RESEARCH TITLE

ASSESSING IMPACT OF LEADERSHIP ON STRATEGY IMPLEMENTATION IN THE REAL ESTATE SECTOR: THE CASE OF FIRST MUTUAL PROPERTIES LIMITED.

A dissertation submitted in partial fulfillment of the Master of Business Administration Degree.

By

NYARADZO CHINGODZA (R013671C)

UNIVERSITY OF ZIMBABWE BUSINESS SCHOOL

SUPERVISOR: DR.S.M. GUMBE

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R013671C	NYARADZO CHINGODZA
DISSERTATION SUBMISSION DEADLINE	**SUBMISSION DATE**
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DECLARATION

I Nyaradzo Chingodza hereby, declare that this thesis titled, "Assessing impact of leadership on strategy implementation in the real estate sector: The case study of First Mutual Properties Limited" submitted to the University of Zimbabwe Business School in partial fulfillment of the requirements for the award of degree of Master of Business Administration is a record of original work done by me under the guidance of Dr. S.M. Gumbe.

The information and data given in the report is authentic to the best of my knowledge. This project is not submitted to any other University or institution for the award of any degree, diploma or fellowship or published any time before.

…… …/……/……/……/

(Signature of Student) Date

…… …/……/……/……/

(Signature of Supervisor) Date

DEDICATION

To my parents for training me to believe that everything was possible

And my husband and children for making everything possible

Above all glory to the Lord for giving me the intelligence I possess

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I would like to express my sincere appreciation to my supervisor, Dr. S.M. Gumbe for his expert guidance and encouragement, without which this work would not have been possible.His unwavering support kept me constantly engaged with my research.

Without the financial support from First Mutual Properties Limited, this work would not have been possible. Special thanks go to my employer for granting me financial support to pursue my studies. I would like to express my heartfelt gratitude to my superior, John Ndere for granting me study leave during the entire data collection period. Many thanks also go to First Mutual Properties Limited managerial staff who assisted during my field work by responding positively to my questionnaires and interviews, without which data gathering could have been impossible.

I would also want to thank my friends and colleagues at the University of Zimbabwe Business School, who made my studies more enjoyable. All of them never stopped challenging me, encouraging me and helping me develop my ideas. To them I say, “we meet to part, but more importantly we part to meet”.

Above all I am indebted to my family, whose support has been valuable, they all kept me going and this thesis would not have been possible without their moral support.

ABSTRACT

The main aim of the study was to investigate the impact of leadership on strategy implementation particularly focusing on First Mutual Properties Limited (FMPL). Focus of the study was premised on determining the impact of setting long term direction on strategy implementation. The study also ascertained the influence of making informed decisions on strategy implementation. The impact of monitoring activities at FMPL was assessed as well. The study investigated the barriers to effective strategy implementation at FMPL and recommended best ways through which leaders may positively implement organizational strategies. The study used a mixed method approach in which both interviews and questionnaires were utilized. For the interviews, the responses were discussed under thematic framework whilst for the questionnaire regression analysis was done. Five (5) participants were interviewed and these included from lower level management, middle level management and top-level management. A total sample of 66 participants was targeted, however, 61 responded to the interview questions representing a 92.4% response rate. The data from the questionnaire was analyzed through ANOVA and linear regression. The results showed that leadership (as proxied by long term direction, making informed decisions and monitoring activities) has a positive effect on strategy implementation. The study also analyzed some of the barriers which affect strategy implementation and these include internal and external barriers and also into people barrier, vision barrier, management barrier and resources barrier. In line with the results obtained, the study recommends that leaders should present more and new ways of solving the problems faced during the implementation of the strategy, assign tasks among workers in accordance with their competences and abilities and separately consider the worker's individual needs and aspirations. Leaders should also make clear of what workers are going to get once the task is done successfully as a sort of motivation and they should also behave in a way that builds trust and respect between workers.

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ABBREVIATIONS AND ACRONYMS

FMPL	First Mutual Properties Limited
OMZ	Old Mutual Zimbabwe
CBZ	Commercial Bank of Zimbabwe
GRI	Global Reprting Initiative
KMO	Kaiser-Mayer-Olkin
CFA	Confirmatory Factor Analysis
VIF	Variance Inflation Factor
LTD	Long Term Direction
IDM	Informed Decision Making
MA	Monitoring Activities
REIZ	Real Estate in Zimbabwe
KPIs	Key Performance Indicators

CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.0 Introduction

In any organisation, strategy implementation remains the central tool in achieving objectives and vision set. Sound strategies help an organisation to improve its performance as it will have a clear plan of achieving the intended objectives. However, of great concern is the high failure rates regarding strategy implementation. As a result of failure to effectively implement strategies in most organisations, there have been deterioration of service delivery and poor business performance among others. As noted from a study by Carlopio and Harvey (2012) about 50-90% of companies fail due to lack of effective strategy implementation. The results show a worrisome concern in which most companies fail to effectively implement strategies and in turn leading to poor performance. The study by Carlopio and Harvey (2012) concluded that poor leadership within organisations largely contributes to poor strategy execution.

A vast number of scholars have highlighted the importance of strategy especially as a tool of achieving competitive advantage as well as sustainable growth and also as a catalyst to good business performance (Gupta, 2018; Mubarak and Yusolf, 2019). Likewise, it is imperative to note that good leadership is significant on the formulation and implementation of strategies. As noted by Gupta (2018), for a company to attain sustainable growth, a clear vision and competency is of essence and this only comes after strong and effective leadership. However, most organizations particularly in Zimbabwe lack good strategy implementation thus raising the following questions; Is leadership important in successful strategy implementation and what are the leadership aspects that cause companies to fail to implement the strategies adopted? In line with this, the study therefore, analyzed how leadership influence successful strategy implementation and proffered solutions on how leadership can meaningfully contribute to success of strategy execution for Zimbabwean Real Estate Companies.

This chapter provides a background to the study on the impact of leadership on successful strategy implementation. It outlines the research problem, research objectives, questions as well as the significance and delimitations of the study.

1.1 Background to the study

Strategy implementation is a multifaceted and highly complex organizational phenomenon (Wernham, 1985; Noble, 1999). There is a growing recognition that the most important challenges in strategic management are in strategy implementation as opposed to strategy formulation (Flood et al., 2000). Inadequate capabilities of managers are a common cause of strategy implementation failure (e.g. Beer & Eisenstat, 2000; Pinto and Slevin, 1987; Alexander, 1985). Organizations fail to successfully implement strategy not because of bad strategy but because of bad execution. Many people think of execution as detail work, which is below the dignity of business leader, however, that is the leader's most important job. Leaders generally know that implementation requires extra effort. In reality, however, very few are able to free up valuable time and resources to do justice to the implementation journey. The execution of strategy usually takes longer than the formulation of strategy. Whereas planning may take weeks or months, the implementation of strategy is usually played out over a much longer period of time. The longer time frame can make it harder for managers to focus on and control the execution process, as many things, some unforeseen, can materialize and challenge managers' attention. Interest rates may fluctuate, competitors do not behave the way they are supposed to, customers' needs change, prices change, competing products change, key personnel may leave the company. These are just some of the factors that mean what is planned in the boardroom is not what happens in the implementation. The outcomes of changes in strategy and execution methods cannot always be easily determined because of uncontrolled events. This obviously increases the difficulty of execution. Strategy failure has thus affected people through deterioration of service delivery and reduction of shareholder value. The staggering high failure rate on strategy implementation until recently, has gone unchecked by leaders. Most strategies, most of the time, accomplish less than half of what their sponsors hoped and planned for, with as high as 9 out of 10 strategies failing to be implemented successfully, (Speculand 2009). This study therefore, seeks to bridge the implementation gap by assessing the role of leadership in strategy implementation particularly in the Real Estate Sector of Zimbabwe.

1.1.1 Zimbabwe Real Estate Sector

The Real Estate in Zimbabwe (REIZ) is divided into urban and rural. The urban sector can further be divided into commercial, industrial and residential estate. In Zimbabwe real estate businesses

normally deal with the ownership and the transfer of physical properties. The sector is dominated by real estate companies like First Mutual Properties Limited (FMPL), Old Mutual Zimbabwe (OMZ), Commercial Bank of Zimbabwe (CBZ) Properties, West Properties Company, ZB Financial Properties, Mashonaland Properties Limited, ZIMRE Properties Investments, Fidelity Life Assurance and Dawn Properties. Real estate provides property sales, property management, property valuation, property development and auctioning among other services.

In Zimbabwe, real estate sector is guided by act of laws, for example the Regional, Town and Country Planning Act (Chapter 29:12) which provides the right for real estate development. Further to the act, the development process of the real estate in Zimbabwe also involves legislations like Land Survey Act (Chapter 20:12) and also the Environmental Management Act (Chapter 20:27). However, despite all these laws, the real estate sector in Zimbabwe is sometimes mired with illicit activities for example informal or bogus players. The situation is worsened by lack of good strategy implementation and by little analysis of the sector. Globally, the real estate sector is considered one of the most profitable of several economies and one of the driving forces of economic growth. The sector mirrors the economic viability and also its sustainability *(http://www.postproperties.co.zw*). However sometimes the role of the real estate sector is overlooked in developing countries and thus misses it's potential.

1.1.2 First Mutual Properties Limited

The First Mutual Properties Limited (FMPL) was formerly known as Pearl Properties Limited and is a subsidiary of First Mutual Holdings Limited (FMHL). FMPL is a real estate company which has vested interests in the development and the management of commercial properties in major towns of Zimbabwe. FMPL has a significant property portfolio, comprising some 117 250 square metres of lettable space made up of office parks, retail shops, commercial, residential and industrial property. FMPL is listed on the Zimbabwe Stock Exchange.

The Directors of First Mutual Properties Limited recognize the importance and the need to conduct business with integrity and also in accordance with generally accepted corporate practices in order to safeguard interests of the stakeholders. The board adopted the National Code on Corporate Governance (the "Zimcode") which supports in taking a leading role in shaping the corporate governance of the group. The First Mutual Properties Limited Board of Directors is chaired by a

non-executive director and it is the primary policy governance organ. The board comprises of three other independent non-Executive Directors, three non-independent non-executive directors and one Executive Director who is the Managing Director. The overall role of the board is to determine overall policies, plans and strategies of the company and to ensure that these are implemented ethically and professionally (FMPL Annual Report, 2020). The board also guides on corporate strategy, risk management practices and other business plans. The board has adopted strategies which include sustainability reporting using the Global Reporting Initiative ("GRI") Standards to strengthen sustainability and management across the business operations and thus also building sustainable relations with stakeholders. These standards implemented in the company enables the business to measure, manage as well as be accountable for the sustainability of operations and properties.

The sustainability strategy as highlighted in the FMPL 2020 Annual Report enhances the evaluation of properties, management of environmental impacts and resource efficiency. The real estate sector is exposed to a wide range of risk from the customers and business operating environment and this requires good leadership and strategy implementation. As a way of trying to manage risk, First Mutual Properties Limited takes a proactive and understanding approach to the threats faced. The leadership of the organization commits itself to increasing the value of stakeholders through management of enterprise risks. Real estate business or sector goes hand in hand with good leadership. In the real estate sector, the ability for innovation or new ideas in the sector is equally important and also to manage them. Good leadership in real estate not only produces vision for the sector but also the vision for the business which is the recipe for success.

Economically in terms of its performance, the First Mutual Properties Limited has been affected by the unstable macroeconomic environment. For the quarter ending 30 September 2020, FMPL recorded profits which were reduced by 86.4% and also revenues which were reduced by 11.3% as compared to the same period in 2019 due to macroeconomic conditions which weighed down on the business operations. The third quarter report of 2020 showed that in monetary terms, the profit recorded was ZWL105.4 million compared to ZWL775.1 million recorded in the comparative third quarter of 2019. Similarly, the revenues recorded for the third quarter of 2020 was ZWL91.5 million as compared to ZWL103 million in the third quarter of 2019. As highlighted in the 2020 Financial Report, the property market fundamentals remained depressed due to the

difficult macro-economic climate and low business confidence, the market remains susceptible to low demand for rental space, increasing vacancy levels and increasing defaults. Further, the FMPL Report highlighted that the developing trend of low uptake in commercial properties particularly in the central business district as compared to residential property has caused reduction in profits and revenues. In line with all these financial reports, it is paramount to outline the need for good leadership which put vast efforts in strategy implementation and thus improve company's results.

1.2 Statement of the Problem

Zimbabwe's strong attachment to the real estate sector and the ever-growing real estate sector has seen a number of players firmly gaining ground and most property companies competing for clients. Despite facing a lot of challenges including macroeconomic ones, the property market has always been characterized by high demand and corresponding low supply. The competition for clients and the idea of trying to strike a balance between demand and supply of properties has compelled most real estate companies to come up with business response strategies. Strategy coining and the effective implementation of it by lower, middle and top-level managers has been seen as a fundamental way of responding to the uncertainty and also complexity of the real estate business environment (Osuga, 2018). Effective strategy implementation is very crucial for the success of a company. A clear road map of what to follow, how to follow and when to follow helps an organization and its subordinates to achieve intended objectives and vision.

However, most organizations face outstanding difficulties pertaining to strategy implementation and good leadership. A study done in Kenya by Abashe (2016) noted that the implementation of strategy is highly affected by leadership abilities and roles played within an organization. Leadership is essential in an organization in giving the direction as well as making crucial decisions. The ability of leaders to give direction to decisions made within the firm as well as monitoring day to day activities helps in the performance of the business. In support, Jooste and Fourie (2009) highlighted the importance of strategic leadership in good implementation of strategy. They postulated that mostly the failure by companies emanates from the fact that leaders sometimes are not able to effectively execute strategies.

First Mutual Properties Limited has become one of the leading businesses in the real estate sector. The company through its motto ***"Go Beyond"*** has set its vision to be the dominant and best

performing real estate company in Sub Saharan Africa, excluding South Africa, in terms of income return (FMPL 2020 Annual Report). The vision remains appropriate for the ambition that the business has going forward. The Company believes that in the next ten years it will extend its reach into the African continent as a growth and risk management strategy. However, given the financial revenue analysis for the past years and recent quarters, it seems as if the goal to expand the business continentally will lag behind. Data from financial reports produced by First Mutual Properties Limited showed that the company's revenues have been declining despite having formulated good strategies. For example, the revenues recorded for the third quarter of 2020 was ZWL91.5 million as compared to ZWL103 million in the third quarter of 2019. Therefore, the problem is the high failure rates of strategy implementation across organisations. As noted by Abashe (2016), that good strategic leadership is key in implementing effective strategies for improved business performance, it is against this backdrop that this study aims to investigate the impact of leadership on strategy implementation at First Mutual Properties and proffer recommendations for improvements thereof for good performance of the company.

