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Issues of Strategic Implementation and Organizational Performance in Selected Manufacturing Companies in Calabar, Cross River State, Nigeria

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Abstract

This study examined issues of Strategic Implementation and Organizational Performance in Selected Manufacturing Companies in Calabar, Cross River State, Nigeria. To guide the study, four hypotheses were formulated and the study utilized the descriptive survey research design was adopted to elicit responses from the staff. The population of the study consists of 1,588 staff and a sample size of 320 determined using Taro Yamane sampling formula. The study adopted stratified sampling method and Bowley's proportional allocation formula for selection of staff in four manufacturing companies.Factor analysis was used to ascertain the validity of the constructs while Pearson-Product-Moment Correlation was used to test the hypotheses with the use of SPSS version 23.Findings revealed that decision making is affected by low degree of goal alignment, low commitment of individuals and low efforts of middle managers which affects the performance goals of companies negatively. Conflicting priorities on strategy implementation and poor coordination of ineffective leadership marred decision making for strategic plan implementation and this renders performance goals unrealized in the companies. The implication of the findings was the rejection of the null hypotheses. In line with the findings, the study concluded that the continuous failure and inability of managers to put strategy on motion and align it to enterprise goal which is as a result of absent of managerial skills and knowledge for effective performance. The study recommended that management should make decisions on resource allocation to align goals with high commitment of middle managers for effective performance to achieve long and

short long term goals of the companies.Conflicting priorities and poor leadership coordination should be resolved with effective communication strategies that the companies seek to implement with their available resources to enhance performance and efficiency.

Keywords: Issues, Strategic Implementation, Organizational Performance,

INTRODUCTION

The survival of organization in a turbulent environment demands a swift implementation of strategy to improve business conditions (Cardinaels & Veen-Dirks, 2010). Over the years, efforts to transform strategies into actions have been a complex issue faced by managers or entrepreneurs in ensuring success on strategy implementation (Allio, 2005). However, the emergence of strategic management has been the basis of strategy implementation to drive organizational goals (Catar & Pucko, 2010). Today, there is a growing recognition of strategy implementation as key to superior business performance.Various study in strategic management literatures affirmed fifty to eighty percent failure rates in strategy implementation (Rajasekar, 2014; Atkinson, 2006; Jonk & Ungerath, 2006; Mintzberg, 1999).

This has made scholars and researchers to seek understanding the elements for successful implementation of strategy.In a volatile environment, strategy implementation requires resources. The allocation of resources can either support or undermine the effective strategy implementation and this has been the onerous reasons for many organizations to be unstable in their approaches to remain relevance in an unstable environment since changes are unpredictable and enterprises are adjusting spontaneously to be able to implement their strategies (Mwaura, 2017).This has made organization's strategy to be a crucial planned decision that influences most business operation as a basic means of improving performance of the organization (Gupta, 2011). The formulation of unique and innovative strategy is one critical means of leading ventures to success but the attention of executor to ensure that strategy is implemented has been a major concern to various

organizations and this requires approaches to optimize effective strategy implementation for daily organizational decisions. Though organizations are faced with issues towards achieving sustainable performance through entrepreneur action for strategy implementation, this study becomes a resource to identify critical issues affecting strategy implementation manufacturing organizations

STATEMENT OF THE PROBLEM

Many enterprising firms faced with issues of strategy implementation have negative organizational successas internal and external forces inhibit formulated strategies from implementation.Therefore, with the dynamic business environment coupled with limited resources for manufacturing havebedeviledfirmswith poor strategic commitment and ineffective leadership which affects superior performance of the organization. These issues have constituted a continuous failure for organizations due to managers' inability to put strategy on motion and align it to enterprise goal which requires set of managerial skills and knowledge. These promotes a critical examination of strategic implementation issues on organizational performance in selected manufacturing companies in Calabar

OBJECTIVES OF THE STUDY

The specific objectives of the study include:

i. To assess how poor strategic commitment ofmangers'decisions making relates to organizational performance in selected manufacturing companies in Calabar

ii. To examine how ineffective leadership on decision making relate to organizational performance in selected manufacturing companies in Calabar

