
<td>4.43</td>
<td>.497</td>
</tr>
<tr>
<td>Strategic management processes and shared values in the organization are connected by our valued-servant champion</td>
<td>0</td>
<td>0</td>
<td>25</td>
<td>43.8</td>
<td>31.2</td>
<td>4.06</td>
<td>.751</td>
</tr>
<tr>
<td>Our valued-servant champions build trusting relationships which encourage collaboration within the organization</td>
<td>0</td>
<td>14.3</td>
<td>29.5</td>
<td>0</td>
<td>56.2</td>
<td>3.98</td>
<td>1.200</td>
</tr>
<tr>
<td>Our organization has a powered-team champion who is accountable for cascading goals and team management</td>
<td>0</td>
<td>14.3</td>
<td>14.3</td>
<td>32.1</td>
<td>39.3</td>
<td>3.96</td>
<td>1.056</td>
</tr>
<tr>
<td>Strategy is implemented in our organization through linking of team members and different work processes that implant self-confidence and autonomy in the teams</td>
<td>0</td>
<td>0</td>
<td>10.7</td>
<td>59.8</td>
<td>29.5</td>
<td>4.19</td>
<td>.608</td>
</tr>
<tr>
<td>In our organization, strategy is implemented through value addition in the resource management process, and employee development processes</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>43.8</td>
<td>56.2</td>
<td>4.56</td>
<td>.498</td>
</tr>
<tr>
<td>Strategy is implemented through alignment and distribution of the available resources according to the strategic needs of the organization</td>
<td>0</td>
<td>0</td>
<td>15.2</td>
<td>57.1</td>
<td>27.7</td>
<td>4.13</td>
<td>.645</td>
</tr>
<tr>
<td>Strategy implementation in the organization is facilitated through decision-making according to current and future business results and demands</td>
<td>0</td>
<td>0</td>
<td>40.2</td>
<td>28.6</td>
<td>31.2</td>
<td>3.91</td>
<td>.844</td>
</tr>
<tr>
<td>Strategy is implemented in the organization through flexibility allowance and revision of control factors that could impede expected output through periodic assessments of the strategies</td>
<td>0</td>
<td>0</td>
<td>14.3</td>
<td>43.8</td>
<td>42</td>
<td>4.28</td>
<td>.700</td>
</tr>
</tbody>
</table>
4.3.3 Rating of the Role of Strategic Management Process in Strategy Implementation

The researcher sought to determine the role of strategic management processes in strategy implementation using a five point likert scale of 1-5 where 1=Strongly Disagree, 2=Disagree, 3=Not Sure, 4=Agree, and 5=Strongly Agree. The results were as shown in Table 4.2. The table shows that the responses had a mean of >3.0 which means that strategic management processes in the organization highly determined strategy implementation. The results also had a standard deviation of <1.5 which showed that the difference in response received from the population was almost similar.

Table 4.2 shows that, during strategy implementation, the organization’s leadership has been effective in ensuring goal congruency amongst employees and organizational processes as agreed to by 68.7% of the respondents. During strategy implementation, the organization’s leaders have been effective in linking organizational goals with team and individual goals as agreed to by 71.4% of the respondents. During strategy implementation, the organization’s leaders have been effective in communicating the set goals to gain employee commitment as agreed to by 85.7% of the respondents. During strategy implementation, the organization’s leaders have been effective in motivating and coaching both teams and employees on setting performance goals as agreed to by 85.7% of the respondents. During strategy enablement, the organization’s leaders have been effective in enhancing employees’ performance as agreed to by all the respondents. During strategy enablement, the organization’s leaders are very effective in considering strategic and operational needs as agreed to by 83% of the respondents. During strategy enablement, the organization’s leaders are effective in creating the right culture which reinforces strategy implementation as agreed to by 89.3% of the respondents. During strategy evaluation, the organization’s leaders are effective in leading groups in periodic assessment of the organization’s strategies as agreed to by 85.7% of the respondents. During strategy evaluation, the organization’s leaders are effective in institutionalizing performance measurement systems that link critical dimensions of strategy implementation as agreed to by 85.7% of the respondents. During strategy evaluation, the organization’s leaders are effective in initiating corrective action when performance is not congruent to goals as agreed to by 85.7% of the respondents.
Table 4.2 Rating of Strategic Management Process in Strategy Implementation

<table>
<thead>
<tr>
<th></th>
<th>SD</th>
<th>D</th>
<th>NS</th>
<th>A</th>
<th>SA</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>During strategy implementation, our leadership has been effective in ensuring goal congruency amongst employees and organizational processes</td>
<td>0</td>
<td>14.3</td>
<td>17</td>
<td>42.9</td>
<td>25.9</td>
<td>3.80</td>
<td>.985</td>
</tr>
<tr>
<td>During strategy implementation, our leaders have been effective in linking organizational goals with team and individual goals</td>
<td>0</td>
<td>0</td>
<td>28.6</td>
<td>56.2</td>
<td>15.2</td>
<td>3.87</td>
<td>.651</td>
</tr>
<tr>
<td>During strategy implementation, our leaders have been effective in communicating the set goals to gain employee commitment</td>
<td>0</td>
<td>0</td>
<td>14.3</td>
<td>70.5</td>
<td>15.2</td>
<td>4.01</td>
<td>.545</td>
</tr>
<tr>
<td>During strategy implementation, our leaders have been effective in motivating and coaching both teams and employees on setting performance goals</td>
<td>0</td>
<td>14.3</td>
<td>10.7</td>
<td>59.8</td>
<td>15.2</td>
<td>3.76</td>
<td>.883</td>
</tr>
<tr>
<td>During strategy enablement, our leaders have been effective in enhancing employees’ performance</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>53.6</td>
<td>46.4</td>
<td>4.46</td>
<td>.501</td>
</tr>
<tr>
<td>During strategy enablement, our leaders are very effective in considering strategic and operational needs</td>
<td>0</td>
<td>0</td>
<td>17</td>
<td>53.6</td>
<td>29.5</td>
<td>4.13</td>
<td>.673</td>
</tr>
<tr>
<td>During strategy enablement, our leaders are effective in creating the right culture which reinforces strategy implementation</td>
<td>0</td>
<td>0</td>
<td>10.7</td>
<td>59.8</td>
<td>29.5</td>
<td>4.19</td>
<td>.608</td>
</tr>
<tr>
<td>During strategy evaluation, our leaders are effective in leading groups in periodic assessment of the organization’s strategies</td>
<td>0</td>
<td>0</td>
<td>14.3</td>
<td>45.5</td>
<td>40.2</td>
<td>4.26</td>
<td>.694</td>
</tr>
<tr>
<td>During strategy evaluation, our leaders are effective in institutionalizing performance measurement systems that link critical dimensions of strategy implementation</td>
<td>0</td>
<td>0</td>
<td>14.3</td>
<td>43.8</td>
<td>42</td>
<td>4.28</td>
<td>.700</td>
</tr>
<tr>
<td>During strategy evaluation, our leaders are effective in initiating corrective action when performance is not congruent to goals</td>
<td>0</td>
<td>0</td>
<td>14.3</td>
<td>59.8</td>
<td>25.9</td>
<td>4.12</td>
<td>.626</td>
</tr>
</tbody>
</table>
4.3.4 Correlations for the Role of Strategic Leadership in Strategy Implementation

The researcher computed study components to form 4 variables: strategy implementation; strategic leadership; integrated leadership-champion framework (IL-C); and strategic management processes, which were tested using a Pearson Correlation and the results were as shown in Table 4.3. The study used a threshold of 0.05 for all significant factors and discarded those whose p value was >0.05.

Table 4.3 Correlations for the Role of Strategic Leadership in Strategy Implementation

<table>
<thead>
<tr>
<th></th>
<th>Strategy Implementation</th>
<th>Strategic Leadership</th>
<th>Integrated Leadership Framework</th>
<th>Strategic Management Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy Implementation</td>
<td>1</td>
<td>.440**</td>
<td>.192*</td>
<td>-.381**</td>
</tr>
<tr>
<td>Strategic Leadership</td>
<td>.440**</td>
<td>1</td>
<td>.431**</td>
<td>-.362**</td>
</tr>
<tr>
<td>Integrated Leadership Framework</td>
<td>.192*</td>
<td>.431**</td>
<td>1</td>
<td>.120</td>
</tr>
<tr>
<td>Strategic Management Process</td>
<td>-.381**</td>
<td>-.362**</td>
<td>.120</td>
<td>1</td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level (2-tailed)
* Correlation is significant at the 0.05 level (2-tailed)

Table 4.3 shows that there was a positive significant relationship between strategic leadership and strategy implementation since the r value was 0.440 (44%) and the p value was <0.01. There was a positive significant relationship between integrated leadership-champion framework and strategy implementation since the r value was 0.192 (19.2%) and the p value was <0.05. There was a negative significant relationship between strategic management process and strategy implementation since the r value was -0.381 (-38.1%) and the p value was <0.01.
4.3.5 Regression Analysis of Strategic Leadership Elements in Strategy Implementation

The computed components: strategic leadership; integrated leadership-champion framework (IL-C); and strategic management processes were tested using regression analysis and the results were as shown in the following section:

Table 4.4 shows the results of the regression model summary for strategic leadership; integrated leadership-champion framework (IL-C); and strategic management process (independent variables), and the dependent variable which was strategy implementation. The R square value for the model showed that 79% of the variance in strategy implementation could be explained by strategic leadership; integrated leadership-champion framework (IL-C); and strategic management process.