1.3 Research Aim and Objectives

The main objective of this study is to assess the impact of leadership on successful strategy implementation at First Mutual Properties Limited. Focus also of this study is premised on the following specific objectives:

- To determine the impact of setting long term direction on strategy implementation
- To ascertain the influence of making informed decisions on strategy implementation
- To assess the impact of monitoring activities at First Mutual Properties on strategy implementation.
- To investigate the barriers to effective strategy implementation at First Mutual Properties.
- To recommend the best ways through which leaders may positively implement organisational strategies.

1.4 Research Questions

- What is the impact of setting long term direction on strategy implementation?
- How does making informed decisions affect strategy implementation?

- What is the impact of monitoring activities at First Mutual Properties on strategy implementation?
- What are the barriers to effective strategy implementation at First Mutual Properties?
- What are the best ways through which leaders may positively implement organisational strategies?

1.5 Hypothesis

- There is a positive relationship between setting long term direction and strategy implementation at First Mutual Properties.
- There is a positive relationship between making informed decisions and strategy implementation.
- There is a positive relationship between monitoring activities at First Mutual Properties and strategy implementation.

1.6 Delimitation /Scope of the study

This research was carried out in Harare. Respondents of this study were executives, top-level management, middle-level management and low-level management in First Mutual Properties Limited who are charged with the responsibility of strategy formulation and implementation.

1.7 Significance of the study

1.7.1 Theoretical contribution

The findings of this research may contribute to the body of knowledge as well as adding information to the existing body of knowledge in the area of strategy implementation. Furthermore, the research will provide a stepping stone for further study to any areas the researcher might have not fully explored.

1.7.2 Academic contribution

This study will provide information which will expand the existing knowledge on strategy implementation. Very little research has been done so far on strategy implementation, it has long been bemoaned that managerial attention on the implementation stage is low and the failure rate is high, thus, opening research gap on strategy implementation.

The research has practical significance, it has provided insights to the management in Zimbabwean Real Estate Companies so that they improve the implementation efficiency and effectiveness by addressing leadership issues that impact strategy implementation.

1.7.3 Methodological contribution

The study also has methodological significance; previous studies have concentrated on other sectors for example banking sector but this research will specifically address issues in the Real Estate Sector. This will help to come up with practical leadership issues that influence strategy implementation among real estate sectors in Zimbabwe.

Although numerous studies acknowledge that strategies frequently fail not because of inadequate strategy formulation, but because of insufficient implementation, strategy implementation has received less research attention than strategy formulation. These knowledge gaps influenced the researcher to carry out this study.

1.8 Outline of the study

To address the research questions systematically, the research is structured in five sections. The first chapter provides the introduction, back ground to the study and provides rationale for the selection of the research area. It contains explanation of the research objectives and comprises structure of the research. Chapter 2 offers literature review and accordingly contains analysis of models and theoretical frameworks that have been previously introduced on factors influencing strategy implementation. Viewpoints of other authors regarding strategy implementation have been presented in a logical manner. This chapter contains definitions of main terms. In Chapter 3 the research explains the empirical research approach by describing the questionnaire, sample, respondents and the way the survey was carried out. Relevant ethical considerations underpinning the research questions are also discussed in this chapter. Chapter 4 contains presentation and analysis of the primary data collected through questionnaires/interviews. It describes the empirical findings, organized so as to provide answers to the abovementioned research questions. This chapter plays a critical role in the achievement of research aim and objectives. Findings of the literature review are compared to primary data findings in this chapter. Finally, Chapter 5 presents the concluding comments and summarize the level of achievement of research aims and objectives.

The chapter comprises acknowledgement of limitations of the study and highlights scope for future studies in the same research area.

1.9 Chapter Summary

This chapter introduces the subject matter which is strategy implementation. It basically gives a general overview about strategy implementation and narrows down to the influence of leadership on strategy implementation in the Real Estate Sector. The chapter spells out the problem to be investigated. It then introduces research objectives and importance of the research. It also contains some intelligent educated guess about possible answers to the problem, which are subject to rigorous testing in successive chapters. The boundary of the study is defined to guide the research. Finally, the chapter gives an outline of what will be covered in each section of the research.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter gives a review of literature on the impact of leadership on strategy implementation in the Real Estate Sector of Zimbabwe. Leadership plays an important role in the formulation and implementation of strategy for the good performance of businesses. The review of theoretical and empirical literature will aid in the construction of the theoretical foundation and conceptual framework which will be useful in analysing the objectives of the subject matter. Furthermore, the review of empirical literature around leadership and strategy implementation will help in establishing some convergent and or divergent views among scholars which will help in figuring out the literature gap.

2.1 Definition of key concepts

2.1.1 Leadership

Leadership has been seen as one of the major topics in the corporate as well as the academic field. Over the years, leadership has been seen as an adaptable developmental process which has comprised debates like leaders being born or made, how followers impacted the successful leaders and also whether charismatic leaders can change the game by building and destroying societies (Kolzow D. 2002). The definitions of leadership have evolved over time and these have shown that leadership is complex and is a concept which results in a number of perspectives, concepts and also frameworks. Various definitions have been posed by various scholars and a consensus has not been reached on one single definition of leadership. Badran and Khalifa (2016) viewed leadership not only as a process of influence of the leader but also an interaction process that can be influenced by anyone involved in the business. They further postulated that leadership involves the structuring and the restructuring of a particular situation as well as the perceptions and expectations of members. According to Almari and Isaac (2018) leadership entails the exceptional ability of individual characteristic. Leaders are important in giving an organisation a direction to follow through its goals and vision. Leadership involves the ability to persuade individuals to seek defined objectives and reach organisation's goals enthusiastically. Leadership is a human factor and it binds a group together so as to improve their performance and directing the group towards organisation goals. In support to this, Mohamed et al (2018) posited that leaders are key in

influencing organisational variables as well as company's productivity. They posited that leadership involves following a set of methods and is not based on magic. This means that good leadership is based on desire and hard work and thus a good leader is not born by itself without any effort to form it. The leadership definition applied to this study is that which defines leadership as the ability to persuade individuals to seek defined objectives and reach organisation's goals enthusiastically.

2.1.2 Strategy

Strategy is a combination of the set of decisions and actions which are viewed in the form of strategy formulation, implementation and control of plans designed to achieve a corporation's vision, mission and long-term performance of the organization. Strategy is determination of the basic long-term goals, objects and performance of the organization and taking actions, decisions and allocation of the resources essential for carrying out goals of the organizations (Chandler et al., 1975). Strategy was introduced in first time by Chandler et al. (1975) in second half of twentieth century in the management sciences course outline. In earlier days, after the study of Chandler et al. (1975) all the researchers focused on the successful strategy formulation. However, in the recent years' studies, attention has shifted toward the successful strategic plan implementation. Hiksen et al. (1986) defines strategy as the decisions which are related to the long-term performance and progress of the organization.

2.1.3 Strategy Implementation

Strategy implementation can be argued to consist of securing resources as well as organizing the direct use of all the resources gathered by the organization at large (Mintzberg, 1994). Strategy implementation is defined in the literature as "the communication, interpretation, adoption, and enactment of strategic plans" (Noble, 1999). As such, there is clearly a direct connection between the strategic planning process and the subsequent implementation of the decisions emerging from that process. Nevertheless, that connection cannot be taken for granted nor can it be regarded as something easily cultivated or maintained in organizations that are attempting to change strategic direction (Johnson, 2000). Strategy implementation is more important for the organization than the strategy formulation, because if the strategic plan is not successfully implemented by the staff and management, its cost and damages grow more than the failure of strategy formulation. It is necessary for the management and staff to use the appropriate and authentic models and framework

for the implementation of the strategic plan in an organization. Successful strategy implementation is no less important than designing the strategy, but it has long been bemoaned that managerial attention on the implementation stage is low and the failure rate is high (Speculand, R. 2009). There is a large pool of literature about the strategic planning, from formulation to implementation and assessment and control. Strategy formulation is first stair in strategic planning in business. However, strategic planning procedure does not come to finish here and it goes on to other two steps namely strategy implementation, assessment and control**.** Strategy implementation is a combination of necessary actions and steps to implement strategic plan in an organization. The best strategy formulation is an effort like a well documentation only but strategy implementation is key to better organizational performance, it is more important than formulation (Jooste and Fourie 2009).

2.2 Theoretical frameworks and models

2.2.1 Leadership theories

2.2.1.1 Transactional Leadership theory

The transactional leadership style comprises of three components which are contingent reward, management by exception (active) and management by exception (passive). A transactional leader is a leader who follows contingent rewards in order to explain performance expectation to his or her followers and is the one who appreciates good performance (Kolzow D. 2002). Transactional leaders believe in contractual agreements as the best way to motivate subordinates. Firstly, contingent reward leadership is the one which focuses on achieving results for a company. The contingent leadership surfaces because employees appreciate to be motivated with concrete tangible things in exchange of their efforts. The key indicators of contingency leadership therefore include performance-based material rewards and confidence building in the team. The leaders who follow management by exception (active) have a trust in their employees to do a job with satisfactory standard and thus avoiding rocking the boat. Lastly, management by exception (passive) is a style of transactional leadership in which the leader does not provide goals and standards to be achieved thus the leader waits for things to go wrong and act accordingly (Bass & Avolio, 2004).

Transactional Leadership theory denotes that the management establishes the instructions that every employee has to conform and adhere to. In the process it is the task of the managers to

monitor and motivate the employees to successfully accomplish organisational tasks. According to Oberfield (2012) in a transactional leadership style self-motivation amongst employees is absent and every step is supervised, observed and managed. In other words, transactional theory insinuates that motivation of employees is dependent on the rewards and penalty rolled out by the management. Sadeghi and Pihie (2013) argued that, "the subordinates who could have complied with directive orders from the leadership and accomplish the task given will be rewarded, however if they defy the instructions they may be punished by the leader." It is a transaction done between the management and the subordinates where by the superiors give their subordinates what they need in return they get what they want.

In this context of transactional leadership, group performance, supervision and organisation are vital for successful strategy implementation in organisations. The theory promotes delegation and smooth flow of tasks and every member of the team do their best to avoid being punished. This results in the successful implementation of strategies because of the clearness and effectiveness of the leadership approach. Lowe et al (1996) postulated that organisations should consider transactional leadership approach because it avoids risks from occurring, promotes time and efficiency, preserving control over essential work performance and this is important for the successful strategy implementation. However, this theory might hinder the full strategy implementation due to the fact that it exploits its core competencies to use all their skills to the organisation's strategy which then scholars argue that it is detrimental in capacity building of the employees. Jansen et al 2009 stated that exploring competencies requires flexibility that is there should be a relationship between the leader and the subordinate and an opportunity for capacity building between the managers and the subordinates.

2.2.1.2 Transformational Leadership theory

This leadership style involves interaction between the leader and the subordinates. Transformational leadership theory involves inspiration where by the leader provides a sense of belonging that is giving a reason of purpose, mission and vision. According to Sadeghi and Pihie (2013), it is an instrument of change as it supports capacity building, support and direct subordinates in the process addressing emerging challenges and resource allocation. The superiors lead by example as their followers draw inspiration, motivation and empathy from them. They are willing to go an extra mile to transform others and the organisation by giving support so as to

implement the strategy successfully. Jensen et al (2009), postulated that successful implementation of organisational strategies lies in discovering existing competencies at the same time taking advantage of new competencies promoting well advanced competencies in others.

Transformational leadership creates a different and flexible environment, which they inspire others to innovate and come up with new ideas for themselves and the organisation. According to Shamir et al (1993), transformational leaders are able to link individuals based on skills and capabilities to the crucial core competence of the organisation mission promoting competitive advantage in strategy implementation.

However, despite the theory trying to include all players in cooperating with each other it is prone to many risks because it promotes exploratory thinking that is out of the box that can be hazardous to effective strategy implementation.

2.2.1.3 Complexity theory

This contemporary theory is based on the behaviours of the leaders based on different situations. Complexity theory put emphasis on connections and the associated responses that persistently change systems. It further states that leadership should not be based on the system as it is unpredictable due to the constant change of rules. (Denison et al., 1995; Hooijberg et al, 1997) suggested that behavioural complication is a substantial notion to learn inside the jurisdiction of the managerial leadership. Nevertheless, real leaders have displayed diverse and occasionally unreliable actions to counter to the wide transformation of circumstances they are typically exposed and compulsory to address. Hence for successful strategy implementation the leadership should be able to adapt to diverse conditions. Leadership should operate at all different levels, complex context and in an interactive manner.

2.2.1.4 Situational Theory

This theory by Paul (1970) proposes that a leader choose his or her best course of action based on the situation on the ground. The theory shows that effective leadership depends on the task, job or function which has to be accomplished. The theory comprises of roles played by the leader which include telling, selling, participating and delegating. Telling is characterised by a one-way communication in which the leader will define roles to the individual or group and include what, how, where and when to do the task. Selling involves two-way communication in which the leader

provides socio-emotional support which allows the individual or the group to buy the process. In terms of participating, the leader will share decision on the aspects of how the task is accomplished and also provides less task behaviours while continuing to maintain high relationship. Lastly, by delegating, the leader stays involved in the monitoring process and gives tasks to individual or groups. In a nutshell, effective leadership thus need to be flexible and must also adapt to the situation at hand.

2.2.2 Strategy Theories and Frameworks

2.2.2.1 Open Systems Theory

The open systems theory was developed by Von Bertalanffy (1956) and is premised on the notion that an organisation is a collection of adaptive system, which has to adjust to changes that take place to the environment in which it operates. According to Haque and Rehman (2014) an organisation works in a system which is composed of some interconnected subsystems which are also mutually exclusive. The Open Systems Theory has three approaches, which are the systems approach, socio-technical approach and the contingency approach. The open system theory outlines that an organisation uses inputs which are taken from the environment and in turn produces outputs to the same environment. Thus, the open systems theory notes that organisational interaction with the external environment is important for its survival and also for the organisation's success. An organisation is therefore affected by the environment in which it operates in and the factors which affects it include political, economic, social and technological factors. As noted by Pfeffer (1991) there should be an agreement between the organisation and the sub systems in the environment in which it is operating in. In support to this, Joyce (2006) posited that the organisation should adopt to the surrounding environment and thus good strategy is important to align the organisation to the environment.