HYPOTHESES OF THE STUDY

H_0: Poor strategic commitment of managers does not significantly relate to decision making for achievement of organizational performance in selected manufacturing companies in Calabar

H_1: Poor strategic commitment of managers significantly relates to decision making for achievement of organizational performance in selected manufacturing companies in Calabar

H_0: Ineffective leadership does not significantly relate to decision making for achievement of organizational performance in selected manufacturing companies in Calabar

H_1: Ineffective leadership significantly relate to decision making forachievement of organizational performance in selected manufacturing companies in Calabar

THEORETICAL FRAMEWORK

This adopts Thompson and Strickland Model (2003)theory to guide the study which emphasized the need for implementation process as mechanism for achieving set objectives or organization through strategic steps which organization must undertake for strategic plan implementation to be successful (Hussein & Gichinga, 2018). The model stressed that effective organizational structure has to support strategy implementation; appropriate financial resources is pertinent for successful implementation of strategy; inter-support unit has to be developed to enable the policies and procedures of organization to run smoothly for realization of organization goals; the existence of leadership in organization must be geared toward influencing and motivating employees for innovativeness and teamwork; appropriate organizational culture must be used to relate with stakeholders and promote value in organization etc (Hussein & Gichinga, 2018).The justification of this model is that it offers strategic measures of what need to be done for successful implementation of plans to achieve set strategic goals of origination.

NATURE OF STRATEGY IMPLEMENTATION

The diversity in conceptualizing strategy has made various researchers and scholars defined it from diverse perspective (Mailu, Ntale & Ngui, 208). WhileThompson (2013) considered strategy as involving the need to match skills and resources availability, environmental opportunities and risk towards goal achievement.It entails a plan of action chosen for achievement

of organizational goals which requires combination of decision making and action to guide organization in problem solving (Pina, Torres & Yetano, 2011). Candy and Gordn (2011) conceptualized it as an art and science for execution of plan and allocating resources in an effective and efficient manner to achieve set objectives. Jordan and Messner (2012) supported that strategy combines plans with strategic benefits of organization to accomplishorganizational objectives, this is in line with the views of Johnson and Scholes (2008) that strategy determine direction and scope which defines surrounding and market with the aim of meeting the expectations of individuals and organization.

Apparently, adequate research on strategy implementation is lacking due to absence of cohesive study on strategy implementation (Permana, 2017). Though, the capability for implementing strategy is a necessity for achieving superior performance (Faure & Rouleau, 2011). Strategy implementation is simply a link between formulation and control and it is one that is considered tough and time consuming to be implemented to move organization in a positive direction for successful goal attainment (Njagi & Kombo, 2014; Rajasekar, 2014; Herbiniak, 2006). Strategy implementation is the process that involves the execution of the necessary tasks or activities to obtain result over what has been planned (Ramadan, 2015). Thompson (2003) noted that it is the process of transforming the formulated strategy into activities and ensuring that organization's objectives are accomplished effectively in line with what was planned. It is the process of turning the strategic plan into actions or execution in order to achieve the expected objectives of the organization. In an organization, strategy implementation is what deal with short term objectives, budgets, procedures and programs to enhance strategies (David, 2011). The nature of strategy implementation requires the structure of organizational resources and the motivation of workers to help in achievement of objectives (Muchira, 2013). The direction and scope of organization in a long-term is achieved through strategy implementation with the help of available resources. Thompson and Strickland (1993)defined strategy implementation as an approach where