Table 4.4 Model Summary of Strategic Leadership Elements

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.889</td>
<td>.790</td>
<td>.784</td>
<td>.19009</td>
</tr>
</tbody>
</table>

a. Predictors (Constant): Strategic Leadership; Integrated Leadership-Champion Framework (IL-C); and Strategic Management Process

Table 4.5 shows the ANOVA results for the computed strategic leadership components, and the table shows that independent variables (strategic management process; integrated leadership-champion framework; and strategic leadership) significantly predict the dependent variable (strategy implementation) since the p value was <0.05.

Table 4.5 ANOVA for Strategic Leadership Elements

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>14.691</td>
<td>3</td>
<td>4.897</td>
<td>135.518</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>3.903</td>
<td>108</td>
<td>.036</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>18.593</td>
<td>111</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant) Strategic Management Process; Integrated Leadership-Champion Framework; Strategic Leadership

b. Dependent Variable: Strategy Implementation

The regression coefficients for the model in Table 4.6 predicts the relationship between the variables (strategic management process; integrated leadership-champion framework;
and strategic leadership) and strategy implementation and it indicates that these variables had positive significant influence on strategy implementation. This is due to the fact that the precision level was less than the threshold of p<0.05. The three had coefficients of strategic management process (0.000), integrated leadership-champion framework (0.000), and strategic leadership (0.000). This concludes that all the variables had a positive influence on strategic implementation and they were significant.

Table 4.6 Regression Coefficients of Strategic Leadership Elements

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>1.234</td>
<td>.368</td>
<td>.636</td>
<td>.526</td>
</tr>
<tr>
<td>Strategic Leadership</td>
<td>.513</td>
<td>.070</td>
<td>.706</td>
<td>15.860</td>
</tr>
<tr>
<td>Integrated Leadership</td>
<td>.291</td>
<td>.028</td>
<td>.461</td>
<td>10.409</td>
</tr>
<tr>
<td>Strategic Management</td>
<td>.467</td>
<td>.049</td>
<td>-.422</td>
<td>-9.500</td>
</tr>
<tr>
<td>Process</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The equation that predicted the influence of strategic leadership factors in strategy implementation was:

\[
\text{Strategy Implementation} = 1.234 + 0.513 \text{ Strategic Leadership} + 0.291 \text{ Integrated Leadership} + 0.467 \text{ Strategic Management Process}
\]

This equation shows that if all factors were held constant; then for every increase in strategic leadership there would be an increase of 51.3% in strategy implementation. For every increase in integrated leadership there would be an increase of 29.1% in strategy implementation. For every increase in strategic management process there would be an increase of 46.7% in strategy implementation.
4.4 Role of Organizational Culture in Strategy Implementation

4.4.1 Rating of the Role of Organizational Culture in Strategy Implementation

The researcher sought to determine the role of organizational culture in strategy implementation using a five point likert scale of 1-5 where 1=Strongly Disagree, 2=Disagree, 3=Not Sure, 4=Agree, and 5=Strongly Agree. The results were as shown in Table 4.7. The table shows that the responses had a mean of >3.0 which means that organizational culture in the organization highly determined strategy implementation. The results also had a standard deviation of <1.5 which showed that the difference in response received from the population was almost similar.

Table 4.7 shows that the organizational culture helped the organization to implement its strategies effectively as agreed to by 85.7% of the respondents. Organizational culture was used as a form of control and as a means of increasing productivity in the organization as agreed to by 46.4% of the respondents, but 39.3% were not sure, and disagreed to by 14.3%. The organizational culture helped employees to understand the interconnectedness of the organization that fostered collaboration in achieving strategy implementation as agreed to by 71.4% of the respondents. The organizational culture had purposeful communication capable of conveying circular relationships and exposing the interdependency of individual units that facilitated strategy implementation as agreed to by 85.7% of the respondents. The organizational culture supported feedback loops that were used by leaders and policy makers to detect the impact/ effect of strategy decision and made necessary amendments as agreed to by 85.7% of the respondents. The culture of working under strict mandated responsibilities (shared vision) supported by an action-oriented philosophy (mission) provided profound cohesion during strategy implementation as agreed to by 85.7% of the respondents. The vision-centered culture made it easier for employees to clarify outcomes, equip members with a clear direction thus influencing strategy implementation as agreed to by 85.7% of the respondents. The organizational culture was committed to individual growth and learning in order to expand personal abilities to experiment and collaboratively reframe problems as agreed to by 85.7% of the respondents. The organization provided a working environment that enabled employees to lead enriched lives and supported knowledge acquisition both on and off the job as agreed to by 85.7% of the respondents.
Table 4.7 Rating of the Role of Organizational Culture in Strategy Implementation

<table>
<thead>
<tr>
<th>Description</th>
<th>SD</th>
<th>D</th>
<th>NS</th>
<th>A</th>
<th>SA</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our organizational culture helps our organization to implement its strategies effectively</td>
<td>0</td>
<td>14.3</td>
<td>0</td>
<td>59.8</td>
<td>25.9</td>
<td>3.97</td>
<td>.915</td>
</tr>
<tr>
<td>Organizational culture is used as a form of control and as a means of increasing productivity in the organization</td>
<td>0</td>
<td>14.3</td>
<td>39.3</td>
<td>46.4</td>
<td>0</td>
<td>3.32</td>
<td>.713</td>
</tr>
<tr>
<td>Our organizational culture helps employees to understand the interconnectedness of the organization that fosters collaboration in achieving strategy implementation</td>
<td>0</td>
<td>14.3</td>
<td>14.3</td>
<td>29.5</td>
<td>42</td>
<td>3.99</td>
<td>1.070</td>
</tr>
<tr>
<td>Our organizational culture has purposeful communication capable of conveying circular relationships and exposing the interdependency of individual units that facilitate strategy implementation</td>
<td>0</td>
<td>0</td>
<td>14.3</td>
<td>58</td>
<td>27.7</td>
<td>4.13</td>
<td>.637</td>
</tr>
<tr>
<td>Our organizational culture supports feedback loops that are used by leaders and policy makers to detect the impact/ effect of strategy decision and make necessary amendments</td>
<td>0</td>
<td>0</td>
<td>14.3</td>
<td>39.3</td>
<td>46.4</td>
<td>4.32</td>
<td>.713</td>
</tr>
<tr>
<td>Our culture of working under strict mandated responsibilities (shared vision) supported by an action-oriented philosophy (mission) provides profound cohesion during strategy implementation</td>
<td>0</td>
<td>0</td>
<td>14.3</td>
<td>70.5</td>
<td>15.2</td>
<td>4.01</td>
<td>.545</td>
</tr>
<tr>
<td>Our vision-centered culture makes it easier for us to clarify outcomes, equip members with a clear direction thus influencing strategy implementation</td>
<td>0</td>
<td>0</td>
<td>14.3</td>
<td>59.8</td>
<td>25.9</td>
<td>4.12</td>
<td>.626</td>
</tr>
<tr>
<td>Our organizational culture is committed to individual growth and learning in order to expand personal abilities to experiment and collaboratively reframe problems</td>
<td>0</td>
<td>14.3</td>
<td>0</td>
<td>53.6</td>
<td>32.1</td>
<td>4.04</td>
<td>.948</td>
</tr>
<tr>
<td>Our organizations provides a working environment that enables employees to lead enriched lives and supports knowledge acquisition both on and off the job</td>
<td>0</td>
<td>0</td>
<td>14.3</td>
<td>42.9</td>
<td>42.9</td>
<td>4.29</td>
<td>.703</td>
</tr>
<tr>
<td>Our organization ensures that it has the right people on board during strategy implementation and organizational change</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>42.9</td>
<td>57.1</td>
<td>4.57</td>
<td>.497</td>
</tr>
<tr>
<td>Our organization works with the existing structure to identify supportive, effective personnel and incorporating these individuals in the decision-making process and the strategy implementation team</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>59.8</td>
<td>40.2</td>
<td>4.40</td>
<td>.492</td>
</tr>
<tr>
<td>Our organization has the ability to integrate, build, and reconfigure its resources to match the constantly changing organizational needs</td>
<td>0</td>
<td>0</td>
<td>14.3</td>
<td>45.5</td>
<td>40.2</td>
<td>4.26</td>
<td>.694</td>
</tr>
<tr>
<td>Our organization maintains an externally focused posture in understanding its changing needs and happenings in the environment through the development of a means that continuously monitors these changes</td>
<td>0</td>
<td>14.3</td>
<td>14.3</td>
<td>28.6</td>
<td>42.9</td>
<td>4.00</td>
<td>1.074</td>
</tr>
</tbody>
</table>

Table 4.7 also shows that, the organization ensured that it had the right people on board during strategy implementation and organizational change as agreed to by all the respondents. The organization worked with the existing structure to identify supportive,
effective personnel and incorporated these individuals in the decision-making process and the strategy implementation team as agreed to by all the respondents. The organization had the ability to integrate, build, and reconfigure its resources to match the constantly changing organizational needs as agreed to by 85.7% of the respondents. The organization maintained an externally focused posture in understanding its changing needs and happenings in the environment through the development of a means that continuously monitored these changes as agreed to by 71.4% of the respondents.