Given the competitive nature in which an organisation operates in, Hrebiniak and Joyce (2006) postulated that it is important to implement good strategies which adopts to the surrounding environment. The open systems theory suggest that a manager should be able to position the organisation in the environment and that any conditions that may come by be dealt with strategically. The theory put much emphasis on the need for information. It is important for the organisation to acquire much information so as to understand own and behaviour of other firms so as to identify any threats and opportunities that may arise. As noted theoretically, any firm that is

not able to acquire information and use it to its advantage is likely to fail and also likely to face challenges in responding to any environmental changes. Thus, there should be a very important link between an organisation, leadership, strategy and the environment in which it operates in. According to Hitt et al (2007) a leader who is able to effectively implement strategy has the ability to anticipate, empower, envision and also the ability to maintain flexibility and motivate others within the organisation to create strategic change which is necessary for the organisation. In support, Hoskisson (2007) posited that a leader who is a strategic thinker is someone who has leadership skills that are multifunctional and can manage through others. The leader is one who can help the organisation to cope with any changes that can take place in the surrounding external environment. The open systems theory suggest that strategic leaders have the ability integrate the internal and external environment and also managing any complex information that may arise for the good performance of the business.

2.2.2.2 Path Goal Theory

The Path Goal model theory is based on a leadership style that best fits employees and the work environment so as to achieve organisational goals. The theory is based on the notion that a leader's behaviour is contingent to motivation, satisfaction and the performance of employees. The theory states that a leaders' role is to increase motivation in employees and also empowering them for them to become productive and enhance organisational performance. The theory is based on Vroom's (1964) expectancy theory which posits that employees act in accordance to the expectation that a certain outcome yields positive results thus they became motivated to work towards and achieve it. The major role of the manager is to strategically think and guide the employees to choose the best paths to reach their own goals and that of the organisation. The theory posits that a good leader should engage in different types of leadership behaviour which depends mostly on the situation at hand.

As noted by Gordon (2002) the involvement of leadership across the levels of an organisation helps in identifying behaviours which are specifically suited to the needs of employees. In support, Capon (2008) highlighted that the ability of a leader to strategically think, guide and mobilise resources for the growth of an organisation helps for the better performance of the company. The theory suggested four types of leadership for every situation that is directive leadership, supportive leadership, participative leadership and achievement-oriented leadership. A directive leader is one

who lets subordinates know what is expected of them and thus gives them guidance and direction for work. Supportive leadership is one who is friendly and approachable, he or she is a leader who is concerned more of subordinate welfare and thus treat members as equal. Participative leadership is one who always consult his or her subordinates and consider them in decision making. Lastly an achievement-oriented leader sets challenging goals and expects the employees to perform at high levels. These leadership styles help a leader in strategy implementation considering the situation in which the subordinates are working in.

2.2.2.3 The McKinsey 7S model

The McKinsey 7S model of strategy implementation summarizes them by stating that managers need to take account seven factors to be sure of successful implementation of a strategy. These are the 7s namely strategy, structure, systems, style, staff, superordinate goals and skills. Figure 2.1 shows the Mckinsey model.

Figure 2.1: Mckinsey 7S model

Source: Waterman et al (1980)

The Mckinsey 7S model is key in effective strategy implementation. The staff, systems, style and skills among others helps in good strategy execution through the interactions of the elements. The detailed analysis of the model is discussed below;

Strategy: this is your organization's plan for building and maintaining a competitive advantage over its competitors.

Structure: this is how your company is organized (how departments and teams are structured, including who reports to whom).

Systems: the daily activities and procedures that staff use to get the job done.

Shared Values: these are the core values of the organization and reflect its general work ethic. They were called "superordinate goals" when the model was first developed.

Style: the style of leadership adopted.

Staff: the employees and their general capabilities.

Skills: the actual skills and competencies of the organization's employees.

The placement of Shared Values in the center of the model emphasizes that they are central to the development of all the other critical elements.

The model states that the seven elements need to balance and reinforce each other for an organization to perform well.

2.3 The role of leadership and impact on strategy implementation

2.3.1 Ability to set long term direction

Leadership plays a vital role in strategy implementation. Leadership is a bridge to which an organisation's vision and goals are met. Leaders develop strategic goals, vision and objectives of the company and this helps in strategy making. In line with these goals, an organisation is able to align them with the costumer's needs and thereby helping in improving business performance. Leaders also help in strategy implementation firstly by choosing suitable subordinates through effective human resource planning. This helps in selecting individuals who will be at par with the vision and strategic planning process of the company (Hitt et al. 2007).

Long term direction that an organization adopts should be vibrant enough in addressing human resources planning needs. These may include one or more human resources topics such as; changes in work design, recruitment and planned demographic changes. According to Sullivan

(2016), long term goals and directions of strategic leaders should consider certain functions in the Human Resources (HR) department. Hiring and retaining employees with self-motivation and exceptional capabilities is probably the most impactful factor in workforce and team productivity. This helps senior managers and the HR to attract employees that are innovators, high performing continuous learners and those that are agile. According to Thomas, (2016), corporate strategies represent the organization's long-term direction. Issues addressed as part of corporate strategic planning include questions of diversification, acquisition, divestment, and formulation of business ventures. Corporate strategies that deal with plans for the entire organization and change relatively infrequently, with most remaining in place for five or more years (Thomas, 2016).

According to Sullivan (2016) long term goals necessitate having effective metrics and reporting processes to reinforce both team and individual goals. The metrics provide feedback, focus and result in continuous improvement over the years when a strategy is in place or is being implemented. It is essential to match strategy and investment plans with financing requirements, complementing external source of finance to strategies for corporate development. A good pair-up of strategy and finance dimensions can be tantamount to a competitive weapon. The interaction between financing and real decisions creates a situation in which high or low debt can compromise a firm's ability to take advantage of strategic options or long-term direction (La Rocca 2008).

Long term goals or corporate direction driven decisions have to carefully consider financial capability of the firm because according to La Rocca et al., (2008) a firm entering the market has a more vulnerable financial structure than does an incumbent. Visionary organizations use low debt levels as a strategic instrument to signal their solvency and toughness to the market, thus deterring any predatory action and risk of aggressive behavior by rivals. Strategic planning and budgeting are integral components of good management. The strategic plan charts direction, while the budget provides resources to implement the plan. A strategic plan neither grounded in fiscal reality nor linked to the budget would amount to wishful thinking. Alternatively, resource allocation without strategic thinking would be shortsighted and unresponsive to future conditions (La Rocca et al., 2008).

A leader fosters a culture in an organisation in which the employees perceive the way of operating in the environment and working towards same goals. A leader has the responsibility to introduce

and teach the subordinates the values and corporate culture of the organisation. This is key as it enables the environment for effective formulation and implementation of strategies. Implementation of strategy is effective within an organisation when everyone is involved. According to Mubarak and Yossuf (2019) everyone within an organisation should understand their responsibilities and thus perform their respective duties in order to effectively contribute towards the implementation of strategy. They further posit that a leader has the ability to motivate and aspire the change within an organisation. It is of essence that team goals be reinforced in the planning by effectively reporting to all subordinates. Also, if cost and benefit analysis of different strategy are considered, this will help to improve future executions.

According to Jabbar and Hussein (2017) leadership has a significant impact on strategy implementation because it helps the organisation to achieve its vision and goals. They posited that leaders who are able to follow strategies are able to expedite growth of suitable strategic activities and thus in turn able to specify ways in which to enforce them. Leadership is the heart of the organisation and it is important in encouraging the subordinates to be successful and in turn achieve organisational goals. This success is as a result of effective decisions and good strategy formulation. Jabbar and Hussein (2017) noted that strategy which is not properly implemented becomes insignificant. Strategies formulated less than 50% see the light of enactment as there is death of leadership skills. Leaders give direction to the organisation and the course of performance and ways to accomplish it. As highlighted by the open systems theory, leaders are important in suiting the organisation's vision with the needs of the environment. They are important in motivating and boosting morale and the spirit of workers.

2.3.2 Ability to make informed decisions

Making informed decisions helps everyone in achieving intended goals. It is an important role for a leader to thoroughly examine a situation and in turn finding gaps both within the organisation and externally then adopt suitable strategies and plan to fill in the gaps. Thus, an informed analysis of both the external and internal environment is key. According to Reeves and Ventura (2001) leaders are responsible also for making decisions which help an organisation to adopt to the external environment. They postulated that a leadership positively influence the performance of an organisation when effective strategy is implemented. When strategy is formulated within an organisation, the next step is for it to be implemented. This requires a leader who determines how

to execute the strategy based on the internal and external environment. Different circumstances in which the organisation operates in requires different leadership styles that suit to implement the strategy. According to Abujarad (2020) leadership styles are key in driving the success of strategy implementation. Leadership style contributes to the values, culture and effective change in an organisation.

Strategic decisions are long-term in their impact. They affect and shape the direction of the whole business and are generally made by senior managers (Business Case Studies, 2016). However, strategic business decisions are often made with incomplete information about the true picture of risk and opportunity across the whole organisation. Traditional approaches to decision-making focus on ad hoc reporting and financial statement line items. These approaches typically exclude key external and operational drivers, limiting a company's ability to make fully informed decisions (Ernst and Young, 2016).

Companies use business intelligence to extract crucial facts from a vast amount of unstructured data and transform them into actionable information that enables companies to make informed strategic decisions, improving operational efficiency and business productivity (Lyoob, 2012). Companies need to take a more incorporating approach that implements driver analytics and uses the analytics to mathematically link business strategies with the market, competitor, operational and financial forces driving value and, by extension, good decision-making. This leads to the improvement of performance management capabilities driving profitable growth within a company (Ernst and Young 2016). One term that stresses the need to make more informed decisions using all these sources is "evidence-based decision-making." Evidence-based decision-making is a term that is being used across many professions which are trying to apply research and evaluation to the decision-making of clients (Serve Centre, 2016).

2.3.3 Ability to monitor organisational activities

Monitoring is an ongoing analysis of whether planned results are being achieved, so that timely corrective action can be taken (Bennis, 2009). Data on specified indicators are systematically collected to inform management and the main stakeholders on progress in achieving results and in using allocated funds. Inputs, activities, outputs, outcomes and impacts of services are regularly analyzed according to an established monitoring framework (Schmidt & Laycook, 2016). The most important aspects of strategic leadership are shared values and a clear vision, both of which

enable and allow employees to make decisions with minimal formal monitoring or control mechanisms (Rowe & Nejad, 2009).

However, CSDF (2016) state that a critical component of the strategic management cycle is the monitoring and reporting of progress in achieving strategic goals. Organizations are therefore encouraged to develop monitoring and reporting systems that collect data continuously and report annually, at the very minimum. Monitoring and evaluation is all about learning from what an organization is doing and how it is doing it, and acting to adjust its strategy accordingly (Kusek & Rist, 2004). Regular monitoring and evaluation help an organization to assess how well it is doing against the set objectives and to ensure appropriate use of time and other resources (Sustainable Development, 2016).

According to Saqib (2012) leaders are important as they play a vital role in monitoring the activities in a company. Monitoring these activities include by way of understanding monitoring systems of data collection, and making sure that projects are aligned to the company's strategy. The leader is also important in continuously reviewing strategies with main focus on frequently improving each stage. Thus, for effective strategy implementation, as noted by Abasha (2016) it is of paramount importance for an organisation to have reporting systems which thoroughly focus on any major draw backs to strategies. Also, of importance is evaluating processes for development and improvement areas.

Leadership is important in linking the organisation's vision with the strategic management process. The vision of the leader provides a baseline for strategy formulation and its formulation ensures implementation of strategy. However, Saqib (2012) argued that although a leader has super power to spearhead the strategy formulation process, it is important to involve everyone within the organisation in the process. He posited that every individual in the organisation should understand change and thus should contribute efforts to the efficient implementation of strategies. The leader as highlighted in the path goal theory is responsible for inspiring and motivating people to bring change. Furthermore, leaders work to find gaps and they do this by analysing the environment both internal and external as highlighted by the open systems theory. Leaders bring innovation within the organisation which aids in business performance. Thus, in case of innovation, it is the role of a leader to bring innovation in the strategic management process from strategic thinking to performance evaluation to ensure competitive edge.

2.4 Empirical Literature Review

A review of literature on strategic leadership impact on strategy implementation was done by Mubarak and Yusoff (2019). The paper noted that good leadership and good strategies are key in the performance of an organisation. The study noted that strategic leaders sight the organisational personnel as a vital resource which should be harnessed to effectively gain competitive advantage. The paper noted that strategy formulation is complex and it requires good leadership. Organisations faces difficulty in executing strategies and thus leadership is claimed as one of the most significant barriers. In support, Hrebiniak (2006) posited that good leadership is important in implementing strategy. He argued that a leader should be guided by the organisation's vision and goals for effective strategy implementation.

A study done by Eyceoz (2009) showed four different strategy implementations. The findings of the study showed that the involvement of employees supported by an integrated sustainability within the organisation is key as it provides an organisation with good performance. This was also supported by Sofijanova and Chatleska (2013) who noted that effective employee involvement has a positive impact on organisational performance. This shows that good leadership and good strategy implementation should be buttressed with the involvement of everyone within the organisation. Thus, in a nutshell, managers in implementing strategy have to adopt employee involvement programs as this will help in working towards the same goal and in turn boosting company performance and its growth.

Kihara et al (2016) did a study on the relationship between leadership styles practiced during strategy implementation and the performance of SMEs in the manufacturing sector in Thika, Kenya. The study investigated three leadership styles which are transformational, transactional and passive/avoidant leadership. The results of the study showed that there is a positive relationship between leadership style applied by a manager and the strategy implemented. The study also showed that the leaders mostly followed the transactional style followed by transformational style and passive. The results also showed that when a leader practices transformational leadership, the execution of strategy will be positive and significantly related to performance of a company. Another study in Kenya was done by Ikiara and Kariuki (2015). The study focused on the effect of leadership styles on strategy implementation at the National Treasury (Ministry of Finance). The results of the study showed that when leaders are doing

strategy, they have to involve junior members of the staff in making the decisions or important tasks. The results of the study showed that leadership is important in positively influencing strategy implementation. It was postulated that autocratic, laisses-faire, democratic, transactional and transformational leadership affects the implementation of strategy. It was noted that there should be need for leaders to provide resources which are needed so as to ensure that power is handed over to the subordinates and thus encourage responsibility for decisions and actions made.