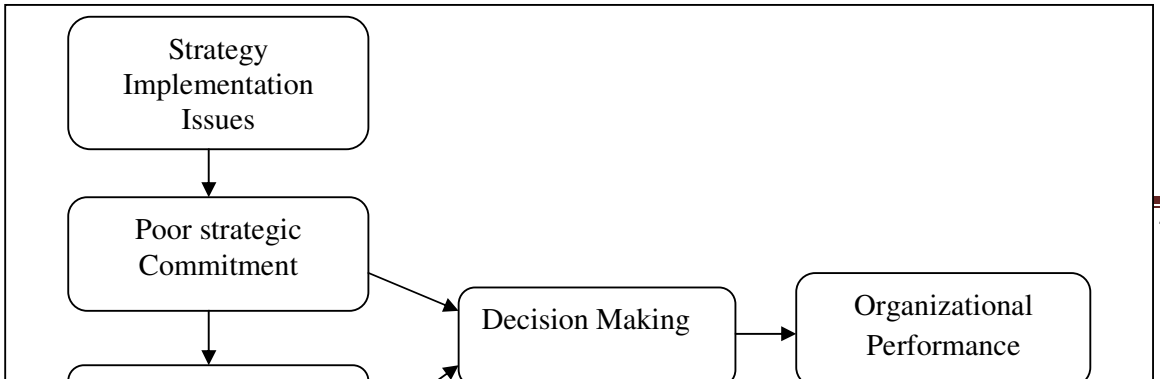
strategic plan is converted into action for achievement of strategic objectives or target. Verweire (2018) suggested difficulties in implementing organizational strategies due to forces that can change people behaviour from achieving competitive goals. This indicates that effective or winning strategy is implemented when the quality of organization is high.Strategy implementation is effective when resources are allocated in support of chosen strategies to achieve organizational goals.Cole (2006) emphasized the important approaches for successful implementation of strategy to include effective dealings with changes in organization, achieving clarity of future direction, building team work, determining uncertainty with the external environment, improving organizational performance, ensuring availability of both human and capital resources etc.

Zaribaf and Bayrami, (2010) stressed that strategy implementation is not achievable by the effort of only top management but requires collaboration of employees and stakeholders. This affirmed that though formulation of strategy is a top-down approach, the implementation requires bottom-up, top-down, and across the organization. Making decisions in line with the objectives is necessary for strategy to be implemented to sustain competitive advantage of the organization. However, this planned approach must be executed with relevant resources to improve performance of the organization

Conceptual Framework

The conceptual framework of this study consists of ideas, abstract and construct that have been experimented, observed and analyzed by the researcher (Mbogo, et al., 2012). In this study, the concept of strategy implementation issues has poor strategic commitment and ineffective leadership on organizational performance as variable associated with the study shown below

Figure 1: Model for strategic implementation issues



Poor strategic commitment on organizational performance

Strategy commitment implies comprehension and support of organizational members in carrying out strategy. Apparently, various studies are pivot to lack of commitment by management team as basis for undermining strategy implementation (Wilkinson, Nutley & Davies, 2011; Birken, Lee& Weiner, 2012). This justifies that the need for visible commitment of senior management is critical for successful implementation of organizational strategies. While commitment is necessary to promote strategy implementation by using the role of middle managers to coordinate various activities for implementation of strategy (Kissi, Dinty & Lu, 2012), this lack of commitment emanates in the form of low priority for action implementation which result in delay in taking decision and action thereby compromising the quality implementation of strategy (Permana, 2017). In addition, a study by Kohtamaki, Krause and Ronkko (2012) emphasized the importance of strategic commitment of middle managers in enhancing strategic implementation.

Guth and MacMillan (1986) stressed that commitment theory revealed the level of managers' strategic commitment towards strategy implementation by emphasizing that where there is low degree in goal alignment, the commitment of individuals will be low, and middle managers will have low efforts toward implementing strategy. Though organizations are faced with managerial and employee commitment, they are vital for strategy formulation and implementation.The importance of securing strategic commitment for competitive advantage required the commitment

of managers and employees across the organization (Van-Der-Maas, 2016). This is based on the fact that managerial commitment impacts implementation success because management support to strategy implementation comes through leadership and reward for employees.

