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Effect of Leadership Styles on Strategic Implementation in Non-Governmental Organizations. A Case of Root Foundation Rwanda

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Effect of Leadership Styles on Strategic Implementation in Non-Governmental Organizations. A Case of Root Foundation Rwanda

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Abstract

The main objective of this study was to assess the leadership styles and the strategy implementation of Non-government organizations in Rwanda. This study will follow the following objectives: To evaluate the effect of leadership styles (transformational, transactional and laissez faire styles) on corporate strategy implementation in Root foundation Rwanda, to assess the influence of leadership styles (transformational, transactional and laissez faire styles) on functional strategy implementation in Root foundation Rwanda, and determine the contribution of leadership styles (transformational, transactional and laissez faire styles) on operational strategy implementation in Root foundation Rwanda. Descriptive research design was used within this study, and the study population comprise 142 employees working on the NGO. The sample size of 105 respondents was established through calculations carried out using the Slovin's Formula. Descriptive research design and correlation analysis will be utilized to assess the data and results generalized for the entire population, while multiple regression was used to test hypotheses. To compute and analyze the data in this study, SPSS version 23 was used. Secondary data was gleaned from available documentation at Root foundation Rwanda and elsewhere. The results showed that there is high correlation between Transformational leadership styles and Strategic implementation Root Foundation Rwanda as shown by a correlation figure of 0.709**, p-value =0.002<0.05 level (2-tailed), and also the multiple regression results revealed that Transformational leadership styles has significance positive effect on Strategic implementation as determined by $\beta_1 = 0.172$, $p = 0.009 < 0.05$, $t = 2.630$. The increase of one unit in Transformational leadership styles leads to an increase in Strategic implementation by 0.172 units. The results showed that the correlation is high between Transactional leadership style and Strategic implementation of Root foundation Rwanda as shown by a correlation figure of 0.781**, p-value =0.000<0.05 level (2-tailed) and also the multiple regression results revealed that Transactional leadership style has significance and positive influence on Strategic implementation as indicated by $\beta_2 = 0.482$, $p = 0.000 < 0.05$, $t = 9.318$. An increase of one unit in Transactional leadership style led to an increase in Strategic implementation of Root foundation Rwanda by 0.482 units. Findings revealed that there is significant moderate correlation between Laissez-faire leadership style and Strategic implementation of Root foundation Rwanda as shown by a correlation figure of 0.503**, p-value =0.000<0.05 level (2-tailed) and also the multiple regression results revealed that Laissez-faire

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leadership style has significance and positive contribution on Strategic implementation as indicated by $\beta_3 = 0.455$, $p = 0.000 < 0.05$, $t = 4.672$. The implication is that an increase of one unit in Laissez-faire leadership style would lead to an increase in Strategic implementation of Root foundation Rwanda by 0.455 units.

Keywords: *Leadership Styles, Strategic Implementation, transformational, transactional and laissez faire styles*

1.1 Background of the Study

Organizations are creating effective strategies to increase their competitiveness across industries as performance expectations internationally continue to climb (Daft, 2015). The second element in the strategic management process is strategy implementation, which is frequently viewed by management researchers and practitioners as the most hard, time-consuming task and so requires strong leadership techniques (Spreitzer, 2014). Lack of effective leadership, including ineffective leadership tactics and styles, is the problem, despite the fact that these strategies are intended to increase their competitiveness (Hendriks & Reddy, 2020).

Globally, Kanter, Stein and Jick (2012) stated that an organization's success, survival, or demise in the United States depends on the leadership exhibited by the managers within the firm during the plan implementation phase. Any organizational strategy must be implemented internationally with effective leadership. According to the authors, it is now the responsibility of leaders in complex organizations to foster the environment necessary for quick, creative change adaptations. Indeed, leaders and managers act as change agents since they are in control of change strategy, execution, and monitoring. Nevertheless, they must keep in mind that they will never be able to manage all of the unknown. As a result, one of the most important and enduring duties of leaders is to manage change, and the current rapid organizational changes have increased the importance of effective leadership (Kanter, Stein & Jick, 2012).

According to Teece (2013), who underlined the significance of leadership styles in Europe, a leader must possess extraordinary talents to achieve high performance by seeing, grasping, and transforming. As businesses create various tactics intended to increase their competitiveness. