



**ST.MARY'S UNIVERSITY**

**SCHOOL OF GRADUTE STUDIES**

**DEPARTMENT OF BUSINESS ADMINSTRATION (MBA)**

**THE EFFECT OF STRATEGIC IMPLEMENTATION ON  
ORGANIZATIONAL PERFORMANCE: THE CASE OF KAKI  
MOTORS**

**BY: LIDIYA KIDANE**

**ADVISOR: TEFAYE TILAHUN (ASSISTANT PROFESSOR OF  
MANAGEMENT)**

**June, 2024**

**ADDIS ABABA, ETHIOPIA**

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**BY: LIDIYA KIDANE**

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APPROVED BY BOARD OF EXAMINERS

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Dean, Graduate studies

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Signature

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Advisor

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Signature

Mahir Geberial (Ph.D)



External Examiner

Signature

Muluadam Alemu (Ph.D)



Internal Examiner

Signature

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

- SPSS: Statistical Package for the Social Sciences
- RBV: Resource-Based View
- OP: Organizational Performance
- LC: Leadership Commitment
- RA: Resource Allocation
- OS: Organizational Structure

## **ABSTRACT**

*This study investigates the influence of strategic implementation on the organizational performance of Kaki Motors, a private import and export company. Utilizing an explanatory survey research design, the study collects quantitative data through closed-ended questionnaires distributed to 194 employees, selected via simple random sampling from a target sample size of 208. The research explores the internal and external challenges associated with strategic implementation and their impact on enhancing future action plans and overall organizational performance. Key dimensions of strategic implementation, including organizational structure, resource allocation, and leadership commitment, are examined to understand their effects on organizational performance. The collected data is analyzed using correlation and regression analyses. The findings indicate that resource allocation and organizational structure have a positive and significant influence on organizational performance, highlighting the importance of effective resource allocation and establishing an appropriate organizational structure. However, the study reveals a negative and significant association between leadership commitment and organizational performance, emphasizing the need to address leadership commitment within the context of Kaki Motors. Based on the research findings, the study concludes that successful strategic implementation at Kaki Motors requires addressing resource allocation issues, fostering a supportive organizational culture, and developing proactive leadership. The recommendations stress the significance of strong commitment and cooperation among stakeholders, efficient resource allocation, and innovative leadership to achieve Kaki Motors' strategic objectives.*

**Key words:** *strategic implementation, organizational performance, Kaki Motors, resource allocation, organizational structure, leadership commitment.*

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# CHAPTER ONE

## INTRODUCTION

### 1.1 Background to the Study

With the current business climate being chaotic, globalized, and changing quickly, it is easy for firms to lose focus on their goals and objectives (Grant, 2016). Strategic management has been considered as the most important practice which distinguishes organizations from each other (Phina, 2020) .

According to Huynh, Gong, and Tran (2013), companies face intense competition in today's business landscape. This competition arises from various factors, such as globalization, technological advancements, changing customer demands, and the entrance of new market players. In order to survive and thrive in such a competitive environment, organizations must employ strategic management practices. It is strategic management that helps organizations assess the competitive landscape by analyzing their industry, identifying competitors, and understanding their strengths, weaknesses, opportunities, and threats. This analysis allows companies to develop strategies that differentiate them from competitors and capitalize on market opportunities.

Strategies are used by organizations to accomplish their objective (Nzewi, Onwuka, and Amobi, 2021).

A strategy is not just a long-term objective; it is also a comprehensive plan outlining how an organization plans to accomplish its objectives in the short and long terms. According to Kasera (2017), the main objective of the strategy is to generate and maintain a clear competitive advantage in the services and goods that a company offers its clients, while also making the most use of its inherent assets, such as its core capabilities. According to (Smith et al., 2017) organizations work in a dynamic environment where many different elements affect how they conduct business on a daily basis. Therefore, strategy is a very important instrument that no organization can function without in order to deal with the always changing and difficult business climate in which they operate.

According to (Iyobhebhe Itohan, Sharon John-Igbiele, 2024), there are three steps in the strategic-management process: strategy formulation, strategy implementation, and strategy evaluation. In order for developed strategies to be implemented, a company must set yearly goals, create

procedures, inspire staff, and deploy resources. Developing an organizational structure that works, refocusing marketing efforts, generating budgets, employing information systems, building a culture that supports the strategy, and tying employee pay to organizational performance are all examples of strategy execution.

The process of formulating a strategy has to take into consideration the changing business environment and it has to provide a window of preparedness in case of a change while at the same time a strategic plan enables an organization to evaluate through the assets it has, allocate an appropriate budget and come up with the most effective plan of maximizing on return on investment (Thompson & Martin, 2010). Strategies formulated but not implemented serve no useful purpose.

Strategy-implementation activities affect all employees and managers in an organization. Every division and department has to have answers to questions, such as “What must we do to implement our part of the organization’s strategy?” and “How best can we get the job done?” The challenge of implementation is to stimulate managers and employees throughout an organization to work with pride and enthusiasm toward achieving stated objective (Mohamed, Roda, Basar, 2023).

According to Ogunmokun et al (2005), the idea of implementation includes the resource-based theory of the firm, the institutional theory, and other theories. The theory of resources-based strategy emphasizes how a business can acquire a competitive advantage by owning and using its resources and capabilities. Various theories are employed to assist organizations in understanding the various factors that may affect them while they carry out their strategy.

According Okumus (2003) as cited by (Girmaye, 2016) Poor leadership and management, insufficient funding, a mismatch between the organization's culture, structure and the strategy, toxic organizational politics, low staff morale, low staff involvement and participation, unfavorable perceptions held by staff members, resistance from staff members and other stakeholders can all contribute to strategy implementation challenges. David (2003) argues that successful implementation of strategies is not guaranteed by the allocation of resources to certain divisions and departments. This is due to the fact that many circumstances frequently make it impossible to allocate resources effectively. These include excessive protectionist measures, ambiguous strategy objectives, a reluctance to take chances, and a lack of adequate information.

Depending on the above ideas from different studies without proper strategic implementation may face poor organizational performance. Therefore, the purpose of this study is to investigate the

effect of strategic implementation on Kaki Motors organizational performance and to provide suggestions on how to get the best benefits out of it.

## **1.2 Background of the Organization**

Kaki Motors was established as a PLC in 2003 and is one of the fast-growing private companies in Ethiopia engaged on import and export business. It imports various vehicles, machinery and equipment, steel, spare parts and other various merchandise. The company also exports agricultural products to the global market. Kaki Motors is an official dealer and assembler of Isuzu commercial vehicles and a dealer of Isuzu D-max pickup vehicles in Ethiopia.

To support the automotive business, Kaki has opened a vehicle body fabrication workshop and standardized service centers. Kaki Motors imports genuine parts to all Isuzu brand vehicles and provides technical support to all customers through trained engineers and technicians and diagnosis instruments. Kaki Motors has more than 400 permanent employees who are working on different business portfolio of the company with wide organizational structure.

Based on secondary data and key informants, Kaki Motors has been trying to prepare and execute strategic plans. However; the implementation has had several challenges which hindered the planned outcomes from being realized as intended.

## **1.3 Statement of the Problem**

According (Henry, 2004) as cited by (Wambugu & Waiganjo, 2015) the application of strategic management in business for various sectors has long been adopted as a response to market demand, variations in clients' taste and changing of technology. The adoption of a clear strategic perspective in organizations is one of the factors that affect the performance of these organizations. Having a good strategy is also one of the important factors that enable the organizations/firms to survive and go further. Ndirangu (2013) notes that strategic management is not a theory but a practical approach that can be used in organizations to bring about the achievement of goals and objectives set out by the organization.

Since strategic decisions influence the way organizations respond to their environment, it is very important for a firm to make strategic decisions and define strategy in terms of its function to the environment. The purpose of strategy is to provide directional cues to the organization that permit

it to achieve its objectives while responding to the opportunities and threats in the environment (Pearce & Robinson, 2007).

Concerning the link between strategic management process (formulation, implementation and evaluation) and organizational performance, mixed results appear to exist. Strategic management acts as a powerful engine for driving organizational performance by fostering informed decision-making based on a holistic understanding of internal and external factors. By carefully directing the complex interplay of these forces, organizations can effectively achieve their goals, build sustainable success, and thrive in a dynamic environment. (Arabzad et al., 2015)

Strategic management is important for organizational performance. For strategic management to result to superior performance, all the steps in the process need to be effectively managed. A brilliant strategy may put a company on the competitive map and increase its performance. Unfortunately, most companies struggle with implementation and therefore fail in performance enhancement (Blahová & Knápková, 2010).

There is a very real chance that a strategy may not be implemented successfully in this day of rapid change, international alliances, and diverse environmental demands. Strategy implementation is the opposite side of the coin, and it has received little attention in the vast majority of literature, which focuses on strategy creation (Yang et al., 2010). Strategic Management implementation poses the tougher time-consuming management challenge and practitioners are insistent in saying that it's a whole lot easier to develop a sound strategic plan than it is to make it happen. Poor development and implementation of strategic management practices has been blamed on a number of issues, with the lack of top management commitment being one of the most mentioned problems (Njagi & Kombo, 2019).

According to (Mekonnen, 2015) the study of strategic management practices in the context of the Ethiopian Insurance Corporation reveals that a number of obstacles affect the strategy's implementation within the company, including poor communication, a lack of knowledge and expertise, the departure of key personnel, a lack of acceptance and support from upper management, a lack of awareness of the strategy particularly with regard to its goals and objectives, poor coordination, and the absence of reward systems. There are few external elements outside the corporation's control that have an impact on the strategic management process. The majority of the factors or barriers affecting the implementation of strategies are internal and within the corporation's control.

According to (Negash, 2020) utilizing a closed-ended Likert Scale-based questionnaire, the impact of strategic management practices on organizational performance at Awash Insurance Company was assessed. The sample, comprising 110 employees, was chosen using a simple random sampling method. The results showed that, aside from strategic implementation, all independent variables, including environmental scanning, strategic formulation, evaluation, and control, had a significant impact on operational efficiency, financial turn-over, and management system. Consequently, it was determined that the insurance company's performance was significantly impacted by strategic management methods.

Despite working on strategic formulation, Kaki Motors need to analyze the effect of strategic implementation on organizational performance. This helps the organization in the areas that require improvement. The strategy cannot be successful in the market until Kaki Motors analyzes how strategic implementation affects organizational performance and the organization's performance lags behind the developed strategic management. Failing to properly execute a strategic plan has an impact on the organization's long-term profitability as well as its capacity to compete in the market.

Therefore, before having an adverse effect on these problems at Kaki Motors, it's worthwhile to conduct research on the effect of strategic management on organizational performance.

## **1.4 Research Objectives**

### **1.4.1 General Objective**

The general objective of the study is to analyze the effect of strategic implementation on the organizational performance at Kaki Motors.

### **1.4.2 Specific Objectives**

Specifically, the research seeks:

1. To examine the effect of resource allocation on organizational performance in Kaki Motors
2. To examine the effect of organizational structure on organizational performance in Kaki Motors
3. To examine the effect of leadership commitment on organizational performance in Kaki Motors

## **1.5 Research Questions**

In this study the following research questions were raised:

1. What effect does resource allocation have on organizational performance?
2. What effect does organizational structure have on organizational performance?
3. What effect does leadership commitment have on organizational performance?