Therefore, failed strategy implementation is linked to unsupportive attitude of middle manager or being ill-informed on the chosen direction. The involvement of middle management in formulation and implementation will improve their commitment, but this commitment will be low where both middle managers and lower managers are not part of the strategy. It is evident that strategy implementation fails due to absent of commitment of employees and managers and this result to frustration and resistance to change by lower level organizational members.In manufacturing firms, various sources of low strategic commitment include lack of employee understanding of the strategy formulated by top management with no clear explanation given to employees for the new strategy to be implemented though they seek to know the extent to which their daily work is influenced by strategy implementation; little confidence of employees on management affects strategy implementation when several efforts to change things in organization have failed. This will make employees to lose confidence on the efforts of any manager that takes steps to change things in the organization; employees lack of participation in strategy process happens when they perceived they can exert influence on the implementation and they are not part of the processes.

The strategic choice of organization determined the expected performance that managers have to sustain. This is because strategy implementation and organizational performance is influenced by measures which could be key indicators based on internal system of the organization. A study by Odhiambo (2006) emphasized that to sustain performance, strategy implementation must be used to identify and determine the annual objectives and convert them to short term goals, and this could be achieved by developing functional strategies and translating them to grand strategies to aid the achievement of performance goals of organization. It must be

noted that that though effective organizational performance depends on internal process for efficiency, it is often measure in relation to output. The intended output must be influenced by positive strategy implement to achieve set objectives of the organization

INEFFECTIVE LEADERSHIP AND ORGANIZATIONAL PERFORMANCE

Leaders are saddled with the responsibility of aligning employees for strategy implementation but this requires them understanding the direction of the strategy to buy-in and align their action to successful strategy implementation (Tapscott 2008). Though, a well formulated strategy requires an effective pool of skills and human capital for organization's success. Ineffective leadership constitutes an obstacle for its ineffective strategy implementation (Cater & Pucko, 2010). Organizational leaders such as CEOs and top management have the duty of defining the strategic interface in the organization. This is because the core issue in effective implementation of strategy is to ensure that employees in the organization have the desire to buy-in to the implementation with their capabilities and understanding of the new strategy to be implemented (Beer &Eisenstat, 2000). Hence, ineffective leadership will result to conflicting priorities and poor coordination where employees will see top management to be void of potentials in harnessing resources for organizational success.A study by Janis and Paul (2005) indicated that where vertical communication is blocked, it will have a pernicious effect on organizational ability to implement its strategy. Therefore, the function of corporate communication on strategy implementation by CEO will result to prioritizing the internal communication of the organization.

Beer and Eisenstat (2000) identified killers of strategy implementation to be inadequate down-the-line leadership skills and development. For instance, low involvement of leaders in strategy implementation will lead to partial strategy success of organization. This shows that the essence of leadership is to manage the strategic processes, relationships, training for sustainable growth of the organization.In addition, O'Reilly, Caldwell, Chatman, Lapiz and Self (2010) argued

that hierarchical leadership influences strategies implementation when leaders at various organizational levels contribute to significant performance improvement. For instance, this may requires implementing competitive strategies such low cost leadership, differentiation and focus strategies by transformational leader to achieve the strategic goal of organization.

The responsibility of a manager for the success of an organizationis critical in ensuring that he monitors all areas of activities and make necessary adjustment to conform to the set objectives of the organization (David, 2009). With several winning strategies in organizations, managers are often unable to implement them due to vision barrier which make employees unable to understand the organizational vision and inability to identify the key areas for changes in organization (Fouri, 2007). This is as a result of inadequate leadership which inhibits the implementation of strategies. Based on this,Kaplan and Norton (2004) stressed that in strategy implementation, organization need more than a leader, teamwork is required from leaders with collaboration, dialogue and knowledge of the environment. Hence, Herbiniak (2005) posited that absence of strategic leadership constitute a barrierto successful strategy implementation. A study by Mapetere, Mavhiki, Nyamwanza, Sikomwe and Mhonde (2012) indicated that leadership void of power will fail in strategy implementation due to inability to influence performance by employees. Though it is argued that power is central in strategy implementation, it is apparent that the use of power aid and guide organization and employees in strategy implementation process (Hardy, 1996).

