

# INFLUENCE OF STRATEGIC LEADERSHIP ON STRATEGY IMPLEMENTATION IN HOTEL INDUSTRY IN MOGADISHU, SOMALIA

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**Abstract:** The general objective of this study was to analyze Influence of strategic leadership on strategy implementation in hotel industry in Mogadishu. Particularly, the study wanted to evaluate the effects of Strategy Formulation, Strategic leadership involvement, Strategic leadership competency and Strategic leadership communication on strategy implementation of Hotel industry in Mogadishu. Strategic management process is a full set of commitments, decisions, and actions required for a firm to achieve strategic competitiveness. Thus strategy implementation is regarded as the actions required to undertake in order to achieve competitive advantage. As hotel industry in Mogadishu today there are Intentional moves by the Somali Diaspora to invest hotels industry through establishing more new hotels and extension of existing hotels by expansion service they offered. After establishing more hotels the industry experience declines to continue operating. However, the exiting decline is not as a consequence of lack of investment or strategy but fairly because of problems with strategy implementation. This study adopted a quantitative research design especially descriptive research design. Purposive sampling or judgmental sampling was used to select a sample of 52 managers from hotels in Mogadishu out of the target population of 60 managers by using Slovin's formula of sampling. Primary data was collected by use of self-administered questionnaires. Data collected from questionnaires was code and keyed into a computer the Quantitative data was analyzed using the Statistical Package for Social Sciences (SPSS version 20). Descriptive statistics including the means and standard deviations were used to analyze quantitative data and capture the characteristics of the variables under study. A Multiple regression analysis model was applied to determine the relationship between Strategy Formulation, leadership involvement, Strategic leadership competency and Strategic leadership communication as the independent variables and Strategy Implementation for hotels as the dependent variable. Factor analysis was used to assess the validity and Cronbach alpha to assess reliability of the questionnaire. In general, the results reveal that Strategy Formulation, leadership involvement, Strategic leadership competency and Strategic leadership communication have significant and positive effects on Strategy Implementation for hotels industry in Mogadishu. The study recommended Inclusion of all employees in the strategy planning process because employees' participation in strategy formulation will improve implementation process, Hotel managers must set Parameters that measured actual results versus the plan, these parameters should mirror the goals set in strategy formulation stage, Communicate to all stakeholders: Ensure every staff member understands the strategic vision, the strategic themes and what their role will be in delivering the strategic vision.

**Keywords:** Strategy Formulation, Strategic Leadership Involvement, Strategic Leadership Competency, Strategic Leadership Communication and Strategy Implementation.

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## 1. INTRODUCTION

Alternatively, strategic management is defined as the exercise of crafting plans, organizing tasks, leading employees, controlling results and co-coordinating work processes to accomplish preferred outcomes (Nkosi, 2015). Strategy implementation is a central constituent of the broader strategic management process (Mazzolla & Kellermanns, 2010). It is considered to be the process that converts the crafted strategy into actions which facilitate and guarantee that the vision, mission and strategic objectives of the organization are positively realized as laid out in the strategy blue print (Nkosi, 2015).

Beer and Eisenstat (2000) contributed six silent killers of strategy implementing including top-down or laissez-fair senior management style, conflicting priorities, poor coordination, ineffective senior management team, poor vertical communication, and inadequate leadership skills. There are seven deadly sins of strategy deployment. These includes lack of leadership, focusing on only one or two influence systems, inadequate project management, under communicating throughout the process, applying insufficient resources, easing into and through the changes to influence systems, and waiting until strategy is completely developed before starting implementation activities. Hrebiniak (2006) recognized five obstacles to strategy implementation which are inability to manage change, poor or vague strategy, not having guidelines or model to guide implementation efforts, inadequate information sharing, unclear responsibility and accountability, and working against organizational power structure.

### **Specific Objectives:**

1. To determine the effects of Strategy Formulation on Strategy Implementation for Hotel industry in Mogadishu.
2. To analyze the effects of Strategic leadership involvement on Strategy Implementation for Hotel industry in Mogadishu.
3. To investigate the effects of Strategic leadership competency on Strategy Implementation for Hotel industry in Mogadishu.
4. To establish whether Strategic leadership communication affect Strategy implementation for Hotel industry in Mogadishu.

## 2. RESEARCH DESIGN

This study adopted a quantitative research design especially descriptive research design, because it wanted to evaluate the effects of Strategy Formulation, Strategic leadership involvement, Strategic leadership competency, Strategic leadership communication on strategy implementation of Hotel industry in Mogadishu. The study adopted a quantitative research design to measure the hypothesized relationship between dependent and independent variables. Descriptive research design helped in exploring the relationship between strategy implementation and Strategy Formulation, Strategic leadership involvement, Strategic leadership competency and Strategic leadership communication.