4.4.2 Correlations for the Role of Organizational Culture in Strategy Implementation

The researcher computed study components to form 6 variables: organizational culture; organizational interrelationships; shared vision and mission; commitment to learning; hiring the right people; and dynamic capabilities, which were tested using the Pearson Correlation and the results were as shown in Table 4.8. The study used a threshold of 0.05 for all significant factors and discarded those whose p value was >0.05.

Table 4.8 shows that there was a positive significant relationship between organizational culture elements and strategy implementation since they all had a p value of <0.01 which was less than the study’s threshold of <0.05. The table shows that organizational culture’s r values were significant since organization culture had 0.707 (70.7%), organizational interrelationships 0.248 (24.8%), shared vision and mission 0.403 (40.3%), commitment to learning 0.325 (32.5%), hiring the right people 0.810 (81%), and dynamic capabilities 0.423 (42.3%) respectively. These concludes that all the factors were positively significant to strategy implementation in the organization.
Table 4.8 Correlations for Organizational Culture and Strategy Implementation

<table>
<thead>
<tr>
<th></th>
<th>Strategy Implementation</th>
<th>Culture</th>
<th>Interrelationships</th>
<th>Vision &amp; Mission</th>
<th>Learning Commitment</th>
<th>Hiring Right People</th>
<th>Dynamic Capabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy Implementation</td>
<td>1</td>
<td>.707**</td>
<td>.248**</td>
<td>.403**</td>
<td>.325**</td>
<td>.810**</td>
<td>.423**</td>
</tr>
<tr>
<td>Culture</td>
<td>.707**</td>
<td>1</td>
<td>.325**</td>
<td>.448**</td>
<td>.614**</td>
<td>.427**</td>
<td>.357**</td>
</tr>
<tr>
<td>Interrelationships</td>
<td>.248**</td>
<td>.325**</td>
<td>1</td>
<td>.261**</td>
<td>.386**</td>
<td>.628**</td>
<td>.801**</td>
</tr>
<tr>
<td>Vision &amp; Mission</td>
<td>.403**</td>
<td>.448**</td>
<td>.261**</td>
<td>1</td>
<td>.602**</td>
<td>.498**</td>
<td>.701**</td>
</tr>
<tr>
<td>Learning Commitment</td>
<td>.325**</td>
<td>.614**</td>
<td>.386**</td>
<td>.602**</td>
<td>1</td>
<td>.402**</td>
<td>.633**</td>
</tr>
<tr>
<td>Hiring Right People</td>
<td>.810**</td>
<td>.427**</td>
<td>.628**</td>
<td>.498**</td>
<td>.402**</td>
<td>1</td>
<td>.807**</td>
</tr>
<tr>
<td>Dynamic Capabilities</td>
<td>.423**</td>
<td>.357**</td>
<td>.801**</td>
<td>.701**</td>
<td>.633**</td>
<td>.807**</td>
<td>1</td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level (2-tailed)
4.4.3 Regression Analysis of Organizational Culture Elements

The computed organizational culture components: organizational interrelationships; shared vision and mission; commitment to learning; hiring the right people; and dynamic capabilities, were tested using regression analysis and the results were as shown in the following section:

Table 4.9 shows the results of the regression model summary for organizational interrelationships; shared vision and mission; commitment to learning; hiring the right people; and dynamic capabilities (independent variables), and the dependent variable which was strategy implementation. The R square value for the model showed that 56.9% of the variance in strategy implementation could be explained by organizational interrelationships, shared vision and mission, commitment to learning, hiring the right people, and dynamic capabilities.

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.754</td>
<td>.569</td>
<td>.549</td>
<td>.27499</td>
</tr>
</tbody>
</table>

a. Predictors (Constant): Organizational Interrelationships; Shared Vision and Mission; Commitment to Learning; Hiring the Right People; and Dynamic Capabilities

Table 4.10 shows the ANOVA results for the computed organizational culture components, and the table shows that independent variables (organizational interrelationships, shared vision and mission, commitment to learning, hiring the right people, and dynamic capabilities) significantly predict the dependent variable (strategy implementation) since the p value was <0.05.

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>10.577</td>
<td>5</td>
<td>2.115</td>
<td>27.975</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>8.016</td>
<td>106</td>
<td>.076</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>18.593</td>
<td>111</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant) Organizational Interrelationships; Shared Vision and Mission; Commitment to Learning; Hiring the Right People; and Dynamic Capabilities
b. Dependent Variable: Strategy Implementation
The regression coefficients for the model in Table 4.11 predicts the relationship between the variables (organizational interrelationships; shared vision and mission; commitment to learning; hiring the right people; and dynamic capabilities) and strategy implementation and it indicates that these variables had positive influence on strategy implementation. Three variables: organizational interrelationships, commitment to learning, and dynamic capabilities had positive influence on strategic implementation and were significant, since their precision level was less than the threshold of p<0.05. Shared vision and mission, and hiring the right people had positive influence on strategic implementation, but were insignificant, since their precision level was greater than the threshold of p<0.05.

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>3.146</td>
<td>.537</td>
<td>5.858</td>
</tr>
<tr>
<td></td>
<td>Organization Interrelations</td>
<td>.607</td>
<td>.106</td>
<td>.895</td>
</tr>
<tr>
<td></td>
<td>Shared Vision &amp; Mission</td>
<td>-.089</td>
<td>.095</td>
<td>-.123</td>
</tr>
<tr>
<td></td>
<td>Learning Organization</td>
<td>.435</td>
<td>.051</td>
<td>.756</td>
</tr>
<tr>
<td></td>
<td>Hiring Right People</td>
<td>-.194</td>
<td>.128</td>
<td>-.175</td>
</tr>
<tr>
<td></td>
<td>Dynamic Capabilities</td>
<td>-.502</td>
<td>.159</td>
<td>-.838</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Strategy Implementation

The equation that predicted the influence of organizational culture factors in strategy implementation was:

Strategic Implementation = 3.146 + 0.607 Organization Interrelations - 0.089 Shared Vision and Mission + 0.435 Learning Organization - 0.194 Hiring Right People - 0.502 Dynamic Capabilities

This equation shows that if all factors were held constant, then for every increase in organizational interrelations there would be an increase of 60.7% in strategy implementation. For every increase in shared vision and mission there would be a decrease of 8.9% in strategy implementation. For every increase in learning organization there would be an increase of
43.5% in strategy implementation. For every increase in hiring the right people there would be a decrease of 19.4% in strategy implementation. For every increase in organizational dynamic capabilities there would be a decrease of 50.2% in strategy implementation.

4.5 Role of Organizational Structure in Strategy Implementation

4.5.1 Rating of the Role of Organizational Structure in Strategy Implementation

The researcher sought to determine the role of organizational structure in strategy implementation using a five point likert scale of 1-5 where 1=Strongly Disagree, 2=Disagree, 3=Not Sure, 4=Agree, and 5=Strongly Agree. The results were as shown in Table 4.12. The table shows that the responses had a mean of >3.0 which means that organizational structure in the organization highly determined strategy implementation. The results also had a standard deviation of <1.5 which showed that the difference in response received from the population was almost similar.