### **1.6 Significance of the Study**

The information obtained from this study could primarily help to see the effect of strategic implementation on organizational performance. This will help the organization as inspiration for further deeper study, help the management to evaluate the implementation and work on it if there is gap identified. By doing so, the company might improve its competitiveness and this will help achieve company objectives including customer satisfaction. Additionally, the research will provide some useful ideas to the transport authority so that they provide proper support for the growth of the automotive sector. This research will contribute to the gap on the specified topic on Ethiopian automotive context. It will also serve as an additional reference for researchers that would like to study the automotive industry. On the other hand this study will help the researcher to have the master's degree in business administration from St. Mary University.

### **1.7 Scope of the Study**

In order to make the study more manageable, feasible with a given time and budget it's geographically delimited to Kaki Motors branches located at Addis Ababa, Ethiopia. The study focuses solely on identifying variables that may affect the organizational performance (prompt service delivery, customers' satisfaction, corporate social responsibility, and employee engagement) during strategy implementation. This study is also limited to the major stakeholder (management and non-managerial employees) in Kaki Motors

### **1.8 Organization of the Study**

This project consists consist five chapters. Chapter one covers the introduction of the study which covers the background of the study, statement of the problem, the purpose of the study, research objectives and specific objectives, the scope, significance and limitations of the study of the study. Chapter two comprises the literature review where theoretical and empirical literature, conceptual framework is discussed in detail. In the third chapter, the study has covered methodology which



presents the research design, target population, sampling design, data collection techniques and procedure, validity and reliability of research instruments, data analysis and ethical considerations. The fourth chapter includes introduction, response rate, demographic data analysis, descriptive analysis, correlation analysis, multiple regression analysis, regression assumption, regression analysis, and hypothesis testing. The fifth chapter presents the summary, conclusion, recommendations of the study.

# CHAPTER TWO

## REVIEW OF RELATED LITERATURE

### 2.1 Theoretical Review

#### 2.1.1 Strategic Management: Concepts and Definitions

Strategic management can simply be defined as a set of managerial decisions and actions that result in the formulation and implementation of strategy designed to achieve a company's objectives (Hunger, 2007). According to (Hawk, 2006), strategic management is the process whereby managers establish an organization's long-term direction, set specific performance objectives, development strategies to achieve these objectives in the light of all the relevant internal and external circumstances, and undertake to execute the chosen action plans.

In order to meet the demands of changing circumstances, new technology, competitors, the economy, or the social, financial, or political landscape, a company must continuously assess and control its business, the industries it operates in, evaluate its competitors, set goals, and develop strategies to counteract them. This process is known as strategic management. (Muogbo, 2013).

In general, the process of strategic management involves three cycles: conception, execution, and evaluation. During the planning phase, the organization establishes its goals and objectives and creates a detailed plan to accomplish them. The organization implements the plan during the implementation stage, and assesses the strategy's effectiveness during the assessment stage and makes any required revisions. (Mohamed, Roda, Basar, 2023)

The idea of strategic management will always change in response to the findings of this science's advancement, and it also has to be put into practice as a foundation for businesses and organizations. Strategic management includes strategy implementation, and the latter's success is contingent upon management, staff, structure, and organizational modifications. Integrating the strategy into the company's regular decision-making process is the primary goal of strategy implementation. To get rid of the flaws in the strategic implementation, it's critical to identify appropriate indicators that represent the business's operations and measurement systems. (Mahaputra et al., 2023)

### **2.1.2 Strategic Implementation**

The process of turning a chosen strategy into action in order to achieve strategic goals and objectives is known as strategic implementation. It is the process of carrying out an action in accordance with a planned strategy to fulfill the desired outcome. Planning and organizing the resources needed for this implementation process, altering the organizational structure, and improving the system that will be used to govern the organization are all necessary and objectives. It is the process of activity to be performed according to a predetermined plan in order to achieve the perceived goal. This implementation process requires resource planning and logistics of implementation, change of organizational structure, improvement of system to be employed to manage the organization (Ritson, n.d.)

Strategy implementation is the process by which strategies and policies are put into action through the development of programs, budgets and procedures (Wheelen & Hunger, 2011). It is the development execution of specific tactics occurring both internally and externally to the firm with the intention of achieving the desired strategic direction (Favaro, 2015). When it comes to strategic management without strategy implementation, the whole process of strategic planning will be in futility (Njoroge, Machuki, Ongeti & Kinuu, 2015). Strategy implementation is what drives the organization along a perceived path to allow in order to achieve a competitive advantage. This process is accomplished through a dynamic process of institutionalization and operationalization of the strategic plan (Hrebiniak, 2008).

According to (Rani, 2019), the actual activity within an organization is carried out through the strategic management process during the strategy implementation stage. This group of tasks is responsible for converting an organization's strategic plan into rigorous performance standards. Implementation addresses the questions of who, what, where, and when to accomplish company goals.

According to (Fred R. David Francis Marion University Florence, South Carolina, 2011) , strategy implementation requires a firm to establish annual objectives, develop policies, motivate employees, and allocate resources so that formulated strategies can be executed. Strategy implementation includes preparing program, preparing budgets, preparing procedures, developing a strategy-supportive culture, creating an effective organizational structure, redirecting marketing

efforts, developing and utilizing information systems, and linking employee compensation to organizational performance. Strategy implementation often is called the “action stage” of strategic management. .

### **2.1.3 Organizational Performance**

Performance is an element of the efficiency and the effectiveness of the organization which can be measured through a number of ways; financial performance, staff productivity levels or the machinery used for production, spending as compared to cost savings measures. Shareholders on the other hand will look at it from a dividend perspective. The biggest challenge for both scholars and practitioners is reaching a consensus on what is to be measured (Njoroge, 2015).

While some companies have non-financial goals like community service, others strive to trade profitably in order to provide financial rewards to their shareholders. Product market performance, which focuses on sales and market share, financial performance, which considers profits, returns on assets, and return on investment, and shareholder return, which includes total shareholder return and economic value added, are the three distinct areas of firm outcomes that are included in organizational performance. Thus, an organization's actual output or outcomes are evaluated in relation to its intended outputs, which are its goals and objectives, to determine its organizational performance. (Richard et al., 2009).

According to Bernadin (1995) as cited by (Elena-Iuliana & Maria, 2016) points out that “performance should be defined as the sum of the effects of work, because they provide the strongest relationship with the organization’s strategic objectives, the customer’s satisfaction and the economic contributions”. As the author says, performance must take into account both inputs (the effort put in) and outputs (the result of the effort put in). This definition equates performance with the “sum of the effects of work”. Performance is achieved when all efforts are focused towards achieving the set objectives and meeting customer’s satisfaction. Objectives and customer satisfaction cannot however be accurately measured.

#### **2.1.4 Resource in Strategic Implementation and Organizational Performance**

Resource allocation is the intentional process of determining what materials and non-material requirements are needed for a process or activity and then deploying those requirements on time to workstations and personnel. Therefore, in order to support the execution of a strategy, resource allocation may involve making new purchases as well as redistributing necessary resources by sharing them amongst work stations. (Mapetere et al., 2023)

The role of resource allocation in strategic implementation is significant. Resource allocation refers to the deliberate process of assessing the material and non-material requirements of a strategy and deploying the necessary resources to support its execution. Adequate resource allocation plays a crucial role in the success of strategy implementation. It ensures the availability and effective utilization of resources, facilitates resource orchestration, and reduces the likelihood of unattained objectives. Organizations should actively participate in resource allocation, allocate correct and adequate resources in a timely manner, and align resource allocation with strategy execution processes and activities to enhance the chances of successful strategy implementation. (Mapetere et al., 2023)

According to the resource-based view (RBV) approach, a firm's ability to achieve and maintain a competitive advantage depends more on its internal resources than on external variables. According to the RBV perspective, internal resources which fall into three broad categories will largely influence an organization's performance. These resources are organizational, human, and physical resources. Organizational resources include company structure, planning procedures, information systems, patents, trademarks, copyrights, databases, and so forth. Physical resources include all plant and equipment, location, technology, raw materials, and machines. Human resources include all employees, training, experience, intelligence, knowledge, skills, and abilities. According to the RBV hypothesis, a firm's resources are actually what enable it to take advantage of opportunities and counteract threats. (Brahma & Chakraborty, 2011)

*H1: Resource based strategic implementation has positive and significant effect on organizational performance.*

### **2.1.5 The Role of Organizational Structure in Strategic Implementation and Organizational Performance**

The formal division, grouping, and coordination of work are determined by the organizational structure. Work specialization, departmentalization, span of control, chain of command, centralization and decentralization, and formalization are some of the components of organizational structure. The roles and responsibilities of each position are laid out in an organizational structure. It lessens uncertainty and confusion among workers about what they need to do. Organizational structure helps employees understand their questions and concerns and reduces uncertainty. Employees are restricted to the extent that their actions are limited and controlled. (Guangjin, 2012a)

Organizational structure is considered the management framework adopted to oversee the various activities of institutions project or other activities of an organization. A suitable organizational structure assists the management team to achieve high performance in the organization. Institutions require efficient and effective organizational structure in order to successfully accomplish its goals and objectives. (Muoki & Okibo, 2016)

Effective plan implementation requires a strong organizational structure. By putting organizational strategies into practice, a structure establishes what has to be done and how. Firms with an effective structure are more stable, which facilitates the successful implementation of initiatives. It facilitates the preservation of competitive advantage while offering the flexibility to create advantages that will be necessary down the road. (Guangjin, 2012b)

Organizational structure is the formal system of task and reporting relationships that determines how employees use resources to achieve organizational goals. With the above definition, it shows that organizational structure is essential for the conduct of business activities or relationships that exist in the organization like task and reporting activities or relationships which dedicates how employee use available resource effectively to bring about efficient result. (Tarbox, 2014)

*H2. Organizational Structure has positive and significant effect on organizational performance*

### **2.1.6 Leadership Commitment: Linking Leadership and Organizational Performance**

Powerful authority includes a great deal of administration. (Rajasekar, 2014) states that the practice coordination, process streamlining, the administrative structure adjustment as well as keeping members focused within the system output are key obligations of an administration. Effective authority includes rearranging the authoritative design in a way that moves workers with the proper learning to set off esteem upgrading proposition (Kouzes and Posner, 2010).

Effective strategy implementation is dependent on the leadership style of senior management, especially with regard to the structure of the organization, the powers of delegation, making of decisions, and incentives and reward systems (Speculand, 2014). The style of leadership has the ability to create a conducive environment to support efforts towards the implementation of strategy (Azhar et al., 2012).

Leadership is emphasized as a style that inspires individuals within the organization to work harder and strive for higher levels of performance. Transformational leaders are described as positive, optimistic, and trustful, who emotionally intelligent, encourage teamwork, set high expectations, and promote innovations. Leadership plays a significant role in enhancing organizational performance by fostering a positive work environment, inspiring employees, and aligning their goals with the collective goals of the organization (Hurduzeu, 2015).

*H3. Leadership Commitment has positive and significant effect on organizational performance*

## **2.2 Empirical Review**

Fiberesima and Abdul Rani (2013) examined the impact of strategic management on business success in Nigeria. The study was conducted through descriptive and correlation design. The study was use questionnaire as main tool for collecting data the selection of this tool has been guided by the nature of data to be collected, the time available as well as by objectives of study. The study concluded that strategic management was found to be positively related to corporate success, and strategic management practices improve business success.