## 3. DATA PROCESSING AND ANALYSIS

Data Analysis is the processing of data collecting to make meaningful information out of them (Saunders, Lewis and Thornhill, 2009). Data was collected from questionnaires was coded and keyed into a computer. Quantitative data was analyzed using the Statistical Package for Social Sciences (SPSS version 20).

### **Strategy Formulation on Strategy Implementation:**

The study wanted to establish the effects of Strategy Formulation on Strategy Implementation. From the findings most of the respondents agreed that Good implementation cannot overcome the shortcoming poor Strategic planning with a mean of 2.18 being obtained. The results also conquer with the findings if goals are realistic and attainable. The findings on this question obtained a mean of 2.47. And also most respondents agree that Strategy formulation combines a future oriented perspective with concern for the Firm's internal and external environment with a mean of 2.47. The respondents moderately agreed to the statement the organization's mission is clear, coherent and it inspires commitment by a mean of 2.80

### **Strategic leadership involvement on Strategy Implementation:**

From the study findings, majority of the respondents agreed that Our strategic leaders involve staff as stakeholders in strategy implementation by a mean of 2.31; Our strategic leaders select terms based on their skills in strategy

implementation by a mean of 2.33, Our strategic leaders take the views of staff in strategy implementation by a mean 2.63, And Our strategic leaders motivate staff in strategy implementation by a mean of 2.76. The respondents moderately agreed our strategic leaders identify staff based on their experience in strategy implementation by a mean of 2.80.

**Strategic leadership competency on Strategy Implementation:**

The study sought to establish the effects of Strategic leadership competency on Strategy Implementation. From the study findings, Our strategic leaders have a clear communication in strategy implementation by a mean of 2.24, Our strategic leaders’ different communications channels for different types of message in strategy implementation by a mean of 2.39, Our strategic leaders insure timely communication on new strategies in strategy implantation by a mean 2.39, in Hotel industry in Mogadishu strategic leaders encourage and expect feedback from all departments in strategy implantation by a mean of 2.41.

**Strategic leadership communication affects Strategy implementation:**

The study sought to establish the effects of Strategic leadership communication affect Strategy implementation. From the study findings, majority of the respondents agreed that strategic leaders place high value on honesty and integrity in strategy implantation by a mean of 2.31, strategic leaders have relevant values in strategy implantation by a mean of 2.31, Our strategic leaders have developed good working relationship with employee in strategy implantation by a mean 2.63, strategic leaders have the necessary analyze the skills for strategy implementation by a mean of 2.63. The respondents moderately agreed to the statement strategic leaders have relevant training in strategy implantation by a mean of 2.80.

**Table 1: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.857 <sup>a</sup>	.734	.709	.30261

Adjusted R squared is coefficient of determination which tells us the variation in the dependent variables due to change in the independent variables. From the model summary in table 1 the value of adjusted R squared is 0.709 and indicates that there was variation of 70.9% on Strategy Implementation of Hotel industry in Mogadishu due to changes in strategy Formulation, Strategic leadership involvement s and Strategic leadership competency, Strategic leadership communication at 95% confidence interval. This shows the significant that 70.9% of the variations in the Strategy Implementation of Hotel industry in Mogadishu are accounted for by the variations in the independent variables and the remaining 29.1% are accounted by other factors contained in the standard error.

**Table 2: Analysis of Variance**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11.100	4	2.775	30.304	.000 <sup>b</sup>
	Residual	4.029	44	.092		
	Total	15.130	48			

From the ANOVA table 2, it is clear that the overall standard multiple regression model (the model involving constant, Strategy Formulation, Strategic leadership involvement s, Strategic leadership competency, Strategic leadership communication ) is significant in predicting how Strategy Formulation, Strategic leadership involvement , Strategic leadership competency, Strategic leadership communication determine Strategy Implementation of Hotel industry in Mogadishu. The regression model achieves a high degree of fit as reflected by an R<sup>2</sup> of 0.709 (F = 30.304; P = 0.000 < 0.05).

This finding suggests that Influence of strategic leadership on strategy implementation have significant role in strategy implementation success of hotel industry in Mogadishu. The results are support to the study conducted by (Shahin, 2011) which found that there is significant positive impact of Influence of strategic leadership on strategy implementation on strategy implementation success.

**4. CONCLUSIONS**

The study ends that successful strategy implementation wants complete analysis of challenges that might influence the process and coming up with a best of solution to the recognized challenges. The study presents four groups of challenges that influence strategy implementation: challenges related to Strategy Formulation, Strategic leadership involvement, Strategic leadership competency and Strategic leadership communication.

Based on the findings of this study the following conclusions were drawn. The results reveal that Strategy Formulation, Strategic leadership involvement s, Strategic leadership competency and Strategic leadership communication have significant and positive effects on Strategy Implementation success for Hotel industry in Mogadishu. These findings indicate that all these four are explained statistically significant of the variance associated with the extent of Strategy Implementation of Hotel industry in Mogadishu. Strategic leadership competency was the determinant which had the highest effect on Strategy Implementation success and then follows by other three strategic determinants.

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