Table 4.12 shows that the organizational structure helped the organization to implement its strategies effectively as agreed to by 89.3% of the respondents. The organizational structure served as basis for orchestrating the organizational activities as agreed to by 85.7% of the respondents. The organizational structure promoted specialization of labor to encourage efficiency and minimize the need for an elaborate control system as agreed to by all the respondents. The organization structure promoted full utilization of the most up-to-date technical skills and facilitates the capitalization of efficiency gained from specialized manpower, faculties, and equipment as agreed to by 71.4% of the respondents. The organization used divisional structure to motivate employees, control operations, and compete successfully in diverse locations as agreed to by 85.7% of the respondents. The divisional structures required skilled management force and reduced top management control as agreed to by 60.7% of the respondents. The organizational structure was composed of operating units where individual units represented a separate business to which the top corporate officer delegated responsibility for day-to-day operations as agreed to by 71.4% of the respondents. The organizational structure facilitated strategy implementation by improving coordination between similar divisions and channeling accountability to distinct business units as agreed to by 85.7% of the respondents.
Table 4.12 Rating of the Role of Organizational Structure in Strategy Implementation

<table>
<thead>
<tr>
<th>Description</th>
<th>SD</th>
<th>D</th>
<th>NS</th>
<th>A</th>
<th>SA</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our organizational structure helps the organization to implement its strategies effectively</td>
<td>0</td>
<td>10.7</td>
<td>0</td>
<td>45.5</td>
<td>43.8</td>
<td>4.22</td>
<td>.908</td>
</tr>
<tr>
<td>Our organizational structure serves as basis for orchestrating the organizational activities</td>
<td>0</td>
<td>0</td>
<td>14.3</td>
<td>56.2</td>
<td>29.5</td>
<td>4.15</td>
<td>.647</td>
</tr>
<tr>
<td>Our organizational structure promotes specialization of labor to encourage efficiency and minimize the need for an elaborate control system</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>59.8</td>
<td>40.2</td>
<td>4.40</td>
<td>.492</td>
</tr>
<tr>
<td>Our organization structure promotes full utilization of the most up-to-date technical skills and facilitates the capitalization of efficiency gains from specialized manpower, faculties, and equipment</td>
<td>0</td>
<td>14.3</td>
<td>14.3</td>
<td>28.6</td>
<td>42.9</td>
<td>4.00</td>
<td>1.074</td>
</tr>
<tr>
<td>Our organization uses divisional structure to motivate employees, control operations, and compete successfully in diverse locations</td>
<td>0</td>
<td>0</td>
<td>14.3</td>
<td>56.2</td>
<td>29.5</td>
<td>4.15</td>
<td>.647</td>
</tr>
<tr>
<td>Our divisional structures require skilled management force and reduced top management control</td>
<td>0</td>
<td>10.7</td>
<td>28.6</td>
<td>14.3</td>
<td>46.4</td>
<td>3.96</td>
<td>1.090</td>
</tr>
<tr>
<td>Our organizational structure is composed of operating units where individual units represent a separate business to which the top corporate officer delegates responsibility for day-to-day operations</td>
<td>0</td>
<td>0</td>
<td>28.6</td>
<td>14.3</td>
<td>57.1</td>
<td>4.29</td>
<td>.885</td>
</tr>
<tr>
<td>Our organizational structure facilitates strategy implementation by improving coordination between similar divisions and channeling accountability to distinct business units</td>
<td>0</td>
<td>14.3</td>
<td>0</td>
<td>70.5</td>
<td>15.2</td>
<td>3.87</td>
<td>.844</td>
</tr>
<tr>
<td>Our organizational structure transfers employees from some functional units to other units temporarily from time to time</td>
<td>0</td>
<td>10.7</td>
<td>28.6</td>
<td>14.3</td>
<td>46.4</td>
<td>3.96</td>
<td>1.090</td>
</tr>
<tr>
<td>Our organization will make use of employee transfers while pursuing strategies for adding new groups, and technology to its range of activities</td>
<td>0</td>
<td>10.7</td>
<td>14.3</td>
<td>28.6</td>
<td>46.4</td>
<td>4.11</td>
<td>1.017</td>
</tr>
<tr>
<td>Our organization has a virtual organization composed of a series of project groups or collaborations linked by constantly changing non-hierarchical, cobweb-like networks</td>
<td>0</td>
<td>0</td>
<td>25</td>
<td>42.9</td>
<td>32.1</td>
<td>4.07</td>
<td>.756</td>
</tr>
<tr>
<td>Our network organization structure provides us with an increased flexibility and adaptability to cope with rapid technological change and shifting patterns in our environment</td>
<td>0</td>
<td>0</td>
<td>14.3</td>
<td>42.9</td>
<td>42.9</td>
<td>4.29</td>
<td>.703</td>
</tr>
</tbody>
</table>
Table 4.12 also shows that, organizational structure transferred employees from some functional units to other units temporarily from time to time as agreed to by 60.7% of the respondents. The organization makes use of employee transfers while pursuing strategies for adding new groups, and technology to its range of activities as agreed to by 75% of the respondents. The organization has a virtual organization composed of a series of project groups or collaborations linked by constantly changing non-hierarchical, cobweb-like networks as agreed to by 75% of the respondents. The network organization structure provided employees with an increased flexibility and adaptability to cope with rapid technological change and shifting patterns in their environment as agreed to by 85.7% of the respondents.

4.5.2 Correlations for the Role of Organizational Structure in Strategy Implementation

The researcher computed study components to form 6 variables: organizational structure; functional structure; divisional structure; strategic business units; matrix structure; and network structure, which were tested using the Pearson Correlation and the results were as shown in Table 4.13. The study used a threshold of 0.05 for all significant factors and discarded those whose p value was >0.05.

Table 4.13 shows that there was a negative significant relationship between organizational structure and strategy implementation since the r value was -0.539 (-53.9%) and the p value was <0.01. There was a positive significant relationship between divisional structure and strategy implementation since the r value was 0.820 (82%) and the p value was <0.01. There was a positive significant relationship between strategic business units and strategy implementation since the r value was 0.329 (32.9%) and the p value was <0.01. There was a positive significant relationship between matrix structure and strategy implementation since the r value was 0.802 (80.2%) and the p value was <0.01. There was a positive significant relationship between network structure and strategy implementation since the r value was 0.325 (32.5%) and the p value was <0.01. There was a positive, but insignificant relationship between functional structure and strategy implementation since the r value was 0.017 (1.7%) and the p value was >0.05.
Table 4.13 Correlations for Role Organizational Structure in Strategy Implementation

<table>
<thead>
<tr>
<th></th>
<th>Strategy Implementation</th>
<th>Organizational Structure</th>
<th>Functional Structure</th>
<th>Divisional Structure</th>
<th>Strategic Business Units</th>
<th>Matrix Structure</th>
<th>Network Structure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy</td>
<td>1</td>
<td>-.539**</td>
<td>.017</td>
<td>.820**</td>
<td>.329**</td>
<td>.802**</td>
<td>.325**</td>
</tr>
<tr>
<td>Implementation</td>
<td>.000</td>
<td>1</td>
<td>.136</td>
<td>-.117</td>
<td>.123</td>
<td>-.045</td>
<td>.304**</td>
</tr>
<tr>
<td>Organizational</td>
<td>-.539**</td>
<td>.000</td>
<td>.153</td>
<td>.221</td>
<td>.197</td>
<td>636</td>
<td>.001</td>
</tr>
<tr>
<td>Structure</td>
<td></td>
<td></td>
<td>1</td>
<td>.073</td>
<td>.300**</td>
<td>.071</td>
<td>.485**</td>
</tr>
<tr>
<td>Functional</td>
<td>.017</td>
<td>.136</td>
<td>1</td>
<td>.073</td>
<td>.300**</td>
<td>.071</td>
<td>.485**</td>
</tr>
<tr>
<td>Structure</td>
<td>.861</td>
<td>.153</td>
<td>.443</td>
<td>.001</td>
<td>.455</td>
<td>.001</td>
<td>.000</td>
</tr>
<tr>
<td>Divisional</td>
<td>.820**</td>
<td>-.117</td>
<td>.073</td>
<td>1</td>
<td>.746**</td>
<td>.902**</td>
<td>.705**</td>
</tr>
<tr>
<td>Structure</td>
<td>.000</td>
<td>.221</td>
<td>.443</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>Strategic</td>
<td>.329**</td>
<td>.123</td>
<td>.300**</td>
<td>.746**</td>
<td>1</td>
<td>.467**</td>
<td>.781**</td>
</tr>
<tr>
<td>Business Units</td>
<td>.000</td>
<td>.197</td>
<td>.001</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>Matrix</td>
<td>.802**</td>
<td>-.045</td>
<td>.071</td>
<td>.902**</td>
<td>.467**</td>
<td>1</td>
<td>.679**</td>
</tr>
<tr>
<td>Structure</td>
<td>.000</td>
<td>636</td>
<td>.455</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>Network</td>
<td>.325**</td>
<td>.304**</td>
<td>.485**</td>
<td>.705**</td>
<td>.781**</td>
<td>.679**</td>
<td>1</td>
</tr>
<tr>
<td>Structure</td>
<td>.000</td>
<td>.001</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level (2-tailed)
4.5.3 Regression Analysis of Organizational Structure Elements

The computed organizational structure components: organizational structure; divisional structure; strategic business units; matrix structure; and network structure, were tested using regression analysis. The analysis did not include functional structure since it was insignificant in the study, and the results were as shown in the following section:

Table 4.14 shows the results of the regression model summary for organizational structure, divisional structure, strategic business units, matrix structure, and network structure (independent variables), and the dependent variable which was strategy implementation. The R square value for the model showed that 81.2% of the variance in strategy implementation could be explained by organizational structure, divisional structure, strategic business units, matrix structure, and network structure.