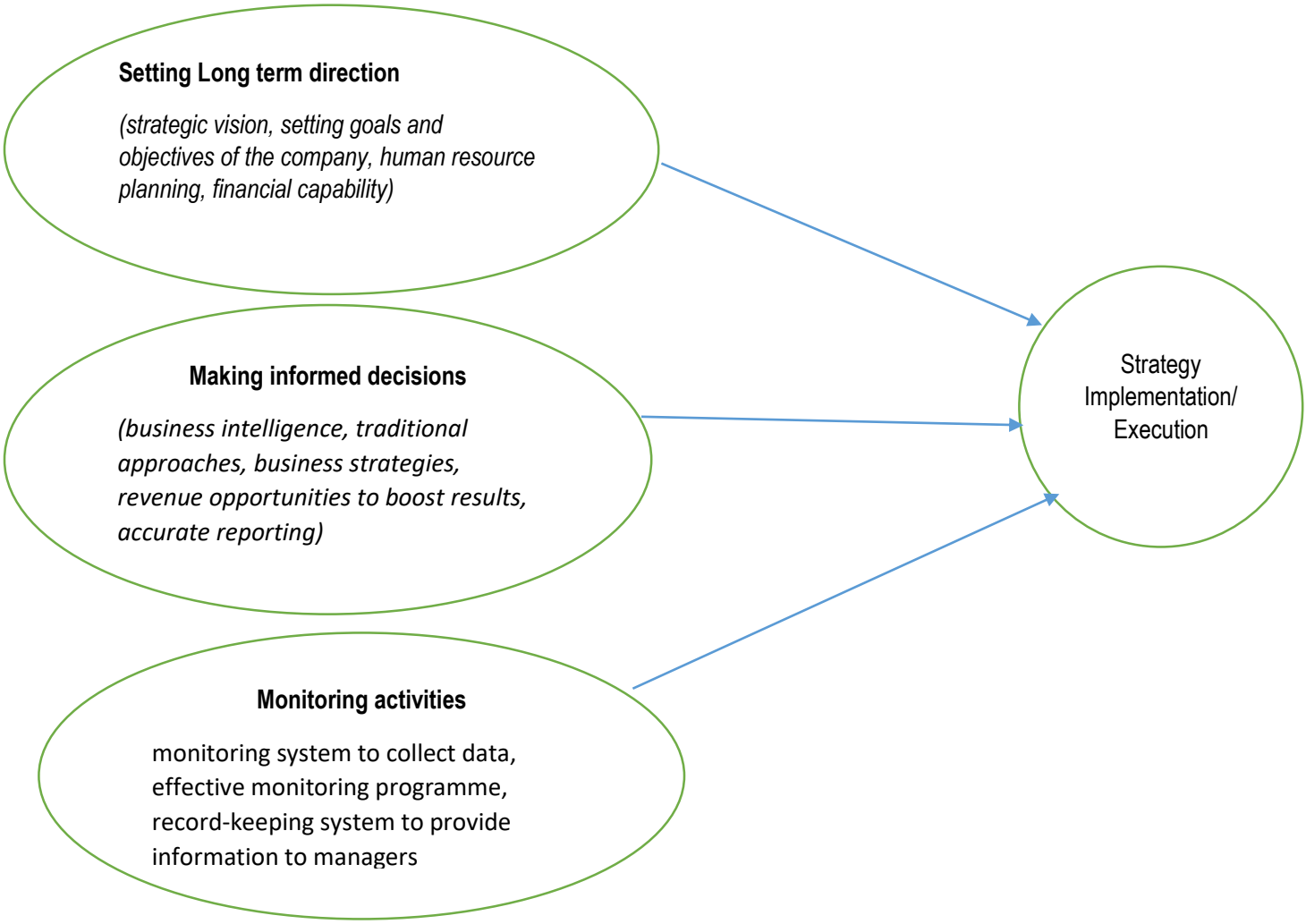
A study by Chimanzi and Morga's (2005) postulated that the involvement of all employees in the decision-making process helps in effectively coming up with good strategies. The study also postulated the importance of setting up a good business intelligent unit, effective human resources department and IT in the implementation of a company's strategy. Thus, strategy should be all encompassing and with clear lines of communication. As noted by Heracleous (2000) most companies fail to implement strategies because some decisions are not fully supported by some of the employees in the company.

As noted by Nutt (1986) leadership tactics and abilities are very important in strategy implementation. These tactics should encompass everyone in the organisation so that there is a smooth flow of decisions. In support to this, Pearce and Robinson (2005) commented that leadership is a very important asset for the performance of an organisation. They noted that in order for a leader to implement a good strategy, manageable working targets should be put in place and these provide clarity, motivation and thus effective strategy implementation. The studies showed that many strategies have failed because of managerial board's inability to make use of such skills to create an awareness to own the strategy implementation roadmap by creating smaller manageable tasks to be achieved in a short space of time (Mapetere et al, 2012).

2.5 Conceptual Framework

Conceptual framework is derived from the analyses of literature and derives the independent and dependent variables to be used in a study. It is used to make conceptual distinctions and organize ideas. Figure 2.2 shows the conceptual framework for strategy Implementation as derived from the theoretical literature review.

Figure 2.2: Conceptual Framework



2.6 Conclusion

This chapter gathered a consolidated analysis of theoretical literature, firstly with defining key terms like leadership, strategy and strategy implementation. The chapter also provided reasons to as why some times strategy implementation fails to be executed. Lastly the conceptual framework was developed. The next chapter will provide the methodology to be used in this study.

CHAPTER THREE

RESEARCH METHODOLOGY

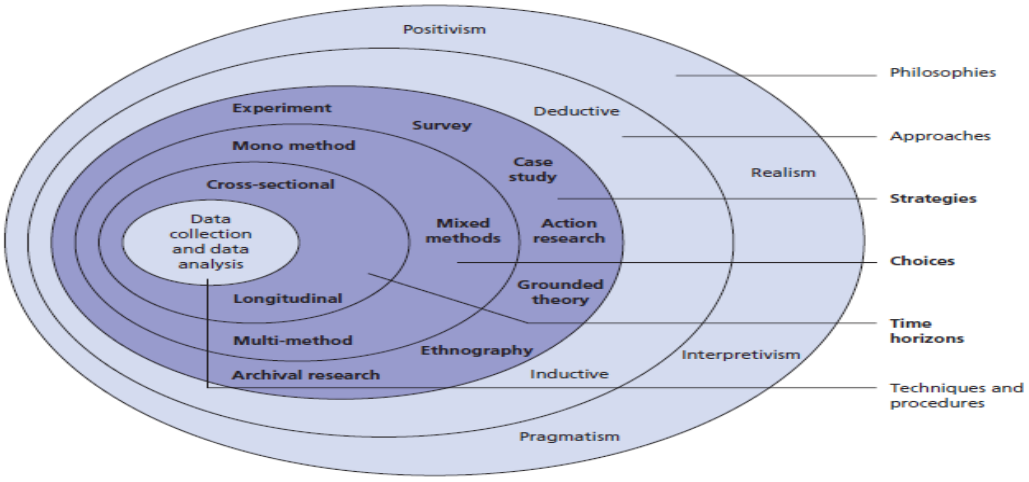
3.0 Introduction

This chapter outlines the methodology in assessing the role of leadership in strategy implementation in the real estate sector: the case of First Mutual Properties Limited. Firstly, the chapter will discuss the research onion then it will discuss on data collection procedures which include interviews and questionnaire. The chapter outlines the methodology used in this study which comprises of both qualitative and quantitative, thus mixed methodology.

3.1 Research Onion

According to Melnikovas (2018) a research onion is a way of planning and also undertaking a study methodology. It is based on the analogy of an onion and its layers as depicted in figure 3.1 below. The research onion is a framework which offers an elucidation of the stages in which a researcher can follow to come up with an effectual study methodology. The outer layer of the research onion portrays the positions that are taken publicly for all to hear and see. Underlying these outer layers are more layers which portray a researcher's interests that is what need to be achieved from a particular situation.

Figure 3.1: Research Onion



As outlined by Zefeiti and Mohamad (2015), the research onion has numerous stages which must be accounted for by peeling them off before the core of the onion can be addressed. The research onion concept suggests that issues like data collection and its scrutiny should be addressed only after addressing all the outer stages of the onion layers. These onion layers are categorised into six and they need to be peeled off, layer by layer from the outer layer till the core is reached. These layers are discussed in the following sub sections:

3.1.1 Research Philosophy

According to Saunders et al (2019) research philosophy entails the belief which concerns the gathering of data and understanding the data. Research philosophy is important in a research as it affects the research approach to be taken. The research philosophy layer postulates a set of beliefs which are related to the nature of something being investigated which is studied in the context of ontology and epistemology.

3.1.1.1 Ontology

The ontology research philosophy is concerned with articulating the nature as well as the structure of the world. It seeks specification of the form and the nature of reality including what can be known from it. Some of the advantages of ontology include that it is economical in terms of collecting large amount of data. It gives greater opportunity in terms of retaining control of the research process.

3.1.1.2 Epistemology

Epistemology relates to questions like what is or what should be in regards to the acceptable knowledge in the research. Epistemology answers the question of how and what in relation to a study. It consists of the perception, reason, the intuition and also the faith when doing a study. Furthermore, epistemology entails the study of scope and the nature of justified belief as well as the knowledge. According to Hirchheim et al (1995), epistemology is the link between the researcher who is also the knowledge bearer and the nature of knowledge gathered from different methods of data gathering. This means that epistemology analyses the nature of the knowledge thus in turn analyzing how it relates to notions like belief, truth and justification. Also, epistemology deals with how knowledge is produced including skepticism of different claims of knowledge.

3.1.1.3 Positivism Approach

Pring (2000) is the pioneer of positivism. His work is also backed by the sentiments by French philosopher Francis Bacon (Crotty, 1998). The work of these great philosophers are centered on observations, experiments as well as cause and effect relationships. The scientists who believe in positivism are very committed to statistical measurement, value neutrality and observable events which are used to establish causal law. The belief from the cause and effect relationships helps researchers in making predictions, value judgements and also important in establishing scientific laws. However, research positivism has been criticized by other scientist as it has produced some problems and questions. Some scientists are of the view that positivism can be changed from absolute certainty to probability. However, notwithstanding this, the advantages of positivism is that it is based on quantitative data and that it utilizes quantitative methods for data analysis and interpretations. Most scientists suggest that scientific methods are important in that they yield results which are deemed to be objective. They argued that scientific methods are guided by a number of rules and regulations hence there will be less errors during analysis. However, despite this, the results under this paradigm are also dependent on the objectivity of the researcher. For example, as stated by Saunders (2007), human behaviour cannot be predicted and this can give chance to unreliable results. Additionally, the approach is solely based on the assumption that all economic situations can be measured which however is not always the case.

3.1.1.4 Interpretivism Approach

Another important approach to research philosophy is the interpretivism approach. It is also called the phenomenological paradigm as it seeks to explore some social constructs with the view of understanding human beings. This type of philosophy seeks to understand and also interpret day to day events, social structures and also experiences. Scientism under this type of paradigm are of the view that social reliability is subjective in that it is based on personal views or perceptions, values and also the interest of the researcher. As compared to positivism, this research paradigm refutes the notion that social sciences utilize principles that are borrowed from natural sciences. Interpretivists are of the notion that different methodologies should be applied when it comes to social sciences. However, this type of research philosophy has some drawbacks. These include that the data gathering process can take time and also resources thus the need for the researchers to use alternative data gathering sources for example emails and the internet where necessary so as to minimize the limitations mentioned earlier. Another drawback is that of difficulty in

interpreting and analyzing the data thus soft wares SPSS and Excel becomes handy in easing up the process. Lastly, interpretivism is difficult to control as compared to positivism.

3.1.1.5 Realism

Lastly, realism approach views that an object exists in the reality of conceptual scheme. Scientists in this type of approach believe that the truth consists of cognitive representations and also reality. They also believe that whatever a researcher believes or know initially is an approximation of the reality and that the fullness of understanding can be improved. The philosophy relies on the idea that there is independence between reality and the human mind and is divided into direct as well as critical realism. Firstly, direct realism views the world in accordance to personal human experiences and senses that is what we see is what we get whilst critical realism is of the view that in certain times, people experience the sensations and images of the real worlds even though they can be deceptive and not thereof reflection of the world.

3.1.1.6 Philosophy Adopted

Having analyzed the different types of research philosophy, this study adopted the interpretivism philosophy. This approach gives the researcher a greater scope in order to address issues of influence and impact and additionally to answer questions like “why” and “how” in a research study. On the other hand, the study also borrowed aspects from the positivism which ensures drawing up positive and objective analysis of the data. Thus, this combination of philosophy will extend principles which focus on the nature and the scope of the study. The philosophies helped to analyze both qualitative data as from interviews and quantitative data which was formulated from the collected data from questionnaires.

3.1.2 Research Approach

Research approach entails plans and the procedures utilised in a research. These span from the assumptions imposed within a research to the detailed methods of data collection, analysis and interpretation. Research approach consists of inductive and deductive research approaches. Deductive approach utilises literature to find concepts which will be used to scrutinize data. It begins with theory, collecting data, setting up hypothesis, observation, testing and analysing data and lastly confirmation. Thus, for deductive approach, the emphasis is solely on the causality of variables. This research approach works from a more general to a more specific reasoning, it is sometimes called the top down approach. The advantage of this research approach is that it offers

possibility of coming up with casual relationships between concepts and variables. On the other hand, inductive research involves data collection and the development of theories which are based on the outcome of the data analyses. Unlike the deductive approach, the inductive approach is a bottom up approach that is it starts from specific observations to a very broader generalisation of theories. Since this study used mixed methodology, both inductive and deductive approaches were utilised. In terms of the inductive approach, this helped the researcher to come up with some research questions which needed to be answered. This is very important to this study since some questions which needed to be answered are whether leadership plays an important role in strategy implementation. Also given that part of this study is quantitative, deductive approach was used as it is suitable for quantitative studies.

3.1.3 Research Choices

Research choice seeks to inform about what data can be collected by a researcher. The research onion suggest that a researcher can either use, mono method, mixed method or multi method to conduct a research. Mono research method utilises single data collection and analysis technique or procedure whilst the multiple research method involves using numerous data collection and analysing techniques to achieve the study objectives. Mixed method analysis uses two or more methods that is the use of both qualitative analysis and quantitative analysis. Multi method uses a vast number of methods. Thus, a researcher needs to make choices between mono, mixed and multiple method. This research utilised the mixed method as it consists of both qualitative analysis and quantitative analysis. The qualitative analysis was from the thematic analysis after transcribing interview data whilst the quantitative analysis came after collecting data using questionnaire and doing regressions with the aid of SPSS statistical package. The advantage of the mixed methodology is that it strengthens the study's conclusions as it integrates both quantitative and qualitative analysis. Using both qualitative and quantitative data helps in improving the analysis of a study as it ensures that the limitations of one type of data are balanced by the strength of the other.

3.1.4 Research Time Horizons

This onion layer defines the time framework for which the research is going to be conducted that is whether cross sectional or a short-term study which involves collection of data at a specific point in time. A research can either be cross sectional or longitudinal study. Cross sectional data

involves data that is gathered at once over a period of time so as to answer research questions. Longitudinal study involves data collected at more than one period in time for example studying behaviour of participants before and after a certain event. Time horizons are very important for research as they outline the period in which a study is undertaken. Normally cross-sectional time horizons are used as they involve studies which are undertaken at a point in time thus the researcher made use of this time horizon as the study was undertaken within a predefined time frame.