Mohamud, Abdullahi and Bashir (2015) the study focused on establishing the relationship between strategic management and organizational performance in Mogadishu, Somalia. The results showed that there is a statistically significant positive relationship between strategic management and

organizational performance. There is also a statistically significant moderate positive relationship between strategic management and

Saed (2014) examined the effect of strategic management on Jordanian Pharmaceutical Manufacturing organizations business performance. The result of the study shows there is a significant implementation of the balanced scorecard variables among Jordanian Pharmaceutical Manufacturing Organizations, the learning and growth perspective rated highest average, followed by internal processes perspective, then financial perspective and customer perspective, respectively. Result also indicates that there is a high relationship among balanced scorecard variables and between balanced scorecard variables and Jordanian Pharmaceutical Manufacturing Organizations' business performance is strong.

(Issack & Muathe, 2017) examined impact of strategy implementation on performance of public health institutions and to find out the effect of strategy evaluation on performance of public health institutions in Mandera County. This study adopted a mixed research design method. Mandera County has a total of Fifty (50) public health institution. The study therefore target one hospital administrators from each of the five (5) Sub-county Hospitals, Two (2) staff from Mandera Referral Hospital (Director of Medical Service and Administrator), nineteen (19) Health Administrators from each Health Centers and twenty five (25) nursing officer in charge of dispensaries thus totaling to Fifty one (51) respondents. The findings revealed that environmental analysis, strategy formulation, strategy implementation, strategy evaluation and performance of public health institutions in Mandera County are positively and significantly related. Correlation analysis showed that environmental analysis, strategy formulation, strategy implementation and strategy evaluation are significantly and positively related to performance of public health institutions in Mandera County. Based on the findings the study concluded that environmental analysis, strategy formulation, strategy implementation, strategy evaluation affects performance of public health institutions. The study recommends that public health institutions formulates strategies that can enable them to define their corporate mission, specifying achievable objectives, develop strategies and setting policy guidelines.



## 2.3 Conceptual Framework

The conceptual framework for studying the effect of strategic implementation is based on literature review. The framework identifies the most critical steps provides a foundation for understanding the relationship between strategic implementation practices and organizational performance. The independent variables as the three dimensions of strategic implementation and dependent variable as organizational performance.

The dependent variable in this framework is organizational performance, which can be measured using various indicators such as financial performance, market share, customer satisfaction, employee productivity, or other relevant metrics. The framework aims to examine the relationship between the dimensions of strategic implementation and organizational performance, exploring how effective implementation practices impact the organization's overall performance.

By utilizing this conceptual framework, researchers investigate the specific relationships between strategic implementation practices and organizational performance in their study context. This framework provided a structured approach to understand and analyze the critical steps involved in strategic implementation and their influence on organizational outcomes.

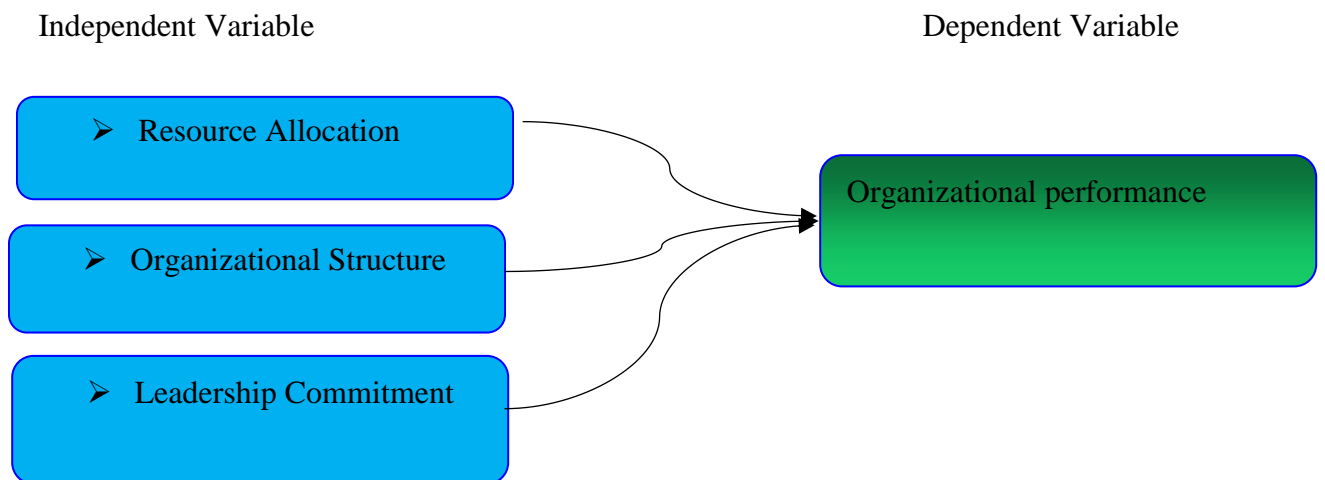


Figure 2.3.1 Conceptual Framework

(Agnes, 2012)

(Muganda et al., 2016)

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

In this chapter the researcher aims to provide a detailed understanding of the research methodologies that is used to see the effect of strategic implementation on organizational performance. The chapter is organized into several sections, including research design and research approach, population and sample, data source and data type, data collection tools and methods, and data analysis.

#### **Research Design**

Research design encompasses the comprehensive plan, structure, and strategic framework formulated by a researcher to address specific research questions or objectives. It is a blueprint that outlines the methods and procedures that are used to conduct the research study.

The research design determines how data is collected, analyzed, and interpreted. It includes decisions about the type of data to be collected, the sources of data, the sampling strategy, the research instruments, and the statistical techniques that is employed. The research design ensures that the research study is conducted in a systematic and organized manner, leading to reliable and valid results (Asenahabi Bostley, 2019).

There are different types of research designs. Descriptive research aims to describe and present an accurate portrayal of a situation, phenomenon, or group. It focuses on collecting data without intervening or manipulating variables. Exploratory research is conducted to explore a research problem or topic in-depth. It aims to generate insights, ideas, and hypotheses, and provide a foundation for further research. Experimental research involves the manipulation of variables to observe cause-and-effect relationships. It typically includes a control group and an experimental group to compare the effects of different conditions or treatments. Correlational research investigates the relationship between two or more variables. It determines whether changes in one variable are related to changes in another variable and the strength and direction of this relationship.

Explanatory typically involves conducting studies that go beyond describing or correlating variables. It seeks to understand the underlying reasons, causes, or mechanisms behind the observed relationships (Inaam Akhtar, 2016).

Explanatory research is used for this study because it provides detailed picture of the strategic effect on organizational performance. A survey research design is used because survey research design involves the collection of data from a sample of individuals using structured questionnaires. This design is suitable for this study as it allows the researchers to collect data on specific aspects of effect of strategic implementation on organizational performance.

### **3.1 Research Approach**

There are three types of research approach quantitative, qualitative and mixed. Quantitative research approach involves the collection and analysis of numerical data to quantify relationships and make statistical inferences. It aims to measure variables, establish cause-and-effect relationships, and generalize findings to larger populations. Qualitative research approach focuses on understanding and interpreting social phenomena through the collection and analysis of non-numerical data, such as words, images, or observations. It aims to explore meanings, subjective experiences, and social contexts. Qualitative research often uses an inductive approach, where researchers generate theories or concepts based on the data collected. Mixed research involves collecting, analyzing, and integrating both numerical and non-numerical data to gain a comprehensive understanding of a research problem or question. The purpose of using a mixed research approach is to capitalize on the strengths of both quantitative and qualitative methods while mitigating their limitations (Ghanad, 2023).

Therefore, this study employed a quantitative research approach to address the research objectives. Quantitative research involves the collection and analysis of numerical data to quantify relationships, establish cause-and-effect connections, and generalize findings to larger populations. By utilizing questionnaires, the study gathered quantitative data from participants, which was then subjected to statistical analysis to identify trends, patterns, and correlations. This approach allowed for the systematic examination of the research problem, enabling the researchers to draw objective conclusions based on the numerical evidence. The use of a quantitative research approach provided a comprehensive understanding of the phenomenon under investigation and contributed to evidence-based decision-making (Apuke, 2017).

## **3.2 Data Source and Type**

Data sources refer to the origin or location from which data is collected for research purposes. Common data sources include: There are two types of data sources. The first one is Primary data Source these are the original sources of data that are collected and the second one is secondary data source are existing sources which have been collected by someone else for a different purpose but are used for the current research study.

For this study primary data and secondary data is used. The primary data is gathered from Kaki motors managerial and non-managerial staff. The secondary data sources is collected from company records, the company website and journal

## **3.3 Population, Sample Size and Sampling Technique**

### **3.3.1 Population**

A population is the entire group of individuals, objects, or events that possess certain characteristics and from which the researcher wants to draw conclusions or make inferences. It represents the larger group that the researcher is interested in studying (Willie, 2023).

Since the aim of the research is to analyze the effect of strategic implementation on organizational performance, the total population of the research is all the employees working in the Kaki Motors. As the researcher confirmed from the human resource manager of the organization, the total number of employees is 400 in numbers.

### **3.3.2 Sample Size**

Sample size refers to the number of individuals or elements selected from the population to be included in the research study. It represents a subset of the population that is chosen for the purpose of data collection and analysis. The sample size is determined based on various factors such as the research objectives, the level of desired precision, the available resources, and the statistical techniques to be applied (Memon et al., 2020).

Because of the financial constraint and operation difficulty in contacting all employees in the organization, the researcher has decided to take a sample of the population for the study; simple random sampling technique is used in this study. Simple random sampling is an appropriate sampling technique for this proposal for several reasons. First, it ensures that every individual in the target population has an equal chance of being selected for the study, which helps to reduce

bias in the sample. This means that the sample selected is representative of the entire population and provides accurate results for the study. Second, simple random sampling is a cost-effective and efficient way to select a sample from a large population, which is important considering the financial constraints mentioned in the proposal. It also allows the researcher to save time and resources by selecting a smaller sample size while still maintaining a representative sample.

To calculate the sample size for simple random sampling technique, the researcher considered Yamane (1967) formula:

$$n = \frac{N}{1 + N(e^2)}$$

Where:

n = Sample size

N = Target population

e = Margin of error (usually expressed as a decimal)

Using the values provided, we can substitute them into the formula:

$$n = 400 / (1 + 400(0.05^2))$$

$$n = 400 / (1 + 0.925)$$

$$n = 400 / 1.925$$

$$n = 207.79$$

$$n = 208$$

Therefore, the sample size for simple random sampling technique is approximately 207.79. We can round this up to 208 to ensure a representative sample.

### **3.3.3 Sampling Techniques**

Since the aim of the research is to analyze the effect of strategic implementation on organizational performance, the researcher used simple random sampling techniques.

## **3.4 Methods of Data Collection**

The proposed method of data collection for this research involved the use of questionnaires to gather quantitative data. Questionnaires enable researchers to get precise information from the respondents. Numerous subjects, including demographics, actions, preferences, experiences, and

more, might be included in the questions' design. To guarantee that every responder is questioned about the same thing in the same way, researcher use a same set of questions. It also makes replies from various people or groups comparable, which lessens prejudice. After the data is gathered and organized in a safe area for analysis, the procedure was closely watched to guarantee correctness and completeness (Taherdoost, 2021).

### 3.5 Data Analysis

The quantitative data analysis technique was used to summarize the findings gathered through close-ended questions in tabular form. This approach enabled the researcher to quantify the responses and identify trends and patterns in the data. The data was analyzed using descriptive, correlation and regression analysis.

### 3.6 Validity and Reliability

Validity, generally, is concerned about how well the research questions would measure the matters chosen to be studied. To meet these objectives, the researcher conducted a pilot test with a small group so as to check validity and would receive to redefine it. Reliability basically targets to talk about the stability of the results that is how accurately the study or measuring would be carried out. It would also help whether a measurement instrument is able to yield consistent results each time it is applied. It is also the property of measurement device that causes it yield similar outcomes for similar inputs. In the study, Cornbrash alpha reliability is used to measure internal consistency of the mean of the items at the time of administration of the questionnaire. In this case the result of the reliability test for the questionnaires is 0.7325.

**Table 3.6: Reliability Statistics**

<b>Reliability Statistics</b>	
Measure	Cronbach's Alpha
Resource Allocation	0.702
Organizational Structure	0.767
Leadership Commitment	0.732
Organizational Performance	0.729

Source: Survey Data (2024)

### **Ethical Considerations**

Throughout the process of the study, research ethical protocols are strictly followed. The assessment is done curiously, and the information was handled with due care following ethical principles. Overall, the study had the underpinning ethical principles:

Support letter from St. Marry University: the University issued a support letter to the researcher

**Informed Consent:** emphasis was placed on the importance of obtaining informed consent and voluntariness of respondents. Only those participants giving verbal consent voluntarily were interviewed.

**Confidentiality:** this is the way of assuring that the individual respondent or personal information will not be exposed or shared to the third party.

**Anonymity:** personal names or identifiers of the participants are not used while reporting, presenting and communicating findings of the study.

# CHAPTER FOUR

## DATA PRESENTATION, ANALYSIS AND INTERPRETATION

### 4.1 Introduction

The focus of this chapter is on data analyses, presentation and discussion of results of strategic implementation effect on organizational performance in Kaki Motors. It extends to analyze whether strategic implementation dimension like organizational structure, resource allocation, and leadership commitment has effect organization performance. The data collected through questionnaires from 194 employees working on different positions. Questionnaires were analyzed using computer program SPSS version 27. Analyses of primary data were made using tables. The data were classified, analyzed and interpreted using frequency, percentage, and regression analyses.

### 4.2 Response Rate

The questionnaires was distributed to 208 respondents working on managerial and non-managerial positions. On the questionnaire close ended questions were used to collect data from all the respondent. Out of the total 208 projected respondents, data were collected from 194 respondents. This made a response rate of 93.27%.

**Table 4.2 Response rate**

Response Rate	Frequency	Percentage
Response	194	93.27%
Non Response	14	6.73%
Distributed questionnaire	208	100%

Source: Survey Data (2024)



## 4.3 Demographic Data Analysis

### 4.3.1 Age and Work Experience

Regarding to the age of the respondent the average age of the employees is 33.99 years old. The result shows the median age is 32 years old, standard deviation is 7.68 years. This shows the data is positively skewed, meaning there are more employees on the younger side of the age range.

Table 4.3.1 Age and Work experience

		Age	Work experience in Kaki Motors
N	Valid	194	194
	Missing	0	0
Mean		33.99	4.68
Median		32.00	4.00
Mode		30	5
Std. Deviation		7.678	3.341
Variance		58.948	11.164
Skewness		1.085	1.666
Std. Error of Skewness		.175	.175
Range		38	20

Source: Survey Data (2024)

Regarding to the work experience "work experience in kaki motors" the column heading says "experience in Kaki Motors the average employee has 4.68 years of experience. The median employee has 4 years of experience. The standard deviation is 3.34 years and data is also positively skewed, meaning there are more employees with moderate amount of work experience on average.

### 4.3.2 Sex of the Respondent

Out of the total 194 respondents, 116 are men, which accounts for approximately 59.8% of the respondents. Male respondents represent the majority in the survey sample.

On the other hand, 76 respondents are women, making up approximately 39.2% of the total respondents. Female respondents constitute a smaller portion of the survey sample compared to their male counterparts.

Analyzing the data, it becomes evident that there is a notable difference in the representation of men and women in the survey. Men make up nearly 60% of the respondents, while women comprise slightly less than 40%.

Table 4.3.2 Sex of respondent

Sex		Frequency	Percent	Valid Percent
	Men	116	59.8	59.8
	Women	76	39.2	39.2
	<b>Total</b>	194	100.0	100.0

Source: Survey Data (2024)

### 4.3.3 Academic Status

Regarding the level of education the majority 63.4 % of the respondents were first degree holders. The second groups in educations category were second degree holders which accounts about 22.2 % while 11.9% were diploma holders and 1.5% are PhD holder. Most of the participants in this study were professional employees who have a degree and above. This educational statistics of the respondents contribute for the organizational performance and they are knowledgeable to understand and respond to the study better.

Table 4.3.3 Academic Status

		Frequency	Percent	Valid Percent	Cumulative Percent
	Diploma	23	11.9	11.9	12.9
	Degree	123	63.4	63.4	76.3
	Masters	43	22.2	22.2	98.5
	PhD	3	1.5	1.5	100.0
	<b>Total</b>	194	100.0	100.0	

Source: Survey Data (2024)

#### 4.3.4 Work Position

In terms of their position 91 staff members in non-managerial roles. These individuals make up approximately 46.9% of the total staff. Non-managerial employees typically perform operational tasks and are not directly responsible for managing departments or making strategic decisions. The organization has 75 senior staff members. They represent around 38.7% of the total staff. Senior staff typically hold higher-ranking positions and are responsible for overseeing specific areas or departments within the organization. They often have more experience and expertise in their respective fields. 21 staff members who hold managerial positions overseeing departments. They account for approximately 10.8% of the total staff. Department managers have a higher level of responsibility compared to non-managerial employees and are involved in making decisions related to their respective departments. The rest of the respondents are 3 managing directors who play a crucial role in the implementation of strategic plans. These directors have a strategic focus and are responsible for making high-level decisions that align with the organization's long-term goals and objectives. They make up about 1.5% of the total staff.

**Table 4.3.4 position in Kaki Motors**

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
	Managing Director	3	1.5	1.5	2.6
	Department manager	21	10.8	10.8	13.4
	Senior staff	75	38.7	38.7	52.1
	Non-Managerial staff	91	46.9	46.9	99.0
	Total	194	100.0	100.0	

Source: Survey Data (2024)

## 4.4 Descriptive Analysis

**Table 4.4.1 Effect of strategic implementation dimensions on organizational performance descriptive statistics**

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Variance</b>
RA	194	15.00	30.00	24.5258	2.70901	7.339
OS	194	11.00	29.00	22.6701	3.54021	12.533
LC	192	17.00	33.00	27.2292	3.70504	13.727
OP	194	21.00	38.00	32.2268	3.55127	12.612
Valid N (list wise)	192					

Source: Survey Data (2024)

Over all the table 4.4.1 shows that the average score is highest for organizational performance (32.22) and leadership commitment (27.2292), followed by resource allocation (24.5258) and organizational structure (22.6701). The standard deviation is highest for leadership commitment (3.70504) and organizational performance (3.55127), and lower for organizational structure (3.54021) and resource allocation (2.70901). This suggests that there may be more variability in leadership style and organizational performance scores compared to organizational structure and resource allocation scores.

The mean score for organizational performance is 32.2268. This suggests that, on average, respondents rated the level of organizational performance relatively high. The standard deviation of 3.55127 indicates that there is some variability in the responses regarding organizational performance, but it is relatively lower compared to other factors.

The mean score for resource allocation is 24.5258. This indicates that, on average, respondents rated the effectiveness of resource allocation moderately high. The standard deviation of 2.70901 suggests that there is relatively less variability in the responses for resource allocation compared to other factors.

The mean score for organizational structure is 22.6701. This implies that, on average, respondents rated the adequacy of the organizational structure at a moderate level. The standard deviation of

3.54021 indicates that there is some variability in the responses regarding organizational structure, with scores spread out more compared to organizational performance and resource allocation.

The mean score for leadership commitment is 27.2292. This suggests that, on average, respondents perceived the level of leadership commitment to be relatively high. The standard deviation of 3.70504 indicates that there is a higher degree of variability in the responses for leadership commitment compared to other factors.

Overall, the descriptive statistics reveal that the average scores are highest for organizational performance and leadership commitment, followed by resource allocation and organizational structure. This implies that, on average, respondents rated organizational performance and leadership commitment more positively compared to resource allocation and organizational structure.

Regarding variability, the standard deviation values show that the scores for leadership commitment and organizational performance have higher variability compared to organizational structure and resource allocation. This suggests that there is more diversity in the responses for leadership commitment and organizational structure, indicating a wider range of perceptions among respondents.

**Table 4.4.2 Summary of employees’ opinion on resource allocation**

<b>Descriptive Statistics</b>			
	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
The resources allocated are utilized as per the set goals	194	4.1340	.71445
Kaki allocates the necessary resources on time for strategic implementation	194	4.0515	.73929
Kaki has invested on information technology in its day to day operation	194	4.0206	.80129
Kaki has allocate sufficient financial resources to implement the strategic formulated	194	4.1237	.77870
Kaki has people in all functional areas with requisite skills to carry out the tasks	194	4.0103	.74102
Kaki prepare budgets for utilization of resources required for realization of action plans	194	4.1856	.64911
Valid N (list wise)	194		

Source: Survey Data (2024)

Looking at resource allocation overall, the average score sits at 4.1340 out of 5, with a standard deviation of .738. This indicates that Kaki generally did well in assigning resources to match their strategic objectives. There's a decent spread in the scores, suggesting some variation in how well resources were allocated across different initiatives. Kaki seems to have done a good job in both aligning resources with goals (average score: 4.1340) and ensuring timely allocation for strategic implementation (average score: 4.0515). Both these aspects are crucial for successful strategy execution. However, the analysis also highlights some areas for improvement. Kaki's investment in information technology for day-to-day operations scored an average of 4.0206, suggesting there might be room for further investment or optimization in this area. The most concerning aspect seems to be the allocation of sufficient financial resources. The average score here is just 4.1237. On a more positive note, the analysis shows that Kaki has a fairly well-staffed organization (average score: 4.0103) with people possessing the necessary skills for their designated tasks. This is a significant strength, as having the right talent in place is key to implementing any strategic plan. Finally, the analysis indicates that Kaki does a good job of preparing budgets for resource utilization within action plans (average score: 4.1856). This demonstrates a commitment to responsible resource management and helps ensure that resources are used efficiently to achieve strategic goals.

**Table 4.4.3 Summary of employees' opinion on organizational structure**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
There is a decision making process and structure that supports decisions being implemented	194	3.8660	.79674
There are effective communication systems which encourages, support, trust and cooperation among groups and individuals	194	3.8351	.81030
There is strong commitment among all employees to work effectively as a team	194	3.7732	.76862
Roles and responsibilities of each employee at all level clearly presented in strategic plan implementation	194	3.7938	.83868
Rewards and recognition plan are fairly distributed among faculty and staff based on their contributions to strategy implementation	194	3.5670	1.05700
The organizational structure is flexible to support strategic plan implementation practice	194	3.8351	.90686
Valid N (list wise)	194		

Source: Survey Data (2024)

The table 4.4.3 shows that the respondent gave a score of 3.8660 out of 5 on having a clear decision-making process and structure that supports decisions being implemented and the standard deviation of .79674. On the second row shows that the respondent gave a score of 3.8351 out of 5 on having effective communication systems that encourage cooperation among groups and individuals with a standard deviation of .81030. On the third row shows that employees gave their company a score of 3.7732 out of 5 on having strong commitment among all employees to work effectively as a team. There was a standard deviation of .76862. The fourth row shows that the company a score of 3.7938 out of 5 on having clear roles and responsibilities outlined for each employee at all levels with standard deviation of .83868. The fifth row shows that company a score 3.5670 out of 5 on having a fair rewards and recognition plan that distributes rewards based on contributions to strategy implementation with a standard deviation of 1.05700. The last sixth row

shows that company a score of 3.8351 out of 5 on having an organizational structure that is flexible to support strategic plan implementation with standard deviation of .90686.