Table 4.14 Model Summary of Organizational Structure Elements

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.901</td>
<td>.812</td>
<td>.803</td>
<td>.18169</td>
</tr>
</tbody>
</table>

a. Predictors (Constant): Organizational Structure; Divisional Structure; Strategic Business Units; Matrix Structure; and Network Structure

Table 4.15 shows the ANOVA results for the computed organizational structure components, and the table shows that independent variables (organizational structure, divisional structure, strategic business units, matrix structure, and network structure), significantly predict the dependent variable (strategy implementation) since the p value was <0.05.

Table 4.15 ANOVA for Organizational Structure Elements

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>15.094</td>
<td>5</td>
<td>3.019</td>
<td>91.449</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>3.499</td>
<td>106</td>
<td>.033</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>18.593</td>
<td>111</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant) Organizational Structure; Divisional Structure; Strategic Business Units; Matrix Structure; and Network Structure

b. Dependent Variable: Strategy Implementation
The regression coefficients for the model in Table 4.16 predicts the relationship between the variables (organizational structure, divisional structure, strategic business units, matrix structure, and network structure) and strategy implementation and it indicates that these variables had positive significant influence on strategy implementation. This is due to the fact that the precision level was less than the threshold of p<0.05. All five variables: organizational structure, divisional structure, strategic business units, matrix structure, and network structure had coefficients of 0.000. This concludes that all the variables had a significant influence on strategic implementation.

Table 4.16 Regression Coefficients of Organizational Structure Elements

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>6.578</td>
<td>.243</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational Structure</td>
<td>-.558</td>
<td>.101</td>
<td>-2.316</td>
<td>.000</td>
</tr>
<tr>
<td>Divisional Structure</td>
<td>.226</td>
<td>.310</td>
<td>4.299</td>
<td>.000</td>
</tr>
<tr>
<td>Strategic Business Units</td>
<td>-.181</td>
<td>.181</td>
<td>-2.260</td>
<td>.000</td>
</tr>
<tr>
<td>Matrix Structure</td>
<td>-.636</td>
<td>.157</td>
<td>-1.615</td>
<td>.000</td>
</tr>
<tr>
<td>Network Structure</td>
<td>.602</td>
<td>.119</td>
<td>.888</td>
<td>.000</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Strategy Implementation

The equation that predicted the influence of organizational structure factors in strategy implementation was:

\[
\text{Strategy Implementation} = 6.578 - 0.558 \text{ Organizational Structure} + 0.226 \text{ Divisional Structure} - 0.181 \text{ Strategic Business Units} - 0.636 \text{ Matrix Structure} + 0.602 \text{ Network Structure}
\]

This equation shows that if all factors were held constant, then for every increase in organizational structure there would be a decrease of 55.8% in strategy implementation. For every increase in divisional structure there would be an increase of 22.6% in strategy implementation. For every increase in strategic business units there would be a decrease of 18.1% in strategy implementation. For every increase in the matrix structure there would be a
decrease of 63.6% in strategy implementation. For every increase in network structure there would be an increase of 60.2% in strategy implementation.

4.5.4 Regression Analysis of Organizational Leadership, Culture and Structure

The researcher computed the relationship between organizational leadership, culture and structure and their influence on strategic leadership. Table 4.17 shows the results of the regression model summary for organizational leadership, organizational culture, and organizational structure (independent variables), and the dependent variable which was strategy implementation. The R square value for the model showed that 82.9% of the variance in strategy implementation could be explained by organizational leadership, organizational culture, and organizational structure.

Table 4.17 Model Summary of Organizational Leadership, Culture, and Structure

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.910</td>
<td>.829</td>
<td>.824</td>
<td>.17183</td>
</tr>
</tbody>
</table>

a. Predictors (Constant): Organizational Leadership, Organizational Culture, and Organizational Structure

Table 4.18 shows the ANOVA results for the computed organizational leadership, culture and structure components, and the table shows that independent variables (organizational leadership, organizational culture, and organizational structure), significantly predict the dependent variable (strategy implementation) since the p value was <0.05.

Table 4.18 ANOVA for Organizational Leadership, Culture, and Structure

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>15.405</td>
<td>3</td>
<td>5.135</td>
<td>173.919</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>3.189</td>
<td>108</td>
<td>.030</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>18.593</td>
<td>111</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant) Organizational Leadership, Organizational Culture, and Organizational Structure
b. Dependent Variable: Strategy Implementation
The regression coefficients for the model in Table 4.19 predicts the relationship between the variables (organizational leadership, organizational culture, and organizational structure) and strategy implementation and it indicates that these variables had positive significant influence on strategy implementation. This is due to the fact that the precision level was less than the threshold of \( p<0.05 \). All three variables: organizational leadership, organizational culture, and organizational structure had coefficients of 0.000. This concludes that all the variables had a significant influence on strategic implementation.

Table 4.19 Regression Coefficients of Organizational Leadership, Culture, Structure

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td>T</td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>1.618</td>
<td>.294</td>
<td>5.506</td>
<td>.000</td>
</tr>
<tr>
<td>Organizational Leadership</td>
<td>.714</td>
<td>.067</td>
<td>.453</td>
<td>10.717</td>
</tr>
<tr>
<td>Organizational Culture</td>
<td>.280</td>
<td>.026</td>
<td>.447</td>
<td>10.587</td>
</tr>
<tr>
<td>Organizational Structure</td>
<td>-.345</td>
<td>.027</td>
<td>-.512</td>
<td>-12.848</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Strategy Implementation

The equation that predicted the influence of organizational leadership, organizational culture, and organizational structure factors in strategy implementation was:

\[
\text{Strategy Implementation} = 6.578 + 0.714 \text{ Organizational Leadership} + 0.280 \text{ Organizational Culture} - 0.345 \text{ Organizational Structure}
\]

This equation shows that if all factors were held constant, then for every increase in organizational leadership there would be an increase of 71.4% in strategy implementation. For every increase in organizational culture there would be an increase of 28% in strategy implementation. For every increase in organizational structure there would be a decrease of 34.5% in strategy implementation.
4.6 Chapter Summary

The chapter has presented the study findings using data obtained from the questionnaires. The analysis has been done using descriptive statistics of means and percentages to explain the findings and a Pearson Correlation analysis was used to determine the significance of the various study factors as well as inferential statistics. Presentations have been made using tables and figures and brief explanations of the same have been offered. The next chapter presents the study discussions, conclusions, and recommendations.
CHAPTER FIVE
5.0 DISCUSSIONS, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction
This chapter is divided into various sections as follows: section 5.1 was introduction, section 5.2 showed summary of findings, section 5.3 showed discussions of findings, section 5.4 showed the study conclusion, and section 5.5 showed the recommendations of the study.

5.2 Summary
The main purpose of the study was to establish the role of strategic leadership in effective strategy implementation at UNICEF Somalia. The study sought to answer the following research questions: What is the role of strategic leadership in strategy implementation at UNICEF Somalia?; What is the role of organizational culture in strategy implementation at UNICEF Somalia?; and What is the role of organizational structure in strategy implementation at UNICEF Somalia?

This study adopted the descriptive research design. The descriptive study was used to examine the relationship between the roles of strategic leadership (independent variable) in effective strategy implementation (dependent variable). The population for this study was the staff working at UNICEF Somalia whose total was 294. For this study, the sampling frame came from the official list of employees that worked at UNICEF Somalia in 2016 and was obtained from the organization’s human resource department. The study used stratified sampling technique. The sample size of the study was 50% of the total number of managers at different levels and that of regular staff which brought the total sample size to 148. Primary data was collected for the study using self-administered questionnaire. The study used statistical frequencies and percentages for analysis. These was done to show the percentage of responses. For likert questions, the study employed the use of mean and standard deviations to show the strength and the degree in response differences. The study also employed the use of correlation and regression analysis to test the existing relationships between the study variables. Presentations of these findings were done by use of figures and tables.
The study showed that there was a positive significant relationship between strategic leadership and strategy implementation. There was a positive significant relationship between integrated leadership-champion framework and strategy implementation. There was a negative significant relationship between strategic management process and strategy implementation. The regression coefficients for the model showed that strategic management process, integrated leadership-champion framework, and strategic leadership had positive significant influence on strategy implementation. This was due to the fact that the precision level was less than the required threshold. The equation that predicted the influence of strategic leadership factors in strategy implementation was: Strategy Implementation = 1.234 + 0.513 Strategic Leadership + 0.291 Integrated Leadership + 0.467 Strategic Management Process. This equation shows that if all factors were held constant; then for every increase in strategic leadership there would be an increase in strategy implementation. For every increase in integrated leadership there would be an increase in strategy implementation. For every increase in strategic management process there would be an increase in strategy implementation.