3.1.5 Research Techniques and Procedures

This last layer includes gathering of data and the evaluation of procedures utilized by the researcher in conducting the study. This layer includes data collection and its analysis. These procedures include the use of either primary or secondary data, choosing sample groups and developing questionnaires and interview preparation. According to Saunders et al (2009) collection of data using different methods should be reliable for the respective studies. The reliability of data ensures that there is consistency and integrity of the research findings throughout the study.

3.2 Research Design

Research design is simply defined as the plan of the proposed research work (Ahuja, 2010). It offers the "glue" that holds all the elements of the research together (Akhtar, 2016). There are several types of research design and categorisation of research design (Fisher et al, 2014). One such categorisation divides research design into experimental and non-experimental research design (Ibid). Experimental design consists of at least one group, which is "treated", and another, which is not, and the data and measurements collected from these two groups are compared. On the other hand, non-experimental research design includes studies that seek to identify characteristics of a population and relations between such characteristics (Fisher et al, 2014). Other design classifications focus on the differences between exploratory, descriptive, explanatory, correlative, and experimental studies (Akhtar, 2016). University of Southern California Libraries (2016), gives twelve major types of research design as Action, Case-Study, Causal, Cohort, Cross-Sectional, Descriptive, Experimental, Exploratory Longitudinal, Meta-Analysis and Observational research design.

There are a number of factors to consider when choosing a research design, which include the research problem, researcher training and experience, psychological attributes, and focus of study

(Nasser-Abu Alhija, 2017). Based on these factors a non-experimental quantitative research design was used for this study mainly because the variables on the research problem are defined, which is the relationship between leadership and strategy implementation. Furthermore, information about the nature of the problem exists.

The researcher adopted a mixed method research design for this study. Mixed method research, also referred to as methodological triangulation, is the practice of collecting, analyzing and combining elements of quantitative and qualitative approaches within a single cohesive study for the broad purpose of gaining a more holistic understanding of a research problem or area of study (Fisher et al, 2014). This method was chosen as it enables convergence, corroboration, correspondence of results from different methods. Furthermore, mixed method design was chosen as it enables complementarity and expansion, thus, covering the inadequacies of one method. Quantitative method, on one hand, makes great use of theories or models, which serve as guidelines to the researcher's investigations and allows for the development of consistent methodologies (Kauertz and Fisher, 2012). Basing the research on sound theoretical framework is key for obtaining clear and relevant results. There must be a link between theory, the research and the findings to enable the generalisation to other cases (Fisher et al, 2014). On the other hand, qualitative method examines the cause and effect relationship between phenomenon in this case the link between leadership and strategy implementation.

3.3 Research Population

As postulated by Sekaran and Boigie (2013) a good and effective research requires that the population be clearly defined. According to Alvi (2016), a population is a collection of all people or objects who meet the particular criterion specified for a scientific enquiry. This study focused on the Real Estate Sector, particularly First Mutual Properties Limited.

3.4 Sampling Procedure

As noted by Kamangar and Islami (2013) sampling involves selecting statistical elements to represent the individual population. It is important to work with a sample rather than the whole population so as to avoid too many errors when collecting and analyzing data thus improving the study results. There are two types of sampling techniques that is probability and non-probability sampling techniques (Taherdoost, 2016). The research used non-probability sampling techniques

particularly purposive sampling. Thus, the selection of the best sampling technique utilised was determined by two principles which are that, the sample had to reflect the whole population and the sampling technique had to take into consideration participants with information pertaining to the role of leadership on strategy implementation.

3.5 Sample Size

Sample size measures the number of individuals who represents the total population for a certain survey or experiment. Sample size represents the number of participants or respondents in the study. Sample size is important when conducting qualitative and quantitative researches. It is important to sample for a particular population as this will provide a representation of the true population. Given that it is time consuming to do a research for a wide population, sampling is therefore important so as to facilitate in data collection used in research analysis. Sampling enables the researcher to collect and analyze the data for a smaller portion of the population which is the representation of the entire population. It enables the researcher to draw conclusions about very complex situations. Sample size is important in that it influences the precision of the estimates and the power to draw conclusions from the study. There are different methods used to come up with a good sample size for a research. This study used the Krejcie and Morgan (1970) sampling criteria as shown in table 3.1 below. The Krejcie and Morgan table is an already calculated table used to select sample size for a given population size. For example, for a population size of 7000 as shown from the table below, the calculated and recommended sample size to use by the Krejcie and Morgan (1970) is approximately 364 individuals.

Table 3.1: Krejcie and Morgan sampling formula

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

Source: Krejcie and Morgan (1970)

Table 3.1 shows the Krejcie and Morgan (1970) sampling formula. At First Mutual Properties Limited there are 80 employees within the lower, middle and top-level management. Applying the formula provided by Krejcie and Morgan (1970) to the research population of 80 in this study, the researcher obtained a corresponding total sample size of 66 respondents. As such, the sample size used in this study is 66 respondents

3.6 Questionnaire Development

After obtaining the sample size to be used in the study, another important step to take is to develop a questionnaire. This helps in gathering information from the respondents which aid in the research process. Before developing the questionnaire, a review of literature was done in chapter 2 to understand what other scholars say with regards to leadership and strategy implementation. Information gathered from literature was used to determine which variables and issues to include in the questionnaire. The other questions on the questionnaire emerged from the objectives that the study sought to achieve. All the issues pursued by the objectives are included in the questionnaire.

The study questionnaire was structured into five sections that is Section A which comprised of demographic information like level of the individual in the organisation, educational qualification, age range and gender. Demographic information is important as it gives key background of the

respondents which is important to the study. From Section B to Section E respondents through a Likert scale would put their choices on the respective questions asked. The Likert scale is from strongly disagree, disagree, neutral, agree up to strongly agree against each of the questions asked.

3.7 Pilot test

Before using a research questionnaire to collect data, the questionnaire should be pilot tested. A pilot study is a study done on a smaller scale reflecting all the procedures of the main study (Benger et al (2016). Pilot study is important in identifying any potential problems that may arise during the actual data collection (Malmqvist et al 2019). As a way of pilot test, the study collected data from 10 respondents and the information was used to verify the reliability of the questionnaire. During the pilot test process, some ambiguous questions that seemed to cause confusion were eliminated.

3.8 Data Collection Methods

Data collection involves the process of gathering data either by using interviews, questionnaires, surveys or focus groups. (Kabir, 2016). Data is categorized into two that is primary and secondary data. Primary data is gathered from first-hand experience of the researcher while secondary data refers to data that has been collected, compiled and has already been published in any form by someone and is accessible to the public (Parveen and Showkat, 2017). The study uses a mixed data collection method in which firstly interviews are conducted and then questionnaires distributed.

3.8.1 Interviews

Key informant interviews were utilised in the process of this study. Gabbert et al (2017) have defined an interview as a conversation between two people, an interviewer and an interviewee. In-depth and structured interviews were utilised in the study. Face-to face interviews, telephonic and mail interviews were conducted. The latter two methods were used more in view of the COVID-19 pandemic that restrict face-to-face meetings. Through the application of interviews, the researcher endeavoured to gather information from managers and board of directors in First Mutual Properties Limited. The researcher created interview guides with questions derived from chapter one. The interviews were conducted to 5 participants drawn from the diverse relevant groups. The interviews adhered to strict confidentiality rules and participation in them were on a voluntary basis. Data gathered from these people was analysed through thematic analysis.

3.8.2 Questionnaires

A questionnaire is a research instrument used to collect data from a study or survey. The questionnaire consists of different questions set to answer the study objectives through information provided by the respondents. The structured questionnaires were used in this study because they produce data that can be analysed quantitatively in patterns and trends. The questionnaires were structured based on the objectives of the study and also information gathered from literature. Section A of the questionnaire consists of the demographic information of the respondents, Section B focuses on the ability of the managers to set long term direction, Section C focuses on the ability of a leader to make informed decisions whilst Section D focuses on the ability of the leader to monitor activities within the company. The last section that is section E captures the constructs for the dependent variable in this study that is strategy implementation.

3.9 Data Presentation and Analysis

Primary data is gathered in its raw form and this should be summarized and organized so as to derive useful information from it (In and Lee, 2017). Data analysis is the process of structuring and putting meaning and order to collected data (Marks and Yardley, 2010). The study used thematic frames or analysis to analyse interview data whilst regression analysis was done to analyse data obtained from the questionnaires.

3.9.1 Thematic Analysis

According to Braun and Clarke (2012) thematic analysis entails the process in which interview data is transcribed into meaningful themes that aids in analysing interview data. Themes helps in making a narrative analysis of the information collected from an interview session. The objective of thematic analysis method is to identify what is common on the information obtained on a topic and making sense of those commonalities in line with the specific research question that is being answered (Ibid). Braun and Clarke (2006) pointed out that thematic analysis helps to translate qualitative information into quantitative data. The advantages of using themes according to King (2004) is that it provides flexibility which can be modified for the needs of a research. Furthermore, thematic analysis is important in summarizing the key features of large data set. However, in spite of these aforementioned advantages, thematic approach is not sufficient when analyzing data. It should be buttressed by regression analysis.

3.9.2 Descriptive Statistics

After the interview, data is put into themes which helps in analysing the transcribed information. The other important way of analysing data is through descriptive statistics and regressions. This is done on data gathered from questionnaires. The study used Statistical Package for the Social Sciences (SPSS) version 20.0, to analyse data gathered using questionnaires. As the research test the relationship between variables in particular leadership and strategy implementation, the bivariate Pearson Correlation was used. The coefficient is a parametric measure used to determine the strength as well as the direction of linear relationship between a pair of continuous variables. The Pearson correlation coefficient ranges from negative one to the positive value of one. The larger the coefficient value the stronger will be the linear association between the variables. The coefficient value of 1 indicates a perfect linear relationship whilst a value close to zero indicates no linear relationship between the variables. Furthermore, linear regression models were used.

3.9.3 Validity and Reliability

In a research process, reliability and validity are concepts that are used in evaluating the quality of the research. Reliability and validity helps in indicating the suitable method or technique of measuring the variables at hand. As postulated by Alasuutari et al (2009), reliability focuses on the consistency thus the Cronbach alpha was used in testing the internal consistency whilst validity entails accuracy of the measure used.

Pre-estimation tests are important to avoid some spurious regressions when analyzing the data. Firstly, the tests for reliability and validity was conducted using the Kaiser- Mayer- Olkin (KMO) and the Bartlett's test of Sphericity to test for reliability. These two tests are important so as to investigate whether the data for the various constructs is suitable for data reduction in confirmatory factor analysis. The Bartlett's Sphericity tests the hypothesis that the correlation matrix is an identity matrix. This shows that the variables are unrelated which therefore means that it's unsuitable for structure reduction. On the other hand, the Kaiser-Mayer-Olkin (KMO)'s value of more than 0.6 shows that the data is reliable. A value which is closer to 1.0 indicates that factor analysis maybe useful within the data.

It is important also to test for normality of the data. This test is important as it helps to see the distribution of the data and in turn knowing the suitable model to use. Furthermore, normality test is important to determine whether parametric or non-parametric tests can be done. The study used

the Shapiro Wilks test to determine whether the data is normally distributed. The decision criterion for the Shapiro-Wilks test is based on significant values in excess of 0.5 if the data is normally distributed.

Lastly, multicollinearity tests were conducted using the Variance Inflation factor and tolerance. The rule of thumb of the variance inflation factor is that the value should be less than five representing that there is low correlation between the constructs. Furthermore, to buttress the results from the VIF, tolerance was used. A value of tolerance greater than 0.2 means that there is no problem of multicollinearity.

3.10 Ethical Considerations

Most researches involve human participation; therefore, it is important that researchers observe some ethics before, during and after the research (Fleming, 2018). Ethical considerations are receiving greater attention in response to society's expectation of greater accountability from researchers (Zegwaard et al, 2017). There is quite substantial literature to guide researchers on how to design and carry out an ethically acceptable research approach with the work by Denzin and Lincoln (2011) and Berg and Lune (2017), commonly referred to.

This study followed the ethical procedures before, during and after the study. First, the researcher ensured that she had the informed consent of the participants. According to Denziln and Licoln (2011), informed consent is the corner stone of ethical research. This entails that the participants must be fully informed of what will be asked of them, how the data will be used and what (if any), consequences there will be (Ibid). Secondly, the researcher placed measures that guaranteed anonymity, confidentiality and that there was no risk of harm. Anonymity and confidentiality are an important step in protecting participants from potential harm. Harm can be physical, resource loss (including time), emotional and reputational (Fleming and Zegwaard, 2018). According to Denziln and Licoln (2011), confidentiality entails how the researcher manages private information that will be shared by the participant and which cannot be shared to third partners without his or her consent. In this regard, the researcher ensured that the data gathering process followed confidentiality measures and thus guarded against unauthorised access of the data.

3.11 Conclusion

Chapter three presented the methodology that was used in this study. The chapter presented that a mixed method research methodology was adopted in this study. The chapter further provided justification as to why it was favourable to follow that research methodology. This study used interviews and questionnaires to gather data. Data gathered using interviews was analysed using thematic analysis while data gathered using questionnaires was analysed using SPSS and descriptive statistics. Before analysing the data using regression, the chapter also discussed how validity and reliability were achieved. Furthermore, the data was analysed using correlation analysis and linear regressions. Ethics considered have also been discussed. Chapter four will present the study findings as well as interpreting the results.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter presents the findings obtained from this study on the impact of leadership on strategy implementation. The chapter provides the analysis and the interpretation of the study results after data collection and cleaning. As mentioned in chapter three, this research utilized a mixed research method firstly, analyzing the thematic frames obtained from interview data for 5 participants. Furthermore, using SPSS v20 and the data collected from 66 participants, the chapter presents demographic statistics as well as pre-estimation tests done to produce meaningful results. These tests include reliability and validity tests done using the KMO test, Bartlett's test for sphericity and the Confirmatory Factor Analysis. Furthermore, normality test was done using the Shapiro Wilks tests and also test for multi collinearity using the Variance Inflation Factor as well as Tolerance. The data was presented in the form of tables, bar graphs and pie charts. Linear regressions and correlation analysis (Pearson Correlation Coefficient) were conducted to further buttress the analysis of themes developed from the interview data.

4.1 Thematic Analysis

This section analyses data as obtained from the 5 interviews done. The interviews were done with lower level, middle level and top-level managers at First Mutual Properties Limited. The data obtained was transcribed, cleaned and codes, themes and sub themes were developed. Table below shows the demographic information of the interviewed participants.