Overall, the table suggests that the respondent believe Kaki has implemented a strong foundation for successful strategy implementation.

**Table 4.4.4 Summary of employees’ opinion on leadership commitment**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
The management team inspires employees to achieve organizational goals.	194	4.1340	.71445
The strategic plan has been effectively communicated to concerned units.	194	4.0515	.73929
Individuals and groups have developed effective ways to be creative, innovative, and solve problems together.	194	4.0206	.80129
Kaki managements establish a team leader who can encourage the team and address problems that arise from internal and external stakeholder during strategic implementation.	194	3.7732	.76862
In Kaki, problems requiring top management involvement is communicated earlier.	194	3.5773	1.09483
Kaki gives adequate information, encourages feedback and participation before implementing strategic plan.	194	3.8247	.89917
The management team in the organization has capacity to bring continues operational improvements that inspire productivity and efficiency during strategic plan implementation.	192	3.9062	.91615
Valid N (list wise)	192		

Source: Survey Data (2024)

The table 4.4.4 shows that on average, a score of 4.1340 out of 5 was given on how well the management team inspires employees to achieve organizational goals and the standard deviation of .71445. On the second row shows that on average, a score of 4.0515 out of 5 was given on how effectively the strategic plan was communicated to concerned units and the standard deviation of .73929. The third row shows that on average, a score of 4.0206 out of 5 was given on how well



individuals and groups developed effective ways to be creative, innovative and solve problems together with standard deviation of .80129. The fourth row shows that on average, a score of 3.7732 out of 5 was given on how well Kaki management establishes team leaders who can encourage the team and address problems with the standard deviation of .76862. The fifth row shows that on average, a score of 3.5773 out of 5 was given on how well problems requiring top management involvement are communicated earlier and the standard deviation is 1.09483. The six row shows that on average, a score of 3.8247 out of 5 was given on how well Kaki gives adequate information, encourages feedback and participation before implementing a strategic plan with standard deviation of .89917. The last row shows that on average, a score of 3.9062 out of 5 was given on whether the management team in the organization has the capacity to bring continued operational improvements that improve productivity and efficiency during strategic plan implementation and the standard deviation of .89917.

Overall, the table suggests that employees gave Kaki a moderately positive rating on how well they problems requiring top management involvement. The average score across all categories was 3.5773 out of 5.

**Table 4.4.5 Summary of employees' opinion on Organizational Performance**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Compared to the previous year, Kaki Motors' profit margin has increased.	194	4.1340	.71445
Kaki Motors is effectively managing its costs to achieve its financial goals.	194	4.0515	.73929
The company's current revenue growth rate is exceeding expectations.	194	4.0206	.80129
Kaki Motors has gained significant market share in its industry compared to last year.	194	4.1237	.77870
Kaki Motors' production processes are efficient and meet customer demand without delays.	194	4.0103	.74102
The company has successfully implemented new technologies that have improved overall operational efficiency.	194	4.1856	.64911
Employee morale at Kaki Motors is high, and there is a low turnover rate.	194	3.8660	.79674
Kaki Motors consistently delivers high-quality products/services to its customers.	194	3.8351	.81030
Valid N (list wise)	194		

Source: Survey Data (2024)

The fact that all the minimum values are 2.00 suggests that performance across all metrics wasn't perceived as very low. Likewise, the maximum values of 5.00 suggest that none of the metrics were perceived to be extremely high performing either. The relatively small standard deviations suggest that the data points are likely clustered around the mean, and that there aren't many outliers.

Overall, the table 4.4.5 suggests that the organization's performance on the measured metrics is around average, with no particularly strong areas or weaknesses.

## 4.5 Correlation Analysis

**Table 4.5.1 Correlation Analysis**

		RA	OS	LC	OP
RA	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	194			
OS	Pearson Correlation	.619**	1		
	Sig. (2-tailed)	.000			
	N	194	194		
LC	Pearson Correlation	.677**	.748**	1	
	Sig. (2-tailed)	.000	.000		
	N	192	192	192	
OP	Pearson Correlation	.945**	.773**	.719**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	194	194	192	194
**. Correlation is significant at the 0.01 level (2-tailed).					

Source: Survey Data (2024)

The correlation coefficient is a measure of the linear relationship between two variables. It can range from -1 to 1. A correlation coefficient of 1 indicates a perfect positive linear relationship, where one variable increases exactly in proportion to the other. A correlation coefficient of -1

indicates a perfect negative linear relationship, where one variable decreases exactly in proportion to the other. A correlation coefficient of 0 indicates no linear relationship between the variables.

The correlation between resource allocation and organizational structure (0.619) is positive and statistically significant ( $p\text{-value} < 0.001$ ), indicating a moderately strong positive relationship. In other words, as resource allocation increases, organizational structure also tends to increase. The correlation between resource allocation and leadership commitment (0.677) is positive and statistically significant ( $p\text{-value} < 0.001$ ), indicating a moderately strong positive relationship. In other words, as resource allocation increases, leadership commitment also tends to increase. The correlation between resource allocation and organizational performance (0.945) is very strong positive and statistically significant ( $p\text{-value} < 0.001$ ). This suggests that as resource allocation increases, organizational performance tends to increase as well.

The correlation between organizational structure and leadership commitment (0.748) is positive and statistically significant ( $p\text{-value} < 0.001$ ), indicating a moderately strong positive relationship. In other words, as organizational structure increases, leadership commitment also tends to increase. The correlation between organizational structure and organizational performance (0.773) is strong positive and statistically significant ( $p\text{-value} < 0.001$ ). This suggests that as organizational structure increases, organizational performance tends to increase as well.

The correlation between leadership commitment and organizational performance (0.719) is positive and statistically significant ( $p\text{-value} < 0.001$ ). This suggests that as leadership commitment increases, organizational performance also tends to increase.

Overall, the correlation analysis suggests that there are positive relationships between all four variables (resource allocation, organizational structure, leadership commitment, and organizational performance).

## **4.6 Multiple Regression Analysis**

Multiple regression analysis classification depends on the variables that the researcher uses in study. (Cooper, 2014) classified regression analysis as simple when one independent variables exists and multiple when two or more independent in one study. Multiple regression model in this

study used to explore the effect of independent variables (resource allocation, organization structure and leadership commitment) that explained in the research on the organizational performance. By using regression model, the researcher examined the relationship between the several outcomes (dependent variable) and independent variables. And also, the regression model explained how outcomes are affected by changes of the predictors' variables.

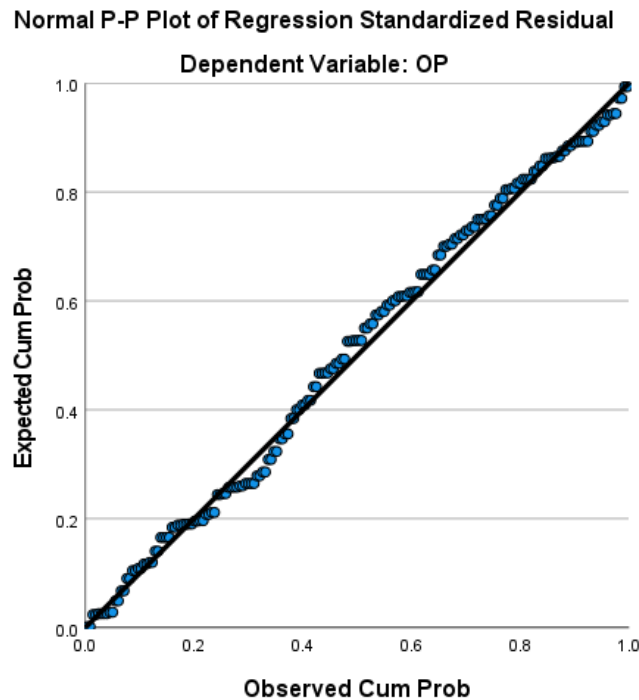
#### **4.6.1 Regression Assumptions**

The study by (Hair, J., Black, W., Babin, B., Anderson, R., & Tatham, 2006) utilized regression analysis assumptions to ensure model fidelity and proper interpretation. Violations of these assumptions could alter the study's interpretation and conclusion. To achieve the best results, the study followed specific tests based on the parameters.

#### **4.6.2 Test for Normality**

P-P plot (probability-probability) is one of the methods of testing the normality of the data in the study. As it indicated by (Hair, J., Black, W., Babin, B., Anderson, R., & Tatham, 2006) the plots data are different from residual plots in that the standardized residuals are compared with the normal distribution. On the other hand, the normal distribution makes a straight diagonal line, and the plotted residuals are compared with the diagonal. (Hair, J., Black, W., Babin, B., Anderson, R., & Tatham, 2006) also explained if a distribution is normal, the residual line will closely follow the diagonal part. From this, the following graph indicated as data were distributed normally.

**Figure 4.6.2 Test for normality**

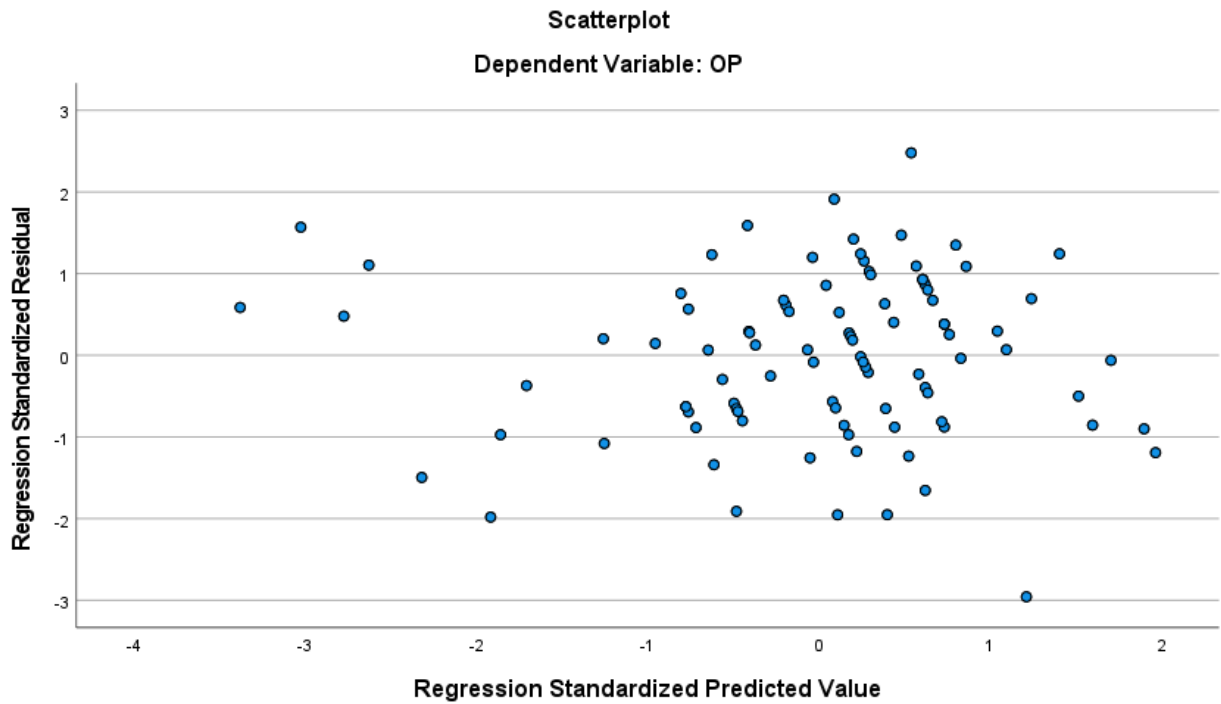


Source: Survey Data (2024)

### **4.6.3 Test for Homoscedasticity**

The Homoscedasticity test measures the error between independent and dependent variables, ensuring constant error variance and no correlation between variables. It's crucial as the variance of the dependent variable cannot be focused on a limited range of independent values. In this study, a scatter plot was used to test the homoscedasticity assumption, revealing that as the independent variable increased, the dependent variables also improved, supporting the linearity assumption and confirming the test of homoscedasticity was not violated.