Organizational performance requires leadership for direction on implementation of strategic plans. Njagi and Kombo (2014) noted that the successful implementation of strategies is known when actual performance of strategic plans exceeds the target. For instance, a decline in performance will signify the extent to which there is weakness in strategy or weakness in implementation. Hence, an effective strategy is what will affect performance positively. Davenport (2007) noted that a brilliant strategy is not superior except it is implemented successfully. This indicates that

implementation is pertinent in organizational performance and success. Hence, plan execution will lead to attainment of organizational goals in organization

RESEARCH METHODOLOGY

Survey research design was adopted to elicit relevant information for the study. The population covers manufacturing companies in Calabar: Lafarge African Plc, Alphatar Paint and Industry Limited, OMNI Errand Manufacturing and Combination Industries Limited with a total of 1,588 staff. The sample size of 320 was determined scientifically using Taro Yamane sampling formula. The study adopted stratified sampling method and Bowley's proportional allocation formula to prevent bias in representation. Four Likert question was developed as questionnaire for data collection.Although a total of 320 questionnaire copies were distributed, 285 were retrieved. This accounts for a response rate of 89.06 percent. Factor analysis was used to ascertain the validity of the constructs. Descriptive statistics was used in summarizing data and hypotheses were tested using Pearson-Product-Moment Correlation and was done with the use of SPSS version 23

ISSUES OF STRATEGY IMPLEMENTATION AND ORGANIZATIONAL PERFORMANCE

The data obtained from the survey were subjected to Principal Component Analysis (PCA) technique in order to establish the content validity of the questionnaire constructs. Principal Component Analysis (PCA) is a type of exploratory factor analysis technique. Factor analysis is a statistical method used to describe variability among observed, correlated variables in terms of a potentially lower number of unobserved variables called factors. It is a data reduction technique which streamlines multiple variables into fewer ones that adequately represents the construct. The constructs were extracted under three components based on Eigenvalues greater than 1 and Varimax with Kaiser Normalization rotation method.

The Communalities were extracted for each construct and they all had values greater than acceptable level of 0.5 as seen in Table 4.1. Table 4.2 shows the factor loadings of each extraction.

The extractions which had factor loadings greater than 0.7 were maintained; while those below 0.7 were discarded. Thus, it was necessary to repeat the factor analysis. The new PCA satisfied the Rule of Thumb which states that average loading for each construct should be greater than 0.7 (Hair et al, 2006). The Initial Eigenvales showed that more than 80 percent of the total variance is explained by each of the components (See Table 4.3). Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) is greater than 0.6, thus indicating that the sampling is adequate. Bartlett's Test of Sphericity is significant (.000) thus indicating that the variables are suitable for structure detection.

From the PCA pattern matrix in Table 4.3, it is seen that four constructs were loaded onto the first component- Lack of strategic commitment by management team, Low priority for action implementation, Low degree in goal alignment and lack of employee understanding of the strategy formulated. These were categorized as Poor Strategic Commitment. The second component consisting of three constructs- Ineffective strategy implementation, Inadequate down-the-line leadership skills and Vision barrier were valid constructs of Ineffective Leadership; the third component was Organizational Performance and the valid constructs include Expected performance, Achievement of performance and Successful implementation of strategies).

RESULTS

The result of the data collected is presented as shown below:

TABLE 1:Communalities (Part 1)

Items	Initial	Extraction
Lack of strategic commitment by management team	1.000	.732
Low priority for action implementation	1.000	.867
low degree in goal alignment	1.000	.872
lack of employee understanding of the strategy formulated	1.000	.639
ineffective strategy implementation	1.000	.698
Conflicting priorities and poor coordination	1.000	.778

Inadequate down-the-line leadership skills	1.000	.731
vision barrier	1.000	.755
expected performance	1.000	.942
the achievement of performance goals of organization	1.000	.928
leadership for direction on implementation of strategic plans	1.000	.742
successful implementation of strategies	1.000	.762

Extraction Method: Principal Component Analysis.

TABLE 2:Rotated Component Matrix [a](Part 1)

	Component		
Items	1	2	3
Lack of strategic commitment by management team	.756		
Low priority for action implementation	.922		
low degree in goal alignment	.901		
lack of employee understanding of the strategy formulated	-.721		
ineffective strategy implementation		.732	
Conflicting priorities and poor coordination		.694	
Inadequate down-the-line leadership skills		.801	
vision barrier		.722	
expected performance			.962
the achievement of performance goals of organization			.958
leadership for direction on implementation of strategic plans			.649
successful implementation of strategies			.852

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 5 iterations.

TABLE3: VARIMAX- Rotated factor loadings

	Component		
Constructs	1	2	3
Lack of strategic commitment by management team	.812		
Low priority for action implementation	.928		
Low degree in goal alignment	.910		
Lack of employee understanding of the strategy formulated	-.733		
Ineffective strategy implementation		.709	
Inadequate down-the-line leadership skills		.813	
Vision barrier		.769	
Expected performance			.973
Achievement of performance goals of organization			.965
Successful implementation of strategies			.830

Variance explained = 80.420

Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.699
Bartlett's Test of Sphericity/ Approx. Chi-Square = 2460.783
df = 45
Sig. = .000

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 4 iterations.

Source: SPSS Output, 2019

Test of Hypotheses

Having ascertained the validity of the constructs, the Pearson Product Moment Correlation analysis was executed to test the hypotheses.

Hypothesis one

H_{01}: Poor strategic commitment of managers does not significantlyrelate to decision making for achievement of organizational performance in selected manufacturing companies in Calabar

TABLE 4:

Pearson Product Moment Correlation analysis of the relationshipbetween Poor strategic Commitment of Managers andOrganizational Performance

Variables		Poor Strategic Commitment	Organizational Performance
Poor Strategic Commitment	Pearson Correlation	1	-.500**
	Sig. (2-tailed)		.000
	N	285	285
Organizational Performance	Pearson Correlation	-.500**	1
	Sig. (2-tailed)	.000	
	N	285	285

**. Correlation is significant at the 0.01 level (2-tailed).
Source: SPSS Output, 2019

The above table shows the Pearson Product Moment Correlation of the relationship between poor strategic commitment of managers and decision making for achievement of organizational performance in selected manufacturing companies in Calabar. This shows that each variable is perfectly correlated with itself and so $r = 1$ along the diagonal of the table. The result reveals that poor strategic commitment is negatively related to organizational performance with a Pearson correlation coefficient of r = -0.500 and the significance value is less than 0.005 ($p < 0.005$). This means that the relationship between both variable is 50 percent. This is a strong negative relationship and is statistically significant. Since the correlation (r) is -0.500 and p (0.000) is less than 0.05. Therefore, we can reject the null hypothesis which states that poor strategic commitment of managers does not relate to decision making for achievement of organizational performance in selected manufacturing companies in Calabar. Hence, we accept the alternative hypothesis which holds that poor strategic commitment of managers significantly relates to decision making for achievement of organizational performance in selected manufacturing companies in Calabar.

Hypothesis two

H_{02}: Ineffective leadership does not significantly relate to decision making for achievement of organizational performance in selected manufacturing companies in Calabar

TABLE 5: Pearson Product Moment Correlation analysis of the relationship between Ineffective Leadership and Organizational Performance

Variables		Ineffective Leadership	Organizational Performance
Ineffective Leadership	Pearson Correlation	1	.366**
	Sig. (2-tailed)		.000
	N	285	285
Organizational Performance	Pearson Correlation	.366**	1
	Sig. (2-tailed)	.000	

N	285	285

**. Correlation is significant at the 0.01 level (2-tailed).
Source: SPSS Output, 2019

The above table shows the Pearson Product Moment Correlation of the relationship between ineffective leadership and decision making for achievement of organizational performance in selected manufacturing companies in Calabar. This shows that each variable is perfectly correlated with itself and so $r = 1$ along the diagonal of the table. The result reveals that poor strategic commitment is related to organizational performance with a Pearson correlation coefficient of r = 0.366 and the significance value is less than 0.005 ($p < 0.005$). This means that the relationship between both variable is 36 percent. This is a weak but significant relationship. Since the correlation (r) is 0.366 and p (0.000) is less than 0.05. Therefore, we can reject the null hypothesis which states that ineffective leadership does not relate to decision making for achievement of organizational performance in selected manufacturing companies in Calabar. Hence, we accept the alternative hypothesis which holds that ineffective leadership significantly relates to decision making for achievement of organizational performance in selected manufacturing companies in Calabar.