The study showed that there was a positive significant relationship between organizational culture elements and strategy implementation. The study showed that organization culture, organizational interrelationships, shared vision and mission, commitment to learning, hiring the right people, and dynamic capabilities respectively. The regression coefficients for the model showed that, organizational interrelationships, shared vision and mission, commitment to learning, hiring the right people, and dynamic capabilities had positive influence on strategy implementation. Three variables: organizational interrelationships, commitment to learning, and dynamic capabilities had positive influence on strategic implementation and were significant, since their precision level was less than the required threshold. Shared vision and mission, and hiring the right people had positive influence on strategic implementation, but were insignificant, since their precision level was greater than the required threshold. The equation that predicted the influence of organizational culture factors in strategy implementation was: Strategic Implementation = 3.146 + 0.607 Organization Interrelations - 0.089 Shared Vision and Mission + 0.435 Learning Organization - 0.194 Hiring Right People - 0.502 Dynamic Capabilities. This equation shows that if all factors
were held constant, then for every increase in organizational interrelations there would be an increase in strategy implementation. For every increase in shared vision and mission there would be a decrease in strategy implementation. For every increase in learning organization there would be an increase in strategy implementation. For every increase in hiring the right people there would be a decrease in strategy implementation. For every increase in organizational dynamic capabilities there would be a decrease in strategy implementation.

The study showed that there was a negative significant relationship between organizational structure and strategy implementation. There was a positive significant relationship between divisional structure and strategy implementation. There was a positive significant relationship between strategic business units and strategy implementation. There was a positive significant relationship between matrix structure and strategy implementation. There was a positive significant relationship between network structure and strategy implementation. There was a positive, but insignificant relationship between functional structure and strategy implementation. The regression coefficients for the model showed that, organizational structure, divisional structure, strategic business units, matrix structure, and network structure had positive significant influence on strategy implementation. This was due to the fact that the precision level was less than the required threshold. All the five variables: organizational structure, divisional structure, strategic business units, matrix structure, and network structure had significant coefficients. This concludes that all the variables had a positive influence on strategic implementation and they were significant. The equation that predicted the influence of organizational structure factors in strategy implementation was: Strategy Implementation = 6.578 - 0.558 Organizational Structure + 0.226 Divisional Structure - 0.181 Strategic Business Units - 0.636 Matrix Structure + 0.602 Network Structure. This equation shows that if all factors were held constant, then for every increase in organizational structure there would be a decrease in strategy implementation. For every increase in divisional structure there would be an increase in strategy implementation. For every increase in strategic business units there would be a decrease in strategy implementation. For every increase in the matrix structure there would be a decrease in strategy implementation. For every increase in network structure there would be an increase in strategy implementation.
5.3 Discussions

5.3.1 Role of Strategic Leadership in Strategy Implementation

The study showed that strategy implementation was not possible without stability between strategy and all organizational dimensions. This was in tandem with Hambrick and Cannella (2014) who state that, stability between strategy and each organizational dimension such as organizational leadership, organizational culture, organizational structure, reward structure, and resource-allocation process.

The study showed that, strategic direction and stewardship was guided by the organization’s strategic-change champion. According to Pearce and Robinson (2014), the strategic-change champion is primarily responsible for setting strategic direction and strategic stewardship.

The study showed that strategic management processes and shared values in the organization were connected by their valued-servant champion. According to Hambrick and Cannella (2014), the valued-servant champion connects all the strategic management processes by establishing and championing the shared values and promotes business ethics.

The study showed that the valued-servant champions in the organization, built trusting relationships which encouraged collaboration within the organization. According to Hambrick and Cannella (2014), the valued-s champion builds trusting relationships which encourage collaboration.

The study showed that the organization had a powered-team champion who was accountable for cascading goals and team management. Thompson, Strickland and Gamble (2013) note that, the powered-team champion is an integrated leadership-champion sub-role primarily accountable for establishing and managing cascaded goal and team management.

The study showed that, strategy was implemented in the organization through linking of team members and different work processes that implanted self-confidence and autonomy in the teams. According to Thompson, Strickland and Gamble (2013), powered-team champions
link team members and different work processes together to ensure effectiveness and implant self-confidence and autonomy in them.

The study showed that, strategy in the organization was implemented through value addition in the resource management process, and employee development processes. According to Graetz (2010), the resourceful champion adds value through the resource management process, employee development process and organizing process.

The study showed that, strategy in the organization was implemented through alignment and distribution of the available resources according to the strategic needs of the organization. Graetz (2010) notes that, the resourceful champion organizes, aligns and distributes the available resources according to the strategic needs of the organization. According to Picken and Dess (2013), resourceful champions have a passion to develop people and organize resources for them in order to enable them to produce the required results through the utilization of the allocated resources.

The study showed that, strategy implementation in the organization was facilitated through decision-making according to current and future business results and demands. These results are supported by Mattis (2011) who states that, the flexible-control champion is the IL-C sub-role which applies and makes decisions according to current and future business results and demands.

The study showed that, strategy was implemented in the organization through flexibility allowance and revision of control factors that could impede expected output through periodic assessments of the strategies. According to Mattis (2011), the role of monitoring a broad range of events inside and outside the organization primarily brings flexibility in an organization, controls factors that could impede expected output, and leads a group into periodic assessments of organizational strategies.
5.3.2 Role of Organizational Culture in Strategy Implementation

The study showed that organizational culture helped the organization implement its strategies effectively. According to Wilkins and Ouchi (2013), organizational culture is the set of shared philosophies, assumptions, values, expectations, attitudes and norms which bind an organization together and also helps a company to implement its strategies effectively.

The study showed that, organizational culture was used as a form of control and as a means of increasing productivity in the organization. According to O’Reilly et al. (1991), these shared philosophies, assumptions, values, expectations, attitudes, and norms bind an organization together. Organizational culture can therefore be used as a form of control (Wilkins and Ouchi, 2013) and as a means of increasing productivity (Denison and Mishra, 2015).

The study showed that organizational culture helped employees to understand the interconnectedness of the organization that fostered collaboration in achieving strategy implementation. According to Kim (2013), systems-thinking enables organizational members to understand the interconnectedness of individuals, workgroups, departments, processes, and organizational structures that foster increased collaboration and confidence in achieving complex objectives, and strategy implementation.

The study showed that organizational culture had purposeful communication capable of conveying circular relationships and exposing the interdependency of individual units that facilitated strategy implementation. Argyris (2007) notes that, systems thinking also requires purposeful communication capable of conveying circular relationships and exposing the interdependency of individual units that facilitate strategy implementation.

The study showed that, organizational culture supported feedback loops that were used by leaders and policy makers to detect the impact/ effect of strategy decision and make necessary amendments. According to Kim (2013), a feedback loop is a circular communication style purposed to continually detect errors both horizontally and vertically within an organization. These feedback loops are essential during strategy implementation,
since leaders and policy makers can detect the impact/ effect of strategy decision and make the necessary amendments.

The study showed that the organization’s culture of working under strict mandated responsibilities (shared vision) supported by an action-oriented philosophy (mission) provided profound cohesion during strategy implementation. These results are in tandem with Ring and Perry (2015) who state that, because NGOs do not have ambiguous service goals and often operate under strict mandated responsibilities, a central concept (vision) supported by an action-oriented philosophy (mission) provides profound cohesion amongst its diverse personnel and contributes to an increased sense of commitment and strategy implementation.

The study showed that the organization’s vision-centered culture made it easier for employees to clarify outcomes, equip members with clear direction thus influencing strategy implementation. These results are in tandem with Senge (2012) who states that, a vision-centered culture makes it easier to clarify outcomes and identify personnel responsibilities by equipping members with a clear direction and this greatly influences the ability of the organization in implementing strategy.

The study showed that, organization’s culture was committed to individual growth and learning in order to expand personal abilities to experiment and collaboratively reframe problems. McGill et al. (2012) and Senge (2012) note that, ‘personal mastery’ implies a commitment to individual growth and learning in order to expand personal abilities to experiment and collaboratively reframe problems.

The study showed that the organization provided a working environment that enabled employees to lead enriched lives and supported knowledge acquisition both on and off the job. According to Barker and Camarata (2008), strategic organizations provide a working environment that enables conditions for people to lead enriched lives and supports knowledge acquisition both on and off the job.
The study showed that the organization ensured that it had the right people on board during strategy implementation and organizational change. Collins (2011) suggests that, getting the right people on the bus is an essential first step during strategy implementation and organizational change. In other words, a good organizational culture begins with the, “Who” not the “What” (Senge, 2012).

The study showed that the organization worked with the existing structure to identify supportive, effective personnel and incorporated these individuals in the decision-making process and the strategy implementation team. These results are in tandem with Collins (2011) who recommends working within an existing structure to identify supportive, effective personnel and incorporating these individuals into the decision-making process and the strategy implementation team.