**Figure 4.6.3 Test for Homoscedasticity**

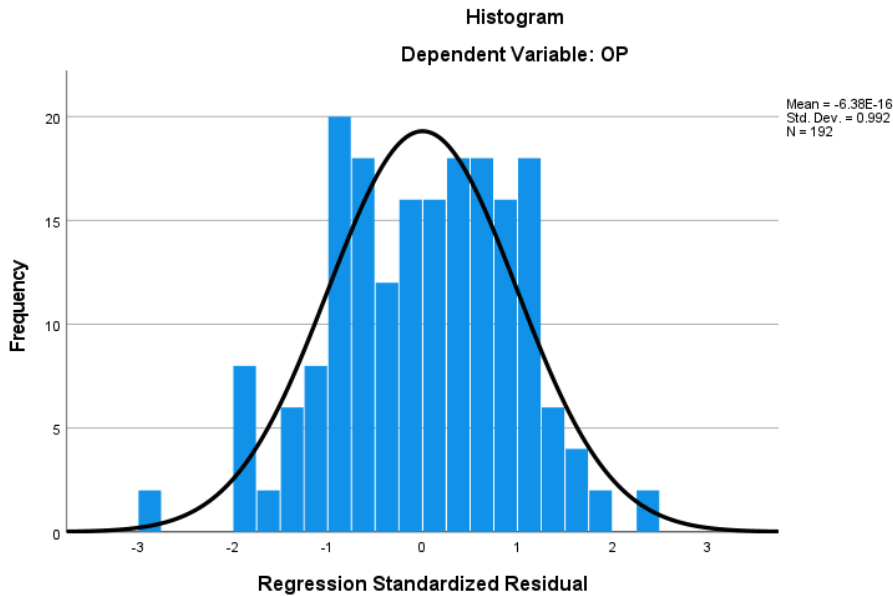


Source: Survey Data (2024)

#### **4.6.4 Normality Test**

Histogram is another method to use for comparing the observed data values with a distribution approximating the normal distribution and also histogram of the research variables supports the expectation for the normal shape distribution of data (Hair et al., 2006). As it indicated on the following histogram figure 3, the distribution of the test normally distributed by bell-shaped histogram. Therefore, the results showed that the data fulfil the test of normality assumption.

**Figure 4.6.4.: Normality Test**



Source: Survey Data (2024)

### 4.6.5 Regression Analysis

Regression analysis is a statistical method used to examine the relationship between dependent and independent variables, focusing on their strength. The researcher tests assumptions before conducting regression analysis to provide clear information about the variables in the study.

### 4.6.6 Model Summary

**Table 4.6.6 Model Summary**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.975 <sup>a</sup>	.950	.950	.79390
a. Predictors: (Constant), LC, RA, OS				
b. Dependent Variable: OP				

Source: Survey Data (2024)

As the model summarized in table, the organizational performance explained the result of dependent variable (organizational performance of Kaki Motors) presented by standardized beta ( $\beta$ ) coefficient. To measure the percentage variance of dependent variables by change of predictors variables, the researcher used R-squared. The finding in the model summary of  $R=.975a$  revealed that there was linearity of the independent variables and dependent variable. The R-squared value of .950 illustrated 95% company organizational performance (dependent variable) affected by variation of the independent variables. The remaining 5% of organizational performance was affected by the unknown variable/s that were not considered in this study. Hence, Kaki's organizational performance affected 95% by indicators that the researcher used as independent variables, but 5% other factors that affect organizational performance in Kaki Motors are not mentioned.

#### 4.6.7 ANOVA Test

**Table 4.6.7 ANOVA Test**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2269.486	3	756.495	1200.244	.000 <sup>b</sup>
	Residual	118.494	188	.630		
	Total	2387.979	191			
a. Dependent Variable: OP						
b. Predictors: (Constant), LC, RA, OS						

Source: Survey Data (2024)

The F-statistic is commonly used in regression analysis to determine the overall significance of the model. It assesses whether the regression model, as a whole, provides a significant improvement in explaining the relationship between the independent variables and the dependent variable compared to a model with no independent variables.



In the regression analysis F statistic test determines the significance of whether the model fits in the regression model. In the table ANOVA test results show the F ratio was 1200.244 with P-values 0.000 which its significance is suitable with the F statistic test rule to explain the relation between independent factors and dependent variables. A low p-value (in this case, 0.000) indicates strong evidence against the null hypothesis, suggesting that the model is statistically significant.

As per the finding F statistic in is 1200.244 and the p-value is less than .001. An F statistic greater than 4 suggests that the difference between the means of the groups is statistically significant. A p-value less than 0.05 is generally considered statistically significant. So, we can reject the null hypothesis, which is that there is no difference between the means of the groups, and conclude that there is a statistically significant difference between the means of at least two of the groups defined by resource allocation, organizational structure and leadership commitment. From the result of the ANOVA test, the researcher concluded all the entire predictor variables were connected with dependent variables.

#### 4.6.8 Regression Coefficient

**Table 4.6.8 Regression Coefficient**

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.112	.536		2.075	.039	.055	2.170
	RA	.995	.027	.755	36.329	.000	.941	1.049
	OS	.335	.026	.337	12.693	.000	.283	.387
	LC	-.034	.018	-.044	-1.845	.067	-.070	.002
a. Dependent Variable: OP								

Source: Survey Data (2024)

Standardized coefficients (Beta) represent the change in the dependent variable (in units of standard deviation) associated with a one-standard-deviation change in the independent variable, holding all other independent variables constant. Because they are standardized, the beta coefficients allow for a more direct comparison of the relative importance of each independent variable. This p-value (sig) indicates the statistical significance of the between the independent variable and the dependent variable. A p-value less than 0.05 is generally considered statistically significant, meaning there is a relationship between the variables that is unlikely to be due to chance. Based on the table resource allocation has a positive and statistically significant relationship with organizational performance. This means that companies with higher resource allocation tend to have higher organizational performance. Second, organizational structure also has a positive and statistically significant on organizational performance. This means that companies with higher good tend to have higher organizational performance. Third, a negative coefficient for leadership commitment has a negative and statistically significant on organizational performance.

Resource allocation has the regression coefficient with  $\beta=.995$ , Organizational structure of  $\beta=.335$  and lastly leadership commitment  $\beta=-.034$ . This shows that independent variables which listed in this study resource allocation and organizational structure has positive relationship and leadership commitment has negative with organizational performance. Among all the resource allocation is the most important and the highest of all.

In the coefficient test  $\beta_0=1.112$ ,  $\beta_1=.0.995$ ,  $\beta_2=0.335$ ,  $\beta_3=-0.034$ ,

Depending on the results that illustrated in the regression coefficient test, the linear regression equation indicated strategic plan implementation with organization structure; structure, leadership and resource allocation were arranged as the following:

$$P = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

$$P = 1.112 + 0.995 X_1 + 0.335 X_2 + (-0.034 X_3) + e$$

Where:-

**P**=dependent variable (organizational performance)

**$\beta_0$** = intercept/ the result while all dependent variables assumed constant

**$\beta_1$ ,  $\beta_2$ , and  $\beta_3$**  = coefficient of independent variables

**$X_1$** = Resource allocation

**$X_2$** = Organizational structure

X<sub>3</sub>= Leadership commitment

X<sub>4</sub>= Resource allocation

e =error term/residuals

But from the above table organizational structure and culture have no significant effect on the outcomes, thus the equation summarized as follows:-

$$P = \beta_0 + \beta_1 X_1 + \beta_4 X_4 + e$$

$$P = 1.112 + 0.995 X_1 + 0.335 X_2 + e$$

A positive beta value for resource allocation suggests a positive relationship between resource allocation and organizational performance. This means companies that allocate resources one standard deviation more effectively are predicted to have an increase in organizational performance by the value of the beta coefficient, while holding organizational structure and leadership commitment constant. A positive beta value for organizational performance suggests a positive relationship between a well-defined organizational structure and organizational performance. Companies with a structure that is one standard deviation more effective are predicted to have an increase in organizational performance by the value of the beta coefficient, while holding resource allocation and leadership commitment constant. A negative beta value for leadership commitment suggests a negative relationship between leadership commitment and organizational performance. This might seem counterintuitive, but it likely means that there is a more nuanced relationship. It's possible that very high or very low leadership commitment could be detrimental to organizational performance, and that an optimal level exists somewhere in between.

As the above findings indicated, resource allocation and organizational structure has significant (positive) effect on organizational performance and on other hand the very high or low leadership commitment in Kaki motors has negative significant on organizational performance.

#### 4.6.9 Result of the Hypotheses Test

**Table 4.6.9 Hypothesis test**

	<b>Coefficient</b>	<b>STDEV</b>	<b>t-statistics</b>	<b>P-Values</b>	<b>Decision</b>
Resource Allocation	.995	2.70901	36.329	<0.01	Accepted
Organizational Structure	.335	3.54021	12.693	<0.01	Accepted
Leadership Commitment	-.034	3.7054	-1.845	0.67	Rejected

Source: Survey Data (2024)

#### 4.6.10 Discussion on the Results

The analysis of data from the questionnaire provided valuable insights into various aspects of organizational performance at Kaki Motors. The demographic data analysis revealed that the majority of employees were relatively young, with an average age of 33.99 years. The data also indicated a positive skewness, suggesting a higher concentration of younger employees. In terms of work experience, the average tenure at Kaki Motors was 4.68 years, with a positive skewness indicating a moderate level of experience among employees on average.

The gender distribution analysis highlighted a higher representation of men, accounting for approximately 59.8% of the respondents, while women constituted around 39.2%. This finding indicates the need for efforts to promote gender diversity and create a more inclusive work environment at Kaki Motors.

Regarding academic status, the analysis showed that the majority of respondents (63.4%) held a first degree, followed by second degree holders (22.2%). This indicates that the workforce at Kaki Motors is predominantly composed of educated professionals who possess the knowledge and skills necessary to contribute to organizational performance.

Analyzing the positions within Kaki Motors, non-managerial staff represented the largest proportion (46.9%), followed by senior staff (38.7%), department managers (10.8%), and

managing directors (1.5%). This distribution highlights the significance of non-managerial and senior staff in driving organizational performance.

### **Resource allocation have positive and significant effect on organizational performance**

The H1 hypothesis was formulated with the assumption that resource allocation have positive and significant effect on organizational performance of Kaki motors. Table 4.6.8 Show that the coefficient of resource allocation was 0.772, the t-statistic 33.997 and P- Value <0.01. This implies that resource allocation has effect on organizational performance.

This is consistent with research from (Timbomei & Bett, 2019), which found that resource allocation has a significant influence on the performance. It recommends that the resources available should be focused on priority activities to achieve optimum performance. This implies that efficient and effective allocation of resources w plays a crucial role in determining their overall performance. By allocating resources strategically and prioritizing key activities, organization can more likely to achieve their organizational objectives and enhance their performance.