Discussion of findings

The result of the first hypothesis indicatedthat poor strategic commitment of managers significantly relates to decision making for achievement of organizational performance in selected manufacturing companies in Calabar($r = -0.500$, $n = 285$, $p < .000$). In consensus with the finding, Wilkinson et al.(2011) and Birken et al.(2012)identified lack of commitment by management team as basis for undermining strategy implementation. This is evident in the studied manufacturing companies where 208 and 36 respondents representing 72.6% and 12.6% respectively which a total of 84.9% strongly agreed and agreed that strategy implementation is undermined by lack of strategic commitment. This is fact in the studied manufacturing companies because the existence

of low priority for action implementation results in delay in taking decision which compromises the quality implementation; and strategic choices are affected by the expected performances that managers were to sustain. In support, Guth and MacMillan (1986) strategic commitment towards strategy implementation is affected by low degree in goal alignment, low commitment of individual and low efforts of middle managers. The responses of the respondents indicated that 130 and 122 respondents representing 45.5% and 42.8% respectively with a total of 88.3% strongly agreed and agreed that low degree in goal alignment and low commitment of individuals and efforts of middle managers significantly affect managers' strategic commitment of the companies. This connotes lack of employee understanding of the strategy formulated and lack of clear explanation given to employees for the new strategy to be implemented. Therefore, decision making is affected by low degree of goal alignment, low commitment of individuals and low efforts of middle managers which affects the performance goals of companies negatively

The result of the second result portrayed that ineffective leadership significantly relates to decision making for achievement of organizational performance in selected manufacturing companies in Calabar($r = 0.366$, $n = 285$, $p < .000$). In agreement with this, Cater and Pucko, (2010) stressed that despites effective pool of skills, and human capital for organization's success, ineffective leadership constitutes an obstacle for its ineffective strategy implementation. This eminent is the studied manufacturing companies where 171 and 107 respondents representing 60.0% and 37.5% respectively with a total of 97.5% strongly agreed and agreed that ineffective leadership serves as obstacle for ineffective strategy implementation in company. This is as a result of conflicting priorities on strategy implementation and poor coordination of ineffective leadership which marred decision making for strategic plan implementation and also renders performance goals unrealized in the companies. In addition, Beer and Eisenstat (2000) emphasized that strategy implementation is killed by inadequate down-the-line leadership skills and development and this caused low involvement of leaders in strategy implementation which lead to partial strategy

success of organization. Responses shows that 117 and 167 respondents representing 41.1% and 58.6% respectively with a total of 99.7% strongly agreed and agreed that inadequate down-the-line leadership skills and developmentkill strategy implementation. This is true because it causes vision barrier and inability to identify the changes in the companies which makes employees unable to understand the vision of the company. Hence, decisions are difficult to make to improve the performance of the companies due to vision barrier caused by inadequate down-the line leadership skills and development which affect through successful strategy implementation

CONCLUSION AND RECOMMENDATIONS

The strategic implementation issues ware identified in the study to be poor strategic commitment and ineffective leadership in the companies. This is due to continuous failure and inability of managers to put strategy on motion and align it to enterprise goal which requires set of managerial skills and knowledge. Therefore, these inhibit the decision making for improved performance of the companies for attainment of strategic goals. The following recommendations are adduced to resolve issues of strategic implementation:

i. Adequate motivation should be used to address the existence of low priority for action implementation which affects timely decision making for quality implementation and sustainability of expected performances in the companies

ii. Management should make decisions on resource allocation to align goals with high commitment of middle managers for effective performance to achieve long short and long term goals of the companies.

iii. Conflicting priorities and poor leadership coordination should be resolved with effective communication of strategies that the companies seek to implement with their available resources to enhance performance and efficiency

iv. Management should create strategic directions for improving performance by ensuring that employees have clear vision of the companies with effective leadership skills and development for achievement of set goal.

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