The study showed that the organization had the ability to integrate, build, and reconfigure its resources to match the constantly changing organizational needs. Wang and Ahmed (2007) state that, adaptive ability pertains to firm’s ability in integrating, building, and reconfiguring resources to match the constantly changing organizational needs to capitalizing on emerging market opportunities and needs.

The study showed that the organization maintained an externally focused posture in understanding its changing needs and happenings in the environment through the development of a means that continuously monitoring these changes. These results were in tandem with Hubbard et al. (2012) found that high performance organizations - in terms of strategy implementation - maintain an externally focused posture in understanding their changing needs and happenings in the environment.

5.3.3 Role of Organizational Structure in Strategy Implementation

The study showed that the organizational structure helped the organization to implement its strategies effectively. These results were in tandem with Mullins (2013) whose assertion was that, a good structure will not only have tangible effects, for instance financial, but also the
in-tangible effects, like motivation thus impacting organizations’ operational effectiveness as employees carrying out operations/ tasks of the organization.

The study showed that the organizational structure served as a basis for orchestrating the organizational activities. According to Buchanan and Huczynski (2014), structure is synonymous to a rope that employees hold and binds all employees towards unified direction and aids the identification of, “Who-is-Who” and “What-is-What” of the organization. Structure serves as basis for orchestrating organizational activities.

The study showed that the organizational structure promoted specialization of labor to encourage efficiency and minimize the need for an elaborate control system. These results are in tandem with Blaxill and Eckardt (2009) who state that, besides being simple and inexpensive, a functional structure also promotes specialization of labor, encourages efficiency, minimizes the need for an elaborate control system, and allows rapid decision making.

The study showed that the organization structure promoted full utilization of the most up-to-date technical skills and facilitates the capitalization of efficiency gained from specialized manpower, faculties, and equipment. According to Mulcaster (2012) organizing by functional specialties promotes full utilization of the most up-to-date technical skills and helps an organization to capitalize on the efficiency gains resulting from use of those technical skills (Mullins, 2013), it also helps an organization to capitalize on the efficiency gains resulting from the use of specialized manpower, faculties, and equipment (Blaxill and Eckardt, 2009).

The study showed that the organization used divisional structure to motivate employees, control operations, and compete successfully in diverse locations. These results were in tandem with Pullan (2010) who states that, as organizations grow, they have more difficulty in managing different products and services in different markets. Some form of divisional structure generally becomes necessary to motivate employees, control operations, and compete successfully in diverse locations.
The study showed that the divisional structures required skilled management force and reduced top management control. These results were in tandem with Pullan (2010) in his study notes that, divisional structures also require a more skilled management force and reduced top management control.

The study showed that the organizational structure was composed of operating units where individual units represented a separate business to which the top corporate officers delegated responsibility for day-to-day operations. According to Ulgen and Mirze (2010), the strategic business unit structure is composed of operating units where each unit represents a separate business to which the top corporate officer delegates responsibility for day-to-day operations and business unit strategy to its managers.

The study showed that the organizational structure facilitated strategy implementation by improving coordination between similar divisions and channeling accountability to distinct business units. These results were in tandem with studies by (Ulgen and Mirze, 2010; Penick, 2015; Camarata, 2008; Cameron and Quinn, 2011; McGill, et al., 2012) show that, this change in structure can facilitate strategy implementation by improving coordination between similar divisions and channeling accountability to distinct business units.

The study showed that the organizational structure transferred employees from some functional units to other units temporarily from time to time. According to Buchanan and Huczynski (2014), people from these functional units are often assigned temporarily to one or more product units or projects. The product units or projects are usually temporary and act like divisions in that they are differentiated on a product-market basis.

The study showed that the organization made use of employee transfers while pursuing strategies for adding new groups, and technology to its range of activities. According to Moncrieff (2011), the matrix structures are used more frequently because firms are pursuing strategies, adding new products, customer groups, and technology to their range of activities.
The study showed that the organization had a virtual organization composed of a series of project groups or collaborations linked by constantly changing non-hierarchical, cobweb-like networks. According to Jones (2013), a “non-structure” by its virtual elimination of in house business functions. It is often called a virtual organization because it is composed of a series of project groups or collaborations linked by constantly changing non-hierarchical, cobweb-like networks.

The study showed that the network organization structure provided employees with an increased flexibility and adaptability to cope with rapid technological changes and shifting patterns in their environment. These results are in tandem with Mulcaster (2012) who states that, the network organization structure provides an organization with increased flexibility and adaptability to cope with rapid technological change and shifting patterns of international trade and competition.

5.4 Conclusions

5.4.1 Role of Strategic Leadership in Strategy Implementation

The study concludes that strategy implementation is not possible without stability between strategy and all organizational dimensions. Strategic direction and stewardship needs to be guided an organization’s strategic-change champion through strategic management processes and shared values of the organization. The study concludes that there is need for an organization to have valued-servant champions like in UNICEF who builds trusting relationships which encourage collaboration within the organization, as well as a powered-team champion who is accountable for cascading goals and team management. The study concludes that UNICEF was successful in implementing strategy within the organization through linking of team members and different work processes that implanted self-confidence and autonomy in the various existing teams, and also through value addition in the resource management process, and employee development processes. UNICEF also achieved strategy implementation through alignment and distribution of the available resources according to the strategic needs of the organization which was facilitated through decision-making according to current and future business results and demands, and
allowance and revision of control factors that could impede expected output through periodic assessments of the strategies.

5.4.2 Role of Organizational Culture in Strategy Implementation
The study concludes that an organizational culture is crucial in facilitating effective strategy implementation and it is used as a form of control and as a means of increasing productivity within the organization. The organizational culture at UNICEF helped employees to understand the interconnectedness of the organization that fostered collaboration in achieving strategy implementation and it had a purposeful communication capable of conveying circular relationships and exposing the interdependency of individual units within the organization. From the study, it can be concluded that organizational culture at UNICEF supported feedback loops that were used by leaders and policy makers to detect the impact/effect of strategy decision and facilitated the necessary adjustments required. UNICEF’s culture was composed of employees working under strict mandated responsibilities (shared vision) supported by an action-oriented philosophy (mission) that provided profound cohesion during strategy implementation. The organization’s vision-centered culture also made it easier for employees to clarify outcomes, equip members with clear direction, and was committed to individual growth and learning in order to expand personal abilities to experiment and collaboratively reframe problems.

5.4.3 Role of Organizational Structure in Strategy Implementation
From the study, it can be concluded that the organizational structure helped UNICEF to implement its strategies effectively. The organization’s structure served as a basis for orchestrating the organizational activities and it promoted specialization of labor to encourage efficiency and minimize the need for an elaborate control system. UNICEF’s structure can be conclude to having the ability to promote full utilization of the most up-to-date technical skills and facilitate the capitalization of efficiency gained from specialized manpower, faculties, and equipment. The organization uses divisional structure to motivate employees, control operations, and compete successfully in diverse locations. It can be conclude from the findings that, UNICEF’s organizational structure was composed of operating units where individual units represented a separate business to which the top
corporate officers delegated responsibility for day-to-day operations, and this facilitated strategy implementation by improving coordination between similar divisions and channeling accountability to distinct business units. The organization transferred its employees from some functional units to other units temporarily from time to time while pursuing strategies for adding new groups, and technology to its range of activities.

5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 Role of Strategic Leadership in Strategy Implementation

The study has demonstrated that an integrated, holistic and systematic approach to leadership, with its constituent sub-roles relative to strategic management, is imperative for strategy implementation. The study therefore recommends that leaders and managers at UNICEF need to determine and/or distinguish the competencies and behavior of each sub-role within defined performance contracts to facilitate better coordination during strategy implementation. This may also enable leaders to know their areas of development relative to the organization’s strategy implementation.

5.5.1.2 Role of Organizational Culture in Strategy Implementation

The study recommends UNICEF leaders that are interested in changing the way the organization does things to take a step back from the process-based activities of strategic planning and focus on the value-based forces underlying the organization’s behaviors. These leaders need to carry out a culture assessments that will reveal what strategic culture characteristics exist and they can promote the strengths they find to motivate personnel and identify possibilities for immediate successes in their cultural reshaping endeavors.

5.5.1.3 Role of Organizational Structure in Strategy Implementation

Structure undeniably can and does influence strategy. Strategies formulated must be workable, so if a certain new strategy required massive structural changes it would not be an attractive choice. This study recommends UNICEF leaders to always be concerned with the types of structural changes that the organization needs to implement new strategies and how
these changes can best be accomplished. The leaders may adopt one or various available structures during strategy implementation.

5.5.2 Recommendations for Further Studies
This study focused on the role of strategic leadership in effective strategy implementation with a keen focus on UNICEF Somalia. The results are therefore limited to UNICEF. The study recommends similar studies to be conducted on other NGOs and INGOs to determine the similarities or differences, and establish the source of these similarities/differences between the organizations. These will facilitate the creation of a firm foundation of the influence of strategic leadership on strategy implementation on all NGOs.
REFERENCES


Sage Research Journals, 15, 18-36.