Table 4.1: Table showing Sample demographic presentation

Participant Number	Age	Gender	Managerial Level
1	41	Male	Top
2	25	Male	Lower
3	28	Female	Middle
4	37	Male	Middle
5	58	Female	Top

Table 4.1 shows the demographic information of the 5 participants interviewed. As highlighted in chapter 3 each participant represented a certain managerial level. Table 4.1 shows that all the participants interviewed were aged below 60 years, the highest being a manager aged 58 whilst the lowest being a 25-year-old manager. In terms of gender, three participants were males and two were females. Having collected information from the above participants, the data was transcribed and stored in different files.

4.1.1 Data Familiarization

In the wake of COVID-19 and thus avoiding face to face interactions, the researcher conducted the interviews through telephone and mail. The interviews were conducted without the assistance of third party as this enabled to embark on data analysis procedures earlier during the data gathering phase. The interview questions were structured in such a way that if the respondent was not able to give his or her views on one question, the researcher will move on to other questions. The interviews were recorded, stored in separate files and thereafter the recordings were transcribed.

4.1.2 Transcribing qualitative data

Saunders et al (2009) postulated that data transcription is the process of reproducing recorded telephonic interview information into written words. The information recorded from the interviews done was transcribed soon after the actual session. This helped in capturing useful information without losing it during the interview process. As suggested by Saunders (2009), it is important to transcribe information as soon as it is received during interviews so as to take note of all relevant information provided, how participants said what they said and most importantly also to note the communication tone. Data transcription is important as it aids in analyzing thematic areas of the

provided information (Braun and Clarke, 2006). Data transcription is very important because it puts data and information into a text-based format. Transcription helps to make the data easier to analyse into themes. It also allows the researcher to create a narrative of the interviewed data and making patterns out of it. After data is transcribed, themes and codes can be developed, the data can also be conceptualised and organised in order to conduct inductive and deductive analysis. The information transcribed by the researcher was stored in each separate file so as to preserve the privacy of each participant. Each file for the participant was named in such a way that it was easier for the researcher to identify it and the correspondent participant. After transcribing the interview information, the researcher read and re-read the transcribed interviews. Furthermore, the researcher listened to the recordings repeatedly so as to have a clear understanding of the data collected.

4.1.3 Generation of initial codes

After the data was transcribed, the next step was to generate initial codes. In data analysis, coding is a process by which certain data is grouped in such a way that features and behavior of the data is identified. This process is important as it reduces huge data into small meaningful chunks. The data was collected and organized in a comprehensive way. Coding can be done manually or automatically. The researcher used manual coding which involves identifying data features and behaviour from raw data without using any software application. Manual coding is also important in that it improves the researcher's understanding of the data. As suggested by Maguire and Delahunt (2017) open coding is the best suitable in research as there are no pre-set codes and thus allowing the researcher to develop and modify the identified codes as the analysis progresses. Data was coded by writing notes on the analyzed texts and also keeping in mind the research objectives and questions. Table 4.2 below reveals the identified codes along with the corresponding raw data.

Table 4.2: Preliminary codes

Raw data	Preliminary Codes
Leaders influence the implementation of strategies	leadership, strategy implementation, positive
"Factors that influence strategy implementation as a leader"	Communication, leadership tactics, organizational structure, culture
Leadership style, ability and strategy implementation	Leadership style, strategy generation, execution

4.1.4 Identification of themes

After identifying and cleaning the codes as shown above, the researcher developed the themes and sub themes with the aid of the interview guide, raw data and in line with the study objectives. It was important to develop these themes as they aid in answering research questions and fulling the research objectives as highlighted in the first chapter of this study. The raw data and the codes as shown in table 4.2 were re-read and themes and sub themes were identified as shown in table 4.3. Some of the identified codes clearly emerged together into a theme.

Table 4.3: Preliminary Themes

Preliminary Codes	Main Theme	Sub theme
Leadership, strategy implementation, positive	leadership and strategy implementation	
Communication, leadership tactics, organizational structure, culture	Factors influencing strategy implementation	
Leadership style, strategy generation, execution	Leadership style and strategy implementation	Participative style, supportive style, directive style, achievement oriented

4.2 Discussion of themes

After creating the codes and deriving themes from the interview guide, this section will provide a narrative analysis of the developed themes. The analysis of the themes was done having in mind the objectives needed to be achieved by this study. The thematic analysis also provides a narrative analysis of the interview data including in some instances what was actually said by the respondents. This gives a good analysis of the broad objective of the study which is to analyze the impact of leadership on strategy implementation.

The respondents were asked to give their opinions on challenges faced when implementing strategy (*see appendix for interview guide*). Almost all the interviewees postulated that effective communication is an important asset in the implementation of strategy in an organization. The respondents highlighted that communication helps in training subordinates as well as in disseminating knowledge during strategy implementation process. As highlighted by respondent 2, effective communication is very important in a company as it provides everyone with the day to day activities of a company so that everyone remains in line with the goals and vision set. The respondent also highlighted that everyone in the organization has a role to play in the implementation of strategy and the leaders are there just to give the direction. Further the respondent highlighted that everyone within the organization should clearly understand the objectives set by the managers and proper feedback should be given whenever need be. Thus, feedback enhances the communication process for strategies implemented within the organization.

According to responded 4, what really affect strategy implementation are leadership tactics. According to the submissions from the respondents, leadership tactics are key in the implementation of strategies. Leadership tactics are key in overcoming any obstructions that may arise from the lower levels within the company. Leadership tactics refers to a leader's characteristic behaviors when directing, motivating, guiding, and managing groups of people. Respondent 4 further noted that strategy implementation is sometimes not successful as a result of misinformation within the reporting levels that is from lower (non-management employees) to higher levels of decision making. The respondent also highlighted that the more the levels of communication in the organization, the lower the consensus of strategy implementation. The respondent highlighted that at least there should be few reporting lines in an organization so that communication and feedback smoothly flow within the organization.

4.3 Analysis of Questionnaire Data

4.3.1 Study Response Rate

Chapter three provided the sample size after applying the Krejcie and Morgan (1970) formula. As such, the sample size was 66. Table 4.4 one shows the total percentage of questionnaires that were sent out to respondents which were responded to and also total questionnaires that were not answered and returned blank.

Table 4.4: Response Rate

Response	Frequency	Percentage
Number Responded	61	92.4%
Incomplete	5	7.6%
Total	66	100%

Table 4.4 shows the percentage response rate. After administering a total of 66 questionnaires to managers in First Mutual Properties, the effective response rate was 92.4%, meaning to say that a total of 61 questionnaires were answered correctly and returned successfully while only 5 questionnaires were either not correctly answered and or returned blank. This response rate is high enough to guarantee accurate results. Also, a high response rate shows high levels of motivation by respondents to complete the questionnaire. A high response rate is fundamental in that it ensures that study results are representative of the target sample and also that the questionnaire is performing as intended. Furthermore, a high response rate gives results which are justifiable in answering the objectives of a study. A good sample size as postulated in chapter three is important as it closely describes the total population of a research area. The response rate shows that only 7.6% participants were not able to respond to this survey which is a low percentage to affect much of the required sample from the Krejcie and Morgan (1970) requirements. Thus, the study went on to analyze the demographic data of the respondents.

4.3.2 Background Information

4.3.2.1 Gender of Respondents

Figure 4.1: Gender of Respondents

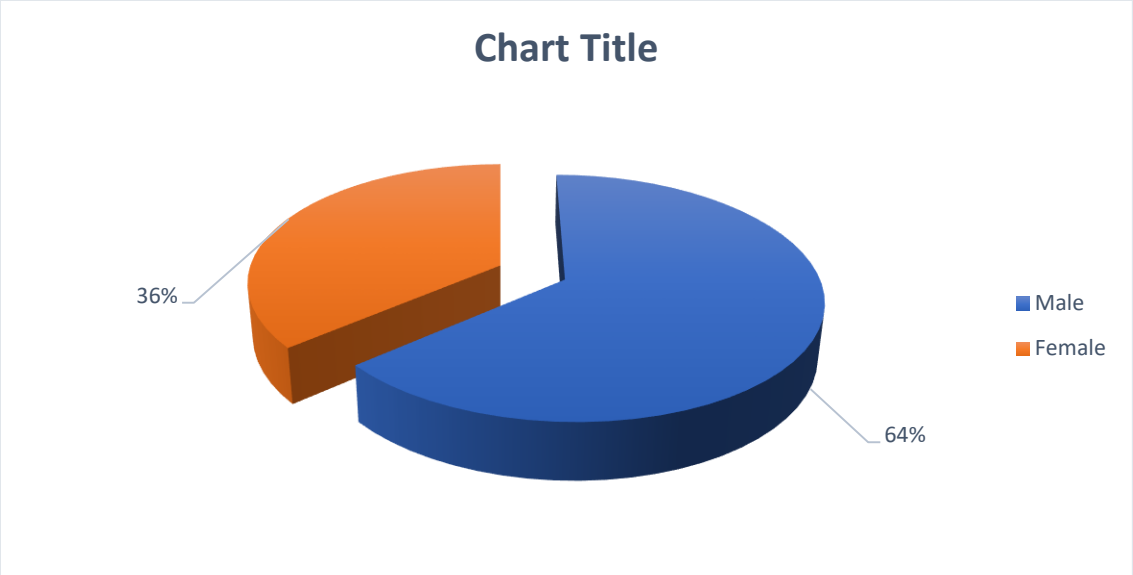


Figure 4.1 shows that most respondents who participated in this study were male who represented 64% of the survey whilst only 36% were female showing that most managerial posts at First Mutual Properties are male dominated. The results show that more males are likely to take managerial roles at first Mutual Properties thus females need to be inspired so that they compete with male counterparts in leadership positions.

4.3.2.2 Age of Respondents

Table 4.5: Age of Respondents

	Frequency	Percentage
20 years -30 years	18	29.5
31 years -45 years	24	39.3
46 years-60 years	17	27.9
More than 61 years	2	3.3
Total	61	100.0

Table 4.5 shows the age of the respondents to this survey. The results as shown in the table above portrays that managers who are between the age of 20 years to 30 years represent about 29.5% of the total while those in the age range between 31 years to 45 years are represented by 39.3%. The results also show that 27.9% of the respondents are in the age group of 46 years to 60 years whilst

only 2 respondents representing 3.3% of the total in this survey are in the age group of above 60 years. The results overall show that the majority of the management position at First Mutual Properties are between 31 years to 45 years. This age group shows people who have a feeling of job security and who have demanding job responsibilities and hence are not likely to leave the company

4.3.2.3 Respondents' educational level

Table 4.6: Educational level

		Frequency	Percentage
Valid	Diploma	20	32.8
	Bachelor Degree	22	36.1
	Master Degree	18	29.5
	Doctorate Degree	1	1.6
Total		61	100.0

Table 4.6 shows education level of the respondents working at First Mutual Properties. The educational level was categorized from diploma level, bachelor's degree, up to Masters level. From the table above, a total share of 32.8% represented those in diploma level, 36.1% shows those who had a bachelor's degree whilst a share of 29.5% shows those who had a Master's degree. Only one respondent has the highest level of qualification that is PhD.

The results as shown in the table means that managers at First Mutual Properties are highly educated and this is why they are able to make some informed decisions. It is important for managers to be highly educated so as to make effective strategy implementation.

4.3.2.4 Working Experience of Respondents

Table 4.7: Work experience of the respondents

		Work Experience				Total
		2 years or less	2-5 years	6– 10years	More than 10 years	
Age bracket	20-30	6	2	10	0	18
		33.3%	11.1%	55.6%	0.0%	100.0%
	31-45	1	9	11	3	24
		4.2%	37.5%	45.8%	12.5%	100.0%
	46-60	0	11	2	4	17
		0.0%	64.7%	11.8%	23.5%	100.0%
	Above 61	0	0	1	1	2
		0.0%	0.0%	50.0%	50.0%	100.0%
Total		7	22	24	8	61
		11.5%	36.1%	39.3%	13.1%	100.0%

Table 4.7 shows the cross tabulation of the manager's work experience with correspondence to their age. As shown from the table, 33.3% of those involved in this study in the age group 20-30 had less than 2 years' experience, 11.1% had 2-5 years working experience, 55.6% had 6 -10 years working experience. Table 4.7 also shows that 4.2% of the managers in the age group 31-45 years have less than 2 years of working experience, 37.5% have 2-5 years of working experience, 45.8% of the respondents have 6-10 years of working experience whilst 12.5% has above 10 years working experience. In the 46 to 60 years' category, 64.7% of the managers has 2 -5 years working experience, 11.8% has 6 -10 years' of work experience whilst 23.5% had above 10 years' experience. Lastly for those with more than 61 years, the results show that 50% has 6 to 10 years working experience whilst another 50% has above 10 years working experience. The results of the study show that the majority of the respondents (39.3%) have work experience ranging from 6 to 10 years. Work experience is very important in an organization as it helps managers to effectively implement strategies

4.3.2.5 Managerial Level of Respondents

Table 4.8: Management level of respondents

		Managerial level in the company			
		Top	Middle	Lower	Total
GENDER	Male	11	25	3	39
		28.2%	64.1%	7.7%	100.0%
	Female	1	4	17	22
		4.5%	18.2%	72.3%	100.0%
Total		12	29	20	61
		19.7%	47.5%	32.8%	100.0%

Table 4.8 shows a cross tabulation of the manager's gender corresponding to the position in the organization. The table shows that 28.2% of the male managers are in the top management level, 64.1% are in the middle management level whilst 7.7% are in the lower level management positions. The study results as shown in table portrays that only 1 female respondent (4.5%) was in the top management level, 18.2% of the females are in the middle management level whilst 72.3% are in the lower management level. The results show that the top management levels are dominated by male managers.

4.3.3 Pre-Estimation tests

A number of pre-estimation tests were done before the regressions. This was to make sure that the regressions produce meaningful results which are not spurious. Also, these pre-estimation tests are important in pinpointing problem areas, reduce measurement errors and also to determine whether respondents were interpreting the questions correctly and thus in turn ensuring that the order of questions did not influence the way respondents were answering. The pre- estimation tests conducted include reliability and validity test, normality test and multicollinearity tests. The study used the Kaiser-Mayer-Olkin (KMO) and the Bartlett's test of Sphericity to test for reliability and the suitability for the use of factor analysis. After these tests were done, the validity of the constructs was checked using the Confirmatory Factor Analysis (CFA). Normality test was conducted using the Shapiro Wilks test. The normality test is important so as to see the distribution of the data. Lastly, multicollinearity was tested using the Variance Inflation Factor (VIF) and

Tolerance. If there is problem of multicollinearity, it will be hard to interpret the coefficients and also it reduces the power of the model. It affects the independent variables that are correlated.

4.3.3.1 The Kaiser –Mayer – Olkin (KMO) and Bartlett's Test of Sphericity

Prior to conducting estimations, it is of fundamental importance to check whether the constructs are reliable and valid. Thus, in line with this, the study used the Kaiser-Mayer-Olkin (KMO) and the Bartlett's Test of Sphericity to test reliability of the constructs. These two tests are important in reducing the number of items in the study to few manageable constructs. As postulated theoretically, the Kaiser-Mayer-Olkin (KMO) value should be at least more than 0.6 if the data is deemed reliable. A value which is closer to 1.0 indicates that factor analysis maybe useful within the data. On the other hand, the Bartlett's Sphericity tests the data for structural reduction and suitability for structure detention. Smaller significant value that is less than 5% indicates that factor analysis maybe useful with the data. Test results from these two tests are presented in table 4.9.

Table 4.9: Kaiser-Mayer-Olkin (KMO) and Bartlett's Test of Sphericity

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.873
Bartlett's Test of Sphericity:	Approx. Chi-Square	8437.672
	Degrees of freedom	431
	Significant value	.000

Table 4.9 presents the reliability test results from the KMO and Bartlett's test of Sphericity. As per the results outlined in the table, the Kaiser-Mayer-Olkin (KMO) value is 0.873 which is close to 1.0. This shows that the constructs are reliable and thus conducting factor analysis is important to further check the validity of the data. Additionally, the results of the Bartlett's Sphericity test indicates that the Chi-Square value is significant since it is less than the 0.05 significant level leading to a conclusion that further analysis for construct and data validity using factor analysis needs to be done.

4.3.3.2 Factor Analysis

Based on two tests as presented in table 4.9, to buttress the test for data reliability, data validity was checked using the Confirmatory Factor Analyses. Factor analysis is used to reduce the number of items into fewer number of constructs or dimensions. The analysis was done on the leadership actions or roles that is long term direction (LTD), informed decision making (IDM) and monitoring activities (MA). From the factor analysis results, any factor loading close to -1 or 1 indicate that the factor strongly influences the variable whilst factor loadings that are close to zero indicate that the factor has a weak influence on the variable. Therefore, the recommended threshold for acceptable factor loadings is at least 0.50 or more. This indicates that the construct accounts for at least 50% of the variance in the items. Most factor loadings surpassed the 0.5 threshold thus included in the regressions.

Reliability constructs were further evaluated using the Cronbach's alpha. The alpha measures internal consistency which means how closely related a set of items are as a group. A general accepted coefficient is that alpha be greater than 0.7. Values higher than 0.95 are deemed to be not necessarily good since they might be indication of redundancy (Hulin et al, 2001). All the constructs were on average close to 0.8 which is far much higher than 0.7 threshold. This shows that there is strong data reliability. Having conducted factor analysis, the data was now suitable and valid for further analysis. However, it is important to check the skewness of the data so as to conduct either parametric or non-parametric tests.

4.3.3.3 Normality Test

Normality test is crucial before regressions are done. The normality test is important in order to assess data distribution for each variable. Before regressions are carried out, it is important to know the distribution of the data thus in turn knowing the suitable model to use. When the data is normally distributed, parametric tests are conducted otherwise non-parametric tests will be used to compare groups. The Shapiro Wilks test results are presented in table 4.10.

Table 4.10: Shapiro Wilks test for stationarity

Variable	Number of Items extracted	Shapiro Wilks Test	
		Test value	Sig value
Strategy Implementation	1	0.927	0.002
Long term Direction	10	0.878	0.000
Informed Decision Making	9	0.834	0.000
Monitoring Activities	7	0.934	0.013

Table 4.10 shows normality test results after conducting the Shapiro Wilks test. The decision criterion for the Shapiro-Wilks test is based on significant values which are greater than 0.5 if the data is normally distributed. As shown from table 4.10 all the variables are normally distributed as shown by the test values which are greater than 0.5 and significant at 1% level, parametric tests can be done.

4.3.3.4 Multicollinearity test

To buttress the reliability and validity results, multi collinearity test was done using the Variance Inflation factor and tolerance in order to check if there are two or more constructs which are highly linearly related. Variance inflation factor measures how much variance or behaviour of one independent or explanatory variable is influenced or be inflated by another variable or its interaction. A rule of thumb for interpreting the VIF is that a value higher than 5 represent high correlation between the constructs. Furthermore, multicollinearity can be detected by tolerance. If the value of tolerance is greater than 0.2 it means that there is no problem of multi collinearity.

Table 4.11: Variance Inflation Factor and Tolerance

Variable	Multi Collinearity	
	VIF	Tolerance
Strategy Implementation	-	-
Long Term Direction	3.342	0.498
Informed Decision Making	4.987	0.334
Monitoring Activities	1.762	0.667

As depicted by the VIF, all the estimated construct values are less than 5 meaning that there is no problem of multicollinearity. Furthermore, this is supported by the values from the Tolerance

which are all greater than 0.2 showing that there is no problem of multi collinearity. Having satisfied most of the pre-estimation tests and dropping other constructs, the data was now suitable for further analysis into descriptive statistics, ANOVA and linear regression.

4.3.4 Results and Analysis

The study focused on three leadership abilities which influence the implementation of strategy that is setting long term direction, making informed decisions and monitoring activities at First Mutual Properties. The results are obtained from the ANOVA and linear regressions are shown in the following sections.

4.3.4.1 Impact of Setting Long Term Direction on Strategy Implementation

Firstly, the study analysed the ability of managers to set long term goals and its effect on the implementation of strategy. The study gathered information pertaining to leadership effectiveness, the financial capability, objectives, goals among others. The significant of the variables was ranked using the standard deviation.

Firstly, the study sought to establish how a manager's capability of setting long term direction and goals affect the implementation of strategy at First Mutual Properties. As shown in table 4.12, the study used the mean and standard deviation in order to rank the significant of each construct implementation of strategy at First Mutual Properties. The decision was made based on the lower level of the standard deviation for each construct which in this case represents high significance.

Table 4.12: Long-Term Direction and Strategy Implementation

	Mean	Std. Deviation
The company considers financial capability when setting long term goals.	4.678	0.319
Team goals are reinforced by effective reporting to subordinates	4.342	0.509
Leaders help to set objectives in the company	4.219	0.512
The human resource planning needs are addressed	4.637	0.617
Leaders set company goals.	4.276	0.697
The company is customer oriented in line with goals set	4.365	0.711
Leaders help in strategy development	4.322	0.739
Company strategically considers IT in making long term direction	4.279	0.765
Strategic vision and mission are developed by leaders	3.897	0.817
Cost benefit analysis is considered in making strategies	3.769	0.956

The results of the study as shown above reveals that in setting long term direction and or goals of the company, financial capability is of fundamental importance. The mean ranges from 3.769 to 4.678 whilst the standard deviation ranges from 0.319 to 0.956. The mean range as shown in table 4.12 shows that long term goals have a huge impact on the implementation of strategy at First Mutual Properties. The range of the standard deviation shows no much variation from the mean.

Table 4.13: Model Summary of Long-Term Direction (LTD) and Strategy Implementation (SI)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.613[a]	.372	.356	.42841
a. Predictors, LTD				

The study uses linear regression to estimate the impact of long-term direction on strategy implementation. The R^2 as shown by the results represents the variation of the dependent variable that is strategy implementation as explained by the independent variable which is long term direction set by the manager. Table 4.13 shows that about 37.2% of the changes or variations in the implementation of strategy at First Mutual Properties is affected or mainly explained by the changes in the ability of managers to set long term direction.

4.3.4.2 ANOVA of Long-Term Direction and Strategy Implementation

Table 4.14: ANOVA of Long-Term Direction (LTD) and Strategy Implementation (SI)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.874	1	6.874	17.345	.000[b]
	Residual	8.783	60	.179		
	Total	5.759	61			
a. Dependent Variable: **SI**						
b. Predictors, **LTD**						

The regression results as shown by the ANOVA table 4.14 predicts the variable strategy implementation significantly well and this is shown by the level of significant which is less than

1%. This shows the validity and significant of the whole model in predicting the dependent variable that is strategy implementation.

Table 4.15: Linear Regression Results

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.224	.365		6.093	.035
	LTD	.532	.178	.544	2.989	.000
a. Dependent Variable: **SI**						

The table 4.15 shows the extracts from the linear regression model which regressed long term direction on the implementation of strategy. The coefficient of long-term direction has a positive sign representing that long-term direction set by a manager positively influences the implementation of strategy at First Mutual Properties. The variable is significant at 1% level, a one-unit increase in a leader's ability to set long term direction yields a 0.532 increase in the implementation of strategy at First Mutual Properties.

4.3.4.3 Impact of Informed Decision Making (IDM) on Strategy Implementation (SI)

Table 4.16: Decision Making

	Mean	Std. Deviation
Revenue opportunities are exploited to boost results	4.267	0.518
Business strategies are linked to operational forces to drive value	4.745	0.646
Performance of the company is measured in a timely manner	3.985	0.687
Business intelligence helps in reducing operational costs	4.469	0.722
There is accurate reporting in the company to measure performance	3.934	0.776
Board tools are considered in making decisions	4.078	0.911
Strategies made are linked to the market and competitors	4.197	0.924
There is evidence-based decision making in the company	3.961	0.923
Governance workflow is considered in making decisions	3.787	0.978

The results shown in table 4.16 reveals that manager's ability to make informed decisions is important in strategy implementation at First Mutual Properties. As shown from the ranking, the organization's exploitation of revenue opportunities boosts top line results. The table shows that the mean ranges from 3.787 to 4.469 whilst the standard deviation ranges from 0.518 to 0.978. this shows that the implementation of strategy at the company is highly affected by a leader's ability to make informed decisions.

Table 4.17: Regression results for the impact of informed decision making on strategy implementation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.522[a]	.276	.268	.41674
a. Predictors, **IDM**				

Results from table 4.17 shows that about 27.6% of the variations in the implementation of strategy at First Mutual Properties are explained by variations in informed decision making by leaders at the company.

Table 4.18: ANOVA of Informed Decision Making (IDM) and Strategy Implementation (SI)

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.698	1	5.698	32.971	.000[b]
	Residual	13.461	60	.156		
	Total	17.927	61			
a. Dependent Variable: **SI**						
b. Predictors, **IDM**						

Table 4.18 shows the ANOVA results for IDM and SI and the results are statistically significant. This is shown by the probability value of 0.000 which is less than 1% level of significant and showing that the model is of good fit in predicting the dependent variable.

Table 4.19: Linear Regression Results

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.768	.465		5.953	.000
	IDM	.473	.076	.530	6.224	.000
a. Dependent Variable: **SI**						

Table 4.19 shows the regression results of the relationship between a leader's ability to make informed decision (IDM) and strategy implementation (SI). The results show that when a leader makes informed decisions, then strategy implementation is positively influenced. This is shown by a positive coefficient of IDM meaning to say that a one-unit increase in a leader's ability to make informed decision will yield to a 0.473 increase in strategy being implemented successfully. The results are significant at 1% level.

4.3.4.4 Impact of monitoring company activities on strategy implementation

Table 4.20: Monitoring Activities (MA)

	Mean	Std. Deviation
A monitoring system is used to collect data	4.34	.513
Projects are aligned to the company's strategy	4.20	.686
Strategies are reviewed continuously for improvement	4.36	.512
An effective monitoring department is in place	4.33	.488
Records are kept safely to provide information to managers	4.39	.565
The company evaluates its work before strategy is implemented	4.49	.478
There is efficient allocation of resources in the organisation	3.89	.534

The other objective of this study was to investigate the impact of monitoring the company activities in the implementation of strategy at First Mutual Properties. This information was gathered from the strategy of the company, evaluation and monitoring others.

The results from the table 4.20 show that the mean ranged from 3.89 to 4.49. from the mean range, a leader's role in monitoring activities at First Mutual Properties will highly affect the implementation of strategy. The results also show that the standard deviation ranges from 0.478 to 0.687 and this shows the variability of the constructs and that they highly impact on the implementation of strategy.

Table 4. 21: Regression output of Monitoring Activities (MA) and Strategy Implementation (SA).

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.437[a]	.254	.248	.47512
a. Predictors, **MA**				

The value of R Square is 0.254 and this shows that about 25.4% of variations in the dependent variable that is strategy implementation is explained by the variations in monitoring activities.

Table 4.22: ANOVA of Monitoring Activities and Strategy Implementation

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.446	1	2.446	15.891	.000[b]
	Residual	12.765	60	.176		
	Total	15.717	61			
a. Dependent Variable: **SI**						
b. Predictors:c, **MA**						

The ANOVA results in table 4.22 shows that the model is of good fit. A statistically significant value of the F test at 1% shows that the mode correctly predicts the outcome variable. A probability

value of 0.000 which is less than 1% significant level shows that the model is suitable in predicting the outcome variable.

Table 4.23: Linear Regression Results

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	Constant	1.598	.674		2.371	.014
	MA	.636	.175	.447	3.634	.000
a. Dependent Variable: **SI**						

Source: Author's compilation using data from questionnaire

The linear regression results as shown in Table 4.23 reveals that a leader's ability to monitor activities (MA) at First Mutual Properties positively influence the implementation of strategy (SI) at the organization. The results show that a one-unit increase in a leader's ability to monitor the activities at the company will lead to a 0.636 increase in the implementation of strategy. This was also significant at 1% level.

4.4 Conclusion

This chapter provided an analysis of the results of the study from a mixed methodology approach that is from both interviews and data obtained from questionnaires. Firstly, the chapter analyses the responses from the interviews through a thematic approach then secondly linear regressions are used in analyzing data from questionnaires. The results of the study showed that leadership activities positively influence the implementation of strategy at First Mutual Properties. Thus, in line with the results obtained in chapter four, the next chapter provides the summary, discussions, conclusions and recommendation.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

After analyzing and interpreting the results, this chapter will focus on the summary, justification of achieved objectives, policy recommendations and the conclusion to this study. The chapter first draws back to the objectives and hypothesis which were set out in chapter one. The policy recommendations will be provided for the board of First Mutual Properties on the basis of the results found in chapter four.