### **Organizational structure have positive and significant effect on organizational performance**

The H2 hypothesis was formulated with the assumption that resource allocation have positive and significant effect on organizational performance of Kaki Motors. Table 4.6.8 Show that the coefficient of resource allocation was 0.335, the t-statistic 13.296 and P- Value <0.01. This implies that organizational structure has effect on organizational performance.

According to (Onono, 2018), organizational structure embraced in an organization has an impact on the speed and accuracy of decision making, the learning and growth culture within the organization, and the efficiency of information exchange. The study found a strong and positive relationship between organizational structure and performance. It revealed that 37.1% of the change in performance can be attributed to organizational structure. The study suggests that the organizational structure plays a significant role in influencing organizational performance, and organizations should consider optimizing their structure to enhance decision-making, learning, and information exchange processes.

### **Leadership commitment have positive and significant effect on organizational performance**

The H3 hypothesis was formulated with the assumption that leadership commitment have positive and significant effect on organizational performance of Kaki motors. Table 4.6.8 Show that the

coefficient of resource allocation was -0.053, the t-statistic -1.983 and P- Value 0.049. This implies that because of high or low leadership commitment leads to negative effect on organizational performance.

Most study proofed that leadership commitment have significant on organizational effect but when we come to Kaki Motors practical respondent response leadership commitment has negative effect on organizational performance.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION**

#### **5.1 Introduction**

This chapter presents findings in a summary. In addition, the findings are also discussed based on the literature review for or against hence, drawing to the appropriate conclusions. The chapter has divided into four sections which are; summary of findings, conclusion, recommendations and recommendation for further study.

#### **5.2 Summary**

- The response rate for the questionnaires distributed to 208 respondents was 93.27%. Out of the total projected respondents, data were collected from 194 respondents.
- The average age of the employees was 33.99 years. The median age was 32 years, indicating a positively skewed distribution with younger employees.
- The average work experience in Kaki Motors was 4.68 years. The median work experience was 4 years, and the data also showed a positive skewness, suggesting a moderate amount of work experience on average.
- Out of the 194 respondents, 116 were men (59.8%) and 76 were women (39.2%). Men represented the majority in the survey sample, while women constituted a smaller portion.
- When we come to academic status the majority of respondents (63.4%) were first degree holders, Second degree holders accounted for about 22.2% of the respondents, Diploma holders comprised 11.9% of the participants, and 1.5% held a PhD. most of the participants were professional employees with a degree and above.
- The descriptive statistics reveal that the average scores are highest for organizational performance and leadership commitment, followed by resource allocation and organizational structure. This implies that, on average, respondents rated organizational performance and leadership commitment more positively compared to resource allocation and organizational structure.

- The correlation analysis suggests that there are positive relationships between all four variables (resource allocation, organizational structure, leadership commitment, and organizational performance).
- As per the regression analysis on resource allocation and organizational structure has significant (positive) effect on organizational performance and on other hand the very high or low leadership commitment in Kaki motors has negative significant on organizational performance.

### **5.3 Conclusion**

The study intended to assess effect of strategic implementation on organizational performance at Kaki Motors. Explanatory research design and quantitative approach were employed in the study. Statistical tools such as frequency, percentages, as well as regression analyses were used for the analyses of quantitative data.

The study were focused on three strategic implementation dimensions (resource allocation, organizational structure and leadership commitment) as independent variable effect on organizational performance. Based on the study resource allocation and organizational structure have positive effect on organizational performance at Kaki Motors. While leadership commitment have negative effect on organizational performance. Even though most study show that leadership commitment has positive effect on organizational performance the practical study on Kaki Motors shows that leadership comment have negative significant on organizational performance. The negative significant of leadership commitment on organizational performance could be either from high or low leadership commitment in the organization

Resource allocation ensures that resources, such as financial capital, human resources, technology, and materials, are allocated in a manner that maximizes their utilization. When resources are allocated efficiently, organizations can achieve higher productivity and cost-effectiveness, leading to improved overall performance. Resource allocation helps align resources with the strategic goals and objectives of the organization. By allocating resources to strategic initiatives and key areas of focus, organizations can ensure that their limited resources are utilized in a way that supports their long-term vision. This alignment enhances organizational performance by channeling resources towards activities that have the most significant impact on achieving strategic objectives. In



summary, positive and effective resource allocation contributes significantly to organizational performance to Kaki Motors by optimizing resource utilization, aligning resources with strategic goals, providing a competitive advantage, enabling flexibility and adaptability, and facilitating performance measurement and accountability. For Kaki Motors having positive significance of resource allocation is good for the organizational performance.

Organizational structure provides clarity regarding roles, responsibilities, and reporting relationships within an organization. It establishes a clear hierarchy and defines the flow of communication and decision-making. This clarity enhances coordination and collaboration among employees, teams, and departments. When individuals understand their roles and how they contribute to the overall goals, it improves efficiency, reduces conflicts, and promotes smoother operations, leading to enhanced organizational performance. A well-designed organizational structure ensures that workflows and processes are streamlined. It establishes efficient channels for information and resource flow, allowing for timely decision-making and effective execution of tasks. By eliminating bottlenecks, duplication of efforts, and confusion, an optimized organizational structure supports productivity and effectiveness. It enables employees to work together seamlessly, minimizing delays and errors, which ultimately improves overall performance. In summary, a positive and effective organizational structure in Kaki Motors is crucial for organizational performance. It provides clarity, coordination, and efficient workflows, promotes adaptability and innovation, facilitates accountability and decision-making, and enhances communication and information flow. By establishing a solid foundation for organizational operations, structure positively influences how individuals and teams work together, ultimately driving overall performance and success.

The positive significance of leadership commitment on organizational performance is of utmost importance. Leadership commitment involves providing a clear vision, mission, and strategic direction for the organization. When leaders are committed to these guiding principles, they communicate them effectively to employees, aligning their efforts toward common goals. This clarity helps employees understand the organization's purpose, fosters a sense of direction, and drives their motivation and performance. Whereas the negative significance of leadership commitment on organizational performance can manifest in various detrimental outcomes. It can lead to a lack of direction, low employee morale and engagement, diminished accountability, resistance to change, ineffective resource allocation, and poor communication and decision-

making. These factors can significantly hinder performance and impede the Kaki Motor's ability to achieve its goals and objectives.

## **5.4 Recommendation**

- Kaki Motors should prioritize the development of a strong commitment and cooperation among all stakeholders, including top management and lower-level employees. This commitment should be aimed at aligning everyone's efforts towards strategic implementation and improving organizational performance. Leaders should emphasize the importance of teamwork, collaboration, and shared goals to create a positive work environment.
- Kaki Motors should focus on developing leaders who are committed to continuous improvement and innovation. This can be achieved by providing leadership development programs, fostering a culture of learning and growth, and recognizing and rewarding leaders who actively drive positive change.
- Kaki Motors should encourage proactive leadership. Leaders should anticipate future challenges, identify opportunities, and take proactive measures to address them. This approach will enable the organization to adapt quickly to market changes, technological advancements, and customer demands.
- Kaki Motors should recognize the significance of resource allocation in achieving strategic implementation and organizational performance. Effective resource allocation involves aligning resources with strategic goals, ensuring adequate funding for critical projects, and optimizing resource utilization. Regular evaluation of resource allocation decisions and adjustments as needed will help maximize efficiency and effectiveness.
- Kaki Motors should also focus on optimizing its organizational structure to support strategic implementation. A well-designed structure facilitates efficient communication, decision-making, and collaboration across different departments and functions. The organization should regularly review and adjust its structure to ensure it is aligned with strategic objectives, promotes flexibility, and minimizes bureaucracy.

## **5.5 Recommendations for further Research**

This study suggests further research study on strategic implementation effect on organizational performance specially the effect of leadership commitment on the organizational performance. Future studies should incorporate additional data collection methods such as interviews and observations, in addition to questionnaires, to provide a more comprehensive understanding of the factors involved.

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## APPENDICES I

<b>Casewise Diagnostics<sup>a</sup></b>					
<b>Case Number</b>	<b>Std. Residual</b>	<b>OP</b>	<b>Predicted Value</b>	<b>Residual</b>	<b>Status</b>
1	-1.438	23.00	25.8472	-2.84716	
2	1.187	32.00	29.6499	2.35012	
3	.488	26.00	25.0335	.96652	
4	.180	25.00	24.6427	.35734	
5	-.223	26.00	26.4415	-.44150	
6	.034	25.00	24.9317	.06828	
7	-.492	25.00	25.9751	-.97512	
8	-.441	25.00	25.8734	-.87336	
9	.009	25.00	24.9826	.01740	
10	-.836	26.00	27.6549	-1.65487	
11	-.687	28.00	29.3608	-1.36082	
12	.483	27.00	26.0433	.95667	
13	-.329	25.00	25.6525	-.65251	
14	.263	30.00	29.4799	.52009	
15	-.242	29.00	29.4799	-.47991	
16	-1.200	26.00	28.3757	-2.37565	
17	-1.224	24.00	26.4242	-2.42417	
18	1.334	30.00	27.3585	2.64155	
19	-.109	28.00	28.2157	-.21566	
20	.563	30.00	28.8856	1.11444	
21	-.746	27.00	28.4774	-1.47741	
22	-1.280	25.00	27.5358	-2.53578	
23	.260	27.00	26.4850	.51497	
24	.462	26.00	25.0844	.91564	
25	.373	19.00	18.2621	.73792	

<b>Casewise Diagnostics<sup>a</sup></b>					
<b>Case Number</b>	<b>Std. Residual</b>	<b>OP</b>	<b>Predicted Value</b>	<b>Residual</b>	<b>Status</b>
26	-.138	27.00	27.2740	-.27402	
27	.396	29.00	28.2157	.78434	
28	.617	19.00	17.7784	1.22163	
29	1.180	28.00	25.6625	2.33752	
30	.828	31.00	29.3608	1.63918	
31	.204	29.00	28.5965	.40350	
32	-.576	28.00	29.1400	-1.13996	
33	.324	28.00	27.3585	.64155	
34	.400	30.00	29.2082	.79183	
35	.314	30.00	29.3781	.62186	
36	.324	28.00	27.3585	.64155	
37	-.636	28.00	29.2591	-1.25905	
38	-.641	29.00	30.2689	-1.26890	
39	-1.535	28.00	31.0406	-3.04057	
40	-.156	29.00	29.3099	-.30994	
41	.714	28.00	26.5868	1.41321	
42	1.526	31.00	27.9775	3.02252	
43	.965	31.00	29.0891	1.91092	
44	.571	30.00	28.8682	1.13177	
45	.181	31.00	30.6424	.35761	
46	-.631	27.00	28.2492	-1.24921	
47	1.693	31.00	27.6475	3.35249	
48	1.703	29.00	25.6278	3.37218	
49	.768	31.00	29.4799	1.52009	
50	-.156	29.00	29.3099	-.30994	
51	-.369	27.00	27.7304	-.73043	
52	.163	25.00	24.6773	.32268	