APPENDICES
APPENDIX I: COVER LETTER

Vivian Muasya,
United States International University – Africa,
P.O. Box 14634 – 00800,
Nairobi – Kenya.

Dear Respondent,

RE: RESEARCH PARTICIPATION.
I am a graduate student at the above mentioned institution pursuing a Masters of Business Administration program. I am currently conducting a research on “The Role of Strategic Leadership in Effective Strategy Implementation: A Case Study of UNICEF Somalia”. The results of the survey will be instrumental in knowing the principle factors that affect strategy implementation at UNICEF and the role of strategic leadership in strategy implementation.

I am humbly requesting for your participation which will facilitate the achievement of the above mentioned case study. This is an academic research and I assure you that confidentiality will be strictly adhered to. Kindly spare some minutes to fill the questionnaire attached.

Yours Sincerely,

Vivian Muasya.
APPENDIX II: QUESTIONNAIRE

You are requested to provide answers to these questions with honesty. Responses to these questions will be treated with confidentiality therefore your name is not required anywhere. Please tick (√) where appropriate or fill in the required information on the space provided.

SECTION 1: General Information

1. What is your Marital Status?
   - Single [ ]
   - Married [ ]
   - Divorced [ ]
   - Widowed [ ]

2. Please indicate your gender?
   - Male [ ]
   - Female [ ]

3. Indicate your age category?
   - 18-28 [ ]
   - 29-38 [ ]
   - 39-48 [ ]
   - 49-58 [ ]
   - Above 59 [ ]

4. Please indicate your highest level of education.
   - Secondary School [ ]
   - College [ ]
   - University [ ]
   - Post-Graduate [ ]

5. How long have you worked with the organization?
   - Less than 1 year [ ]
   - 2-5 years [ ]
   - 6-10 years [ ]
   - 10-15 years [ ]
   - 16 and above [ ]

6. What is your designation in the organization?
   - Senior Manager [ ]
   - Mid-level Manage [ ]
   - Low-level Manager [ ]
   - Supervisor [ ]
   - Administrator [ ]
   - Other [ ] ________________________________

SECTION 2: Role of Strategic Leadership in Strategy Implementation

7. Indicate your level of agreement on the following statement: strategic leadership has great influence on strategic implementation within our organization.
   - Strongly Disagree [ ]
   - Disagree [ ]
   - Not Sure [ ]
   - Agree [ ]
   - Strongly Agree [ ]
8. Indicate your level of agreement on the following statements regarding the role of strategic leadership in strategy implementation. Use a scale of 1-5 where 1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, and 5 = Strongly Agree.

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
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<tbody>
<tr>
<td>Strategy implementation is not possible without stability between strategy and all organizational dimensions</td>
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<tr>
<td>Strategic direction and stewardship is guided by our strategic-change champion</td>
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<td>Strategic management processes and shared values in the organization are connected by our valued-servant champion</td>
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<td>Our valued-servant champions build trusting relationships which encourage collaboration within the organization</td>
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<td>Our organization has a powered-team champion who is accountable for cascading goals and team management</td>
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<td>Strategy is implemented in our organization through linking of team members and different work processes that implant self-confidence and autonomy in the teams</td>
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<td>In our organization, strategy is implemented through value addition in the resource management process, and employee development processes</td>
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<td>Strategy is implemented through alignment and distribution of the available resources according to the strategic needs of the organization</td>
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<td>Strategy implementation in the organization is facilitated through decision-making according to current and future business results and demands</td>
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<td>Strategy is implemented in the organization through flexibility allowance and revision of control factors that could impede expected output through periodic assessments of the strategies</td>
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9. Indicate your level of agreement on the following statements regarding the strategic management processes and your integrated leadership roles in your organization. Use a scale of 1-5 where 1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, and 5 = Strongly Agree.

<table>
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<th>Statement</th>
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<th>3</th>
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<tbody>
<tr>
<td>During strategy implementation, our leadership has been effective in ensuring goal congruency amongst employees and organizational processes</td>
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<tr>
<td>During strategy implementation, our leaders have been effective in linking organizational goals with team and individual goals</td>
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<td>During strategy implementation, our leaders have been effective in communicating the set goals to gain employee commitment</td>
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<td>During strategy implementation, our leaders have been effective in motivating and coaching both teams and employees on setting performance goals</td>
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<td>During strategy enablement, our leaders have been effective in enhancing employees’ performance</td>
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<td>During strategy enablement, our leaders are very effective in considering strategic and operational needs</td>
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<td>During strategy enablement, our leaders are effective in creating the right culture which reinforces strategy implementation</td>
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<td>During strategy evaluation, our leaders are effective in leading groups in periodic assessment of the organization’s strategies</td>
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<td>During strategy evaluation, our leaders are effective in institutionalizing performance measurement systems that link critical dimensions of strategy implementation</td>
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<tr>
<td>During strategy evaluation, our leaders are effective in initiating corrective action when performance is not congruent to goals</td>
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SECTION 3: Role of Organizational Culture in Strategy Implementation

10. Indicate your level of agreement on the following statements regarding the role of organizational culture in strategy implementation in your organization. Use a scale of 1-5 where 1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, and 5 = Strongly Agree.

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<tbody>
<tr>
<td>Our organizational culture helps our organization to implement its strategies effectively</td>
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<tr>
<td>Organizational culture is used as a form of control and as a means of increasing productivity in the organization</td>
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<td>Our organizational culture helps employees to understand the interconnectedness of the organization that fosters collaboration in achieving strategy implementation</td>
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<td>Our organizational culture has purposeful communication capable of conveying circular relationships and exposing the interdependency of individual units that facilitate strategy implementation</td>
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<td>Our organizational culture supports feedback loops that are used by leaders and policy makers to detect the impact/effect of strategy decision and make necessary amendments</td>
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<td>Our culture of working under strict mandated responsibilities (shared vision) supported by an action-oriented philosophy (mission) provides profound cohesion during strategy implementation</td>
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<td>Our vision-centered culture makes it easier for us to clarify outcomes, equip members with a clear direction thus influencing strategy implementation</td>
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<td>Our organizational culture is committed to individual growth and learning in order to expand personal abilities to experiment and collaboratively reframe problems</td>
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<td>Our organizations provides a working environment that enables employees to lead enriched lives and supports knowledge acquisition both on and off the job</td>
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<td>Our organization ensures that it has the right people on board during</td>
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<td>strategy implementation and organizational change</td>
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<td>Our organization works with the existing structure to identify supportive,</td>
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<td>effective personnel and incorporating these individuals in the decision-</td>
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<td>making process and the strategy implementation team</td>
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<td>Our organization has the ability to integrate, build, and reconfigure its</td>
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<td>resources to match the constantly changing organizational needs</td>
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<td>Our organization maintains an externally focused posture in understanding</td>
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<td>its changing needs and happenings in the environment through the</td>
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<td>development of a means that continuously monitors these changes</td>
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**SECTION 4: Role of Organizational Structure in Strategy Implementation**

11. Indicate your level of agreement on the following statements regarding the role of organizational structure in strategy implementation in your organization. Use a scale of 1-5 where 1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, and 5 = Strongly Agree.

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<tr>
<th>Statement</th>
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<tbody>
<tr>
<td>Our organizational structure helps the organization to implement its</td>
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<td>strategies effectively</td>
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<td>Our organizational structure serves as basis for orchestrating the</td>
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<td>organizational activities</td>
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<td>Our organizational structure promotes specialization of labor to</td>
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<td>encourage efficiency and minimize the need for an elaborate control</td>
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<td>system</td>
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<td>Our organization structure promotes full utilization of the most up-to-</td>
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<td>date technical skills and facilitates the capitalization of efficiency</td>
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<td>gains from specialized manpower, faculties, and equipment</td>
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<td>Our organization uses divisional structure to motivate employees, control</td>
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<td>operations, and compete successfully in diverse locations</td>
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<td>Our divisional structures require skilled management force and reduced</td>
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<td>top management control</td>
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<td><strong>Our organizational structure is composed of operating units where individual units represent a separate business to which the top corporate officer delegates responsibility for day-to-day operations</strong></td>
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<td><strong>Our organizational structure facilitates strategy implementation by improving coordination between similar divisions and channeling accountability to distinct business units</strong></td>
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<td><strong>Our organizational structure transfers employees from some functional units to other units temporarily from time to time</strong></td>
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<td><strong>Our organization will make use of employee transfers while pursuing strategies for adding new groups, and technology to its range of activities</strong></td>
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<td><strong>Our organization has a virtual organization composed of a series of project groups or collaborations linked by constantly changing non-hierarchical, cobweb-like networks</strong></td>
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<td><strong>Our network organization structure provides us with an increased flexibility and adaptability to cope with rapid technological change and shifting patterns in our environment</strong></td>
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**THANK YOU**