5.1 Study Summary

Firstly, in terms of the summary of this study, the main aim was to investigate the impact of leadership on strategy implementation particularly focusing on First Mutual Properties Limited. The study used a mixed methodology approach in which both interviews and questionnaires were utilized. For the interviews, the responses were discussed under thematic framework whilst for the questionnaire regression analysis was done. This study was based on the mixed methodology in which firstly interview data was analysed in themes and questionnaire data was analyzed using SPSS V.20. Firstly, 5 participants were interviewed and these included from lower, middle and top-level managers. The interviews were recorded and then stored in separate files and thereafter the recordings were transcribed. From the transcribed data, themes were developed with the aid of the interview guide and also in line with the study objectives. From the first theme that is the one on leadership and strategy implementation, the importance of leadership in strategy implementation and also management was discussed. The participants highlighted that leadership is important in bridging the gap between strategic management and the organization's vision and goal. Also, they highlighted that leadership is important in giving vision and roadmap to strategies of the organization. It acts as a foundation to strategy implementation through motivation and steering the direction to be taken by subordinates. Also, in this study, a leader was found essential in giving clear direction and vision to processes, handling associations and also educating the subordinates.

The second theme focused on barriers to strategy implementation which were categorized into people barriers, vision barriers, management barriers and resources barriers. It was seen that barriers in implementing strategies can emanate from systemic issues for example when the organization does not support the strategy at hand. Misunderstanding within a company causes strategy implementation to lag behind. The last theme was on different ways that can be used by managers to improve strategy implementation and these include a clear organizational vision, planning, change in culture, developing improvement solutions, supportive leadership, communication and setting priorities are some of the key areas which improves strategy implementation in an organization.

In terms of analyzing data as provided by the questionnaires, a total sample of 66 participants as suggested in chapter three was targeted however 61 responded to the interview questions representing a 92.4% response rate. A questionnaire was constructed and from information gathered in chapter two which was on theoretical and empirical literature, sections were developed and these are long term objectives of the manager, making informed decisions, monitoring activities and lastly strategy implementation. From these sections, interview questions were formulated. The respondents were guided by a Likert scale to answer interview questions. The Likert scale ranged from strongly disagreeing to strongly agreeing with the constructs provided in the questionnaire. The data was cleaned, coded put in SPSS Version 20.0 statistical package for analyses.

Firstly, section A of the questionnaire that is demographic data was presented in the form of tables. Secondly, before the regressions were done, pre-estimation tests were done to check the reliability and validity of the data. The Kaiser-Meyer-Olkin (KMO) test and the Bartlett's test for Sphericity were conducted and they showed that the data was reliable and in turn suitable for a Confirmatory Factor Analysis. The results from the Confirmatory Factor Analysis showed that most of the factor loadings had coefficients greater than the 0.5 threshold. Additional pre-tests were also done and these include normality and multicollinearity tests. The Shapiro Wilks test was used to test for normality and all the constructs were found to be normally distributed since the value of the Shapiro Wilks test was above 0.05. This suggested that parametric test be done for analysis. In terms of finding whether the variables were linearly associated, the Variance Inflation Factor and Tolerance were used. The results from these two tests showed that the constructs were not

collinearly related. After all the test were done, descriptive data (mean and standard deviation) was firstly presented in terms of tables. The data from the questionnaire was analyzed through ANOVA and linear regression.

5.2 Statement of hypothesis

The study managed to achieve the hypothesis as stated in chapter one. These are as highlighted below:

- There is a positive relationship between setting long term direction and strategy implementation at First Mutual Properties.
- There is a positive relationship between making informed decisions and strategy implementation.
- There is a positive relationship between monitoring activities at First Mutual Properties and strategy implementation.

5.3 Achievement of the research hypothesis and justification

i. There is a positive relationship between setting long term direction and strategy implementation at First Mutual Properties.

Firstly, the study investigated the effect of a leader's ability to set long term goals on strategy implementation at First Mutual Properties. From the questionnaire, 10 constructs were used in answering this relationship and these include the leader's ability to set goals and objectives as well as company vison at First Mutual Properties Limited among others (*see appendix for the questionnaire*). The study found a positive relationship between the ability of a leader to set long term goals and strategy implementation. The results show that a one-unit increase in a leader's ability to set long term direction at First Mutual Properties will lead to 0.532 increase in the implementation of strategy. The results obtained in this study are in line with those produced by La Rocca (2008) who found that a leader's ability to set long term goals influence strategy implementation positively. Setting long term goals in an organization is important for strategy implementation. Developing a clear purpose in an organization and development of a clear purpose makes members within the organization feel important.

Another study which support results obtained herein is by Marriott (2014) who concluded that strategic leadership positively influence strategy implementation. He postulated the importance of a leader in promoting a competitive environment for an organization for improved business performance. In support, a study by Flexstudy (2016) also highlighted the importance of leadership in positively influencing strategy implementation. The study highlighted the importance of considering human resources department in setting long term goals. The study noted that the human resources department and senior managers within the organization are important in attracting, hiring and developing high performing and innovative workers.

ii. There is a positive relationship between making informed decisions and strategy implementation.

The study also used 10 constructs in discussing the effect of making informed decisions on strategy implementation. The results of the study show a positive relationship between making informed decision at First Mutual Properties and strategies implemented at the company. A one-unit increase in informed decision making was found to increase strategy implementation by 0.473 units and this was significant 1%. The constructs included in answering this hypothesis include how First Mutual Properties rely on the business intelligence of other staff members for improved performance and reduction of operational costs. Furthermore, the company focuses on traditional approaches and culture, evidence-based decision making, timely reporting to avoid in measuring performance among others.

The results are in line with those obtained by Michael (2015) who found that informed decision making which consists of revenue maximization by the organization grants the organization an ability to reach set visions and goals. As noted by Ernst and Young (2016), making informed decisions helps organizations to improve their performance. They assert that evidence-based decision making is important for business performance. They also further posited that companies use business intelligence as a way of extracting crucial information which enables them to make informed strategic decisions.

iii. There is a positive relationship between monitoring activities at First Mutual Properties and strategy implementation.

The linear regression results also showed that a positive relationship exists between monitoring activities and the implementation of strategy. The results showed that a one-unit increase in monitoring the activities at First Mutual Properties will lead to a 0.636-unit increase in strategy implementation by the manager. This was also significant at 1% level. The variable for monitoring activities had 10 constructs and these include how the company align its strategy to activities and projects, effective monitoring programme, effective evaluation programme and that the company acts in its strategy among others. Furthermore, the results of the study also showed that monitoring and reporting progress within an organization helps in achieving strategic goals.

5.4 Conclusion of the study

Overall, it can be concluded that:

1. At First Mutual Properties, when leaders set long term direction for the company, strategy implementation is positively influenced. Another conclusion drawn from this study is that financial capability of a firm should be considered in making company's goals so that strategy implementation is effectively made. Also, the study concludes that when leaders develop long term strategic vision, have clear human resource plans and set company goals, strategy implementation is positively and effectively influenced.
2. The study also concludes that when leaders make informed decisions at First Mutual Properties, this positively influence the implementation of strategy at the company. In line with the results, the study concludes that First Mutual Properties as a way of boosting its top line results, it exploits possible revenue opportunities. Thus, in line with this, the company's strategies are linked to the external competitive environment so as to drive value.
3. The study concludes also that monitoring activities at First Mutual Properties positively affect strategy implementation. When leaders at First Mutual Properties effectively evaluate the operations at the company, monitor system and if they have the organization's strategy aligned to activities and projects, this helps in positively influencing strategy implementation at the company and having everyone being involved.

5.5 Recommendations

This section of the chapter provides the recommendations of the study in line with the results obtained. Firstly, the study recommends that leaders at First Mutual Properties should continue to enhance their financial capability as this is important in setting long term goals that influences strategy implementation. An effective reporting system helps to a smooth flow of information in the company. Communication is important in decision making and strategy implementation thus it is very important for leaders at First Mutual Properties to have a clear way of making decisions and this should encompass everyone within the organization.

In line with the results of this study, leaders should share their values and beliefs with the workers to feel more confident before and during the implementation process. Leaders should consider the ethical and moral principles in the process of deciding with workers in difficult situations. They should constantly discuss and communicate the vision and mission with workers. Leaders should have more time with other employees thus discussing personal development as well as capacity and in turn connect this with strategic plan. Furthermore, leaders should recognize different worker's perspectives about the methods of implementing the strategy. They should create an optimistic atmosphere at work. Leaders have a fundamental responsibility to create the right conditions in their organizations. They must, for example, encourage the right people, clearly communicate the strategy objectives, create Key Performance Indicators (KPIs), align the culture to the implementation, redesign processes, change the way staff members are reinforced to encourage the right behaviors and actions for the new strategy to be implemented and review the strategy implementation frequently.

It is important also for leaders to present more and new ways of solving the problems faced during the implementation of the strategy. Leaders must identify what needs to be done and where to put the organization's focus. Furthermore, it is of paramount importance also to consider assigning tasks among employees according to their competences and abilities and separately consider the worker's individual needs and aspirations. Leaders should be clear of what workers are going to get once the task is done successfully as a sort of motivation and they should also behave in a way that builds trust and respect between workers. There must be new realization that crafting a strategy is only the first step in the success path and that implementation takes considerably more time and effort than most leaders anticipate. Leaders must stay focused on the implementation and make

sure that staff members are taking the right actions because without enough of the right actions being taken, the strategy is heading for the graveyard. Leaders should continuously encourage employees to get more training and development programs so as to carry out various activities during the implementation of the strategic plan. Lastly, leaders drive the organization forward on both the plan and the execution. They do not base their decisions on theory alone, but on theory, actions and reactions.

5.6 Areas of Further Study

Further studies can be done focusing on leadership style and employee's performance, the role of communication in strategy implementation and also analyzing the effect of leadership styles on company performance.

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APPENDIX 1: STUDY QUESTIONNAIRE

My name is Nyaradzo Chingodza studying towards Masters in Business Administration with the University of Zimbabwe, Business School. I am conducting a research that seeks your views on the impact of leadership on strategy implementation in the Real Estate Sector of Zimbabwe, with particular reference to First Mutual Properties Limited. I would be grateful if you would complete the questionnaire as best and as honest as you can. The information you give will be beneficial in assisting to know the factors to be considered for successful strategy implementation in the Real Estate Sector. Please note that the views that you provide will be used for academic purposes only. Any information provided will be treated with utmost confidentiality and no single response will be reported on its own, but it will be a summation of all responses. You will require an estimated time of about 8-10 minutes to complete the questionnaire.

Should you require any further information please do not hesitate to contact me on the details provided below;

Phone: +263 0772 516 396

Email:nyaradzochingodza2013@gmail.com

Instructions

a) Please do not write your name on this questionnaire.
b) Please respond by ticking [✓] the appropriate box (es) where applicable.

Thanking you in advance for your time

Section A: Demographic Information

Kindly put a tick in answering the questions [✓] where applicable or putting a circle.

1. **Gender:** Male ( ) Female ( )

2. **Age:** 20 – 30 ( ) 31 – 45 ( ) 46 – 60 ( ) above 61 ( )

3. **Level of education:** Diploma ( ) Bachelor's Degree ( ) Master's Degree ( ) Doctorate Degree ( )

4. **Managerial level in organisation:** Top ( ) Middle ( ) Lower ( )

5. **Working experience:** Less than 2 years ( ) 2 – 5 years ( ) 6 – 10 years ( ) Above 10 years ( )

Section B: Setting Long term direction within the organisation

By choosing from a scale of 1 to 5, kindly answer by **ticking/putting an x** on your appropriate response.

(1) Strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree, (5) Strongly Agree.

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Strategic vision and mission are developed by leaders					
Leaders set company goals.					
Leaders help to set objectives in the company					
Leaders help in strategy development					
The company is customer oriented in line with goals set					
The human resource planning needs are addressed					
The company considers financial capability when setting long term goals.					
Cost and benefit analysis done when setting long term objectives					
Team goals are reinforced by effective reporting to subordinates					

Company strategically considers IT in making long term direction					

Section C: Making informed decisions

By choosing from a scale of 1 to 5, kindly answer by **ticking/putting an x** on your appropriate response.

(1) Strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree, (5) Strongly Agree.

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Business intelligence helps in reducing operational costs					
The company uses traditional approaches in decision making					
Strategies made are linked to the market and competitors					
Business strategies are linked to operational forces to drive value					
There is evidence-based decision making in the company					
Governance workflow is considered in making decisions					
Revenue opportunities are exploited to boost results					
There is accurate reporting in the company to measure performance					
Board tools are considered in making decisions					
Performance of the company is measured in a timely manner					

Section D: Ability to monitor activities in the company

By choosing from a scale of 1 to 5, kindly answer by **ticking/putting an x** on your appropriate response.

(1) Strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree, (5) Strongly Agree.

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
A monitoring system is used to collect data	1	2	3	4	5
Projects are aligned to the company's strategy	1	2	3	4	5
Strategies are reviewed continuously for improvement	1	2	3	4	5
An effective monitoring department is in place	1	2	3	4	5
Records are kept safely to provide information to managers	1	2	3	4	5
The company evaluates its work before strategy is implemented	1	2	3	4	5
A reporting system is in place to report data	1	2	3	4	5
The company keeps on evaluating its work	1	2	3	4	5
An evaluation process in place for further improvement	1	2	3	4	5
Reporting helps in development and improvement areas	1	2	3	4	5

Section E: Strategy Implementation

By choosing from a scale of 1 to 5, kindly answer by **ticking/putting an x** on your appropriate response.

(1) Strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree, (5) Strongly Agree.

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Programs are continuously improved to align with company goals	1	2	3	4	5
Resources are planned in line with decisions made	1	2	3	4	5
There is a control system which helps managers get feedback from employees	1	2	3	4	5
The company develops a management style that is supportive of organizational culture	1	2	3	4	5
Managers give motivational incentives	1	2	3	4	5
There is effective communication of the strategy execution process	1	2	3	4	5
The company has established organizational systems	1	2	3	4	5
There is efficient allocation of resources in the organisation	1	2	3	4	5
The company changes programs to align with goals set	1	2	3	4	5
There is effective communication with all management levels.	1	2	3		5

THANK YOU!!!

APPENDIX 2: INTERVIEW SCHEDULE

Introduction: Good morning or afternoon sir/madam. My name is Nyaradzo Chingodza (student number R013671C). I am a final year student at the University of Zimbabwe, Business School studying towards a Master's degree in Business Administration. I am carrying out a study titled: "**Assessing impact of leadership on strategy implementation in the real estate sector: The case of First Mutual Properties Limited".** Therefore, I kindly request you to participate my interview and effectively respond to the best of your knowledge. Please kindly note that participation in this interview is voluntary and the withdrawal from it is at the participant's discretion. Also, your responses will be treated with utmost confidentiality and the study will only be used for academic purposes only. Thank you for granting me permission to interview you.

The Interview Questions:

1. In your own opinion, what is the role of leadership on strategy implementation?
2. How does leadership affect strategy implementation?
3. What are some of the drivers and barriers to strategy implementation?
4. How can leaders positively implement organisational strategies?

Conclusion: Thank you very much for your time, if there are any other contributions you want to make, do not hesitate share them as they will be key in this study.