Casewise Diagnostics <sup>a</sup>					
Case Number	Std. Residual	OP	Predicted Value	Residual	Status
53	-.407	19.00	19.8054	-.80541	
54	-.391	21.00	21.7742	-.77422	
55	.391	24.00	23.2258	.77423	
56	-.592	20.00	21.1725	-1.17253	
57	.295	27.00	26.4153	.58470	
58	-.570	26.00	27.1287	-1.12873	
59	-1.265	21.00	23.5049	-2.50485	
60	-1.820	19.00	22.6041	-3.60412	
61	-.853	26.00	27.6895	-1.68953	
62	.405	29.00	28.1983	.80167	
63	-.502	27.00	27.9948	-.99481	
64	.	31.00	.	.	M <sup>b</sup>
65	-.046	31.00	31.0914	-.09145	
66	.101	28.00	27.8002	.19984	
67	1.589	33.00	29.8534	3.14660	
68	-1.143	31.00	33.2638	-2.26378	
69	-1.207	24.00	26.3895	-2.38951	
70	-.176	26.00	26.3486	-.34861	
71	.246	30.00	29.5135	.48654	
72	-.980	31.00	32.9412	-1.94117	
73	.804	21.00	19.4072	1.59276	
74	-.522	24.00	25.0335	-1.03348	
75	-.952	27.00	28.8856	-1.88556	
76	.365	30.00	29.2764	.72362	
77	-2.771	25.00	30.4871	-5.48712	
78	-2.170	17.00	21.2979	-4.29786	
79	.841	30.00	28.3347	1.66525	

<b>Casewise Diagnostics<sup>a</sup></b>					
<b>Case Number</b>	<b>Std. Residual</b>	<b>OP</b>	<b>Predicted Value</b>	<b>Residual</b>	<b>Status</b>
80	-1.394	23.00	25.7616	-2.76162	
81	-1.255	26.00	28.4848	-2.48476	
82	.764	30.00	28.4874	1.51261	
83	-.040	28.00	28.0792	-.07924	
84	.353	29.00	28.3001	.69991	
85	.353	29.00	28.3001	.69991	
86	.872	29.00	27.2740	1.72598	
87	-.518	25.00	26.0260	-1.02600	
88	1.081	30.00	27.8584	2.14161	
89	.114	28.00	27.7740	.22604	
90	.741	33.00	31.5331	1.46685	
91	.115	32.00	31.7713	.22867	
92	.758	33.00	31.4996	1.50040	
93	-.198	28.00	28.3930	-.39298	
94	-1.006	31.00	32.9920	-1.99205	
95	2.277	31.00	26.4898	4.51025	
96	-.933	25.00	26.8485	-1.84854	
97	-.746	27.00	28.4774	-1.47741	
98	-2.012	23.00	26.9850	-3.98496	
99	1.496	32.00	29.0382	2.96180	
100	1.157	26.00	23.7084	2.29162	
101	.034	25.00	24.9317	.06828	
102	-.326	26.00	26.6450	-.64502	
103	.155	25.00	24.6935	.30646	
104	-.698	25.00	26.3833	-1.38327	
105	.117	25.00	24.7691	.23090	
106	-.626	25.00	26.2395	-1.23950	

Casewise Diagnostics <sup>a</sup>					
Case Number	Std. Residual	OP	Predicted Value	Residual	Status
107	-.304	26.00	26.6015	-.60149	
108	-.687	28.00	29.3608	-1.36082	
109	.578	27.00	25.8560	1.14397	
110	-.209	25.00	25.4143	-.41432	
111	.820	30.00	28.3757	1.62435	
112	.315	29.00	28.3757	.62435	
113	-1.543	26.00	29.0555	-3.05553	
114	-1.361	24.00	26.6959	-2.69590	
115	1.437	30.00	27.1549	2.84507	
116	-.177	28.00	28.3510	-.35097	
117	.957	30.00	28.1039	1.89608	
118	-.472	27.00	27.9339	-.93395	
119	-.448	25.00	25.8881	-.88806	
120	.972	27.00	25.0744	1.92562	
121	.265	26.00	25.4752	.52482	
122	-.580	19.00	20.1480	-1.14798	
123	-.739	27.00	28.4627	-1.46271	
124	.559	29.00	27.8930	1.10695	
125	.076	19.00	18.8491	.15092	
126	1.447	28.00	25.1352	2.86476	
127	.373	31.00	30.2615	.73845	
128	-.714	29.00	30.4142	-1.41419	
129	-.052	28.00	28.1039	-.10392	
130	1.645	28.00	24.7429	3.25710	
131	1.241	30.00	27.5431	2.45687	
132	1.515	30.00	26.9997	3.00033	
133	.924	28.00	26.1698	1.83023	

<b>Casewise Diagnostics<sup>a</sup></b>					
<b>Case Number</b>	<b>Std. Residual</b>	<b>OP</b>	<b>Predicted Value</b>	<b>Residual</b>	<b>Status</b>
134	.033	28.00	27.9339	.06605	
135	-.203	29.00	29.4028	-.40283	
136	-1.003	28.00	29.9872	-1.98719	
137	.959	29.00	27.1014	1.89857	
138	1.417	28.00	25.1935	2.80653	
139	1.826	31.00	27.3831	3.61686	
140	1.411	31.00	28.2057	2.79432	
141	1.043	30.00	27.9339	2.06605	
142	.009	31.00	30.9823	.01767	
143	.630	27.00	25.7516	1.24836	
144	2.267	31.00	26.5097	4.49029	
145	1.831	29.00	25.3734	3.62658	
146	1.694	31.00	27.6449	3.35511	
147	.229	29.00	28.5456	.45438	
148	-1.552	27.00	30.0742	-3.07425	
149	-.240	25.00	25.4752	-.47518	
150	-1.642	19.00	22.2521	-3.25210	
151	-1.249	21.00	23.4728	-2.47282	
152	-.269	24.00	24.5335	-.53355	
153	-.300	20.00	20.5944	-.59441	
154	-.863	27.00	28.7082	-1.70824	
155	-.870	26.00	27.7231	-1.72308	
156	-.673	21.00	22.3324	-1.33239	
157	-1.846	19.00	22.6550	-3.65500	
158	-1.033	26.00	28.0457	-2.04569	
159	1.246	29.00	26.5333	2.46672	
160	.253	27.00	26.4997	.50027	

Casewise Diagnostics <sup>a</sup>					
Case Number	Std. Residual	OP	Predicted Value	Residual	Status
161	.199	31.00	30.6062	.39379	
162	.100	31.00	30.8024	.19762	
163	1.096	28.00	25.8298	2.17017	
164	2.078	33.00	28.8856	4.11444	
165	-.646	31.00	32.2786	-1.27861	
166	-1.421	24.00	26.8150	-2.81499	
167	-.271	26.00	26.5359	-.53591	
168	.571	30.00	28.8682	1.13177	
169	-.079	31.00	31.1570	-.15703	
170	.101	21.00	20.8006	.19944	
171	.224	24.00	23.5557	.44426	
172	-.995	27.00	28.9700	-1.96999	
173	1.438	30.00	27.1523	2.84769	
174	-1.939	25.00	28.8394	-3.83941	
175	-3.157	17.00	23.2520	-6.25197	
176	1.553	30.00	26.9241	3.07590	
177	-2.407	23.00	27.7666	-4.76661	
178	-2.370	26.00	30.6933	-4.69327	
179	.241	30.00	29.5234	.47657	
180	-.177	28.00	28.3510	-.35097	
181	.345	29.00	28.3174	.68258	
182	1.280	29.00	26.4651	2.53493	
183	1.155	29.00	26.7132	2.28677	
184	-.055	25.00	25.1090	-.10904	
185	.464	30.00	29.0817	.91827	
186	.114	28.00	27.7740	.22604	
187	.741	33.00	31.5331	1.46685	

<b>Casewise Diagnostics<sup>a</sup></b>					
<b>Case Number</b>	<b>Std. Residual</b>	<b>OP</b>	<b>Predicted Value</b>	<b>Residual</b>	<b>Status</b>
188	.115	32.00	31.7713	.22867	
189	.758	33.00	31.4996	1.50040	
190	-.052	28.00	28.1039	-.10392	
191	-.860	31.00	32.7030	-1.70299	
192	.725	31.00	29.5643	1.43566	
193	-.556	25.00	26.1016	-1.10156	
194	-.978	27.00	28.9364	-1.93644	
a. Dependent Variable: OP					
b. Missing Case					



**APPENDICES II**  
**QUESTIONNAIRE**  
**ST. MARY'S UNIVERSITY**  
**SCHOOL OF GRADUATE STUDIES**  
**MASTER OF BUSINESS ADMINISTRATION**

**Title: The effect of strategy implementation on organizational performance: kaki motors**

Dear Participants,

This questionnaire is prepared for a research to be carried out under the title “Effect of strategic implementation on organizational performance of Kaki Motors”. I would greatly appreciate your participation and request a few minutes of your time to respond to the attached questionnaire.

Your sincere participation is crucial for the effectiveness of the study. The response to this questionnaire intended only for academic purpose; your anonymity shall be maintained; and that the output of the study will not be used for other purpose.

For further information and request, you can use my address below.

Email address: lid.kda@gmail.com

Thank you in advance

**Part I. Personal Information of the Respondent**

1. Sex: Male  Female
2. Age \_\_\_\_\_
3. Work Experience in Kaki Motors: \_\_\_\_\_
4. Academic Status: Diploma  Degree  Masters  PhD
5. Position in Kaki Motors: Managing Director  Department Manager  Senior Staff   
Non-Managerial Staff

**Part III: Strategic Implementation Dimensions**

Please, read the factors under each dimension and rate each of the following statements/factors by putting (√) mark on the appropriate number with respect to your level of agreement/disagreement.

	Strategic Implementation Dimension	Scale				
		5	4	3	2	1
<b>1</b>	<b>Resource Allocation</b>					
1.1	The resources allocated are utilized as per the set goals.					
1.2	Kaki allocates the necessary resources on time for strategic implementation.					
1.3	Kaki has invested on information technology in its day to day operation.					
1.4	Kaki has allocate sufficient financial resources to implement the strategy formulated.					
1.5	Kaki has people in all functional areas with requisite skills and experience to carry out the tasks.					
1.6	Kaki prepare budgets for utilization of resources required for realization of action plans.					
<b>2</b>	<b>Organizational Structure</b>					
2.1	There is a decision-making process and structure that supports decisions being implemented.					
2.2	There are effective communication systems which encourage support, trust, and cooperation among groups and individuals					
2.3	There is a strong commitment among all employees to work effectively as a team.					
2.4	Roles and responsibilities of each employee at all level clearly presented in strategic plan implementation.					
2.5	Rewards and recognition plan are fairly distributed among faculty and staff based on their contributions to strategy implementation.					
2.6	The organizational structure is flexible to support strategic plan implementation practice.					
<b>3</b>	<b>Leadership Commitment</b>					

3.1	The management team inspires employees to achieve organizational goals.					
3.2	The strategic plan has been effectively communicated to concerned units.					
3.3	Individuals and groups have developed effective ways to be creative, innovative, and solve problems together.					
3.4	Kaki managements establish a team leader who can encourage the team and address problems that arise from internal and external stakeholder during strategic implementation.					
3.5	In Kaki, problems requiring top management involvement is communicated earlier.					
3.6	Kaki gives adequate information, encourages feedback and participation before implementing strategic plan.					
3.7	The management team in the organization has capacity to bring continues operational improvements that inspire productivity and efficiency during strategic plan implementation.					
4	<b>Organizational Performance</b>					
4.1	Compared to the previous year, Kaki Motors' profit margin has increased.					
4.2	Kaki Motors is effectively managing its costs to achieve its financial goals.					
4.3	The company's current revenue growth rate is exceeding expectations.					
4.4	Kaki Motors has gained significant market share in its industry compared to last year.					
4.5	Kaki Motors' production processes are efficient and meet customer demand without delays.					
4.6	The company has successfully implemented new technologies that have improved overall operational efficiency.					

4.7	Employee morale at Kaki Motors is high, and there is a low turnover rate.					
4.8	Kaki Motors consistently delivers high-quality products/services to its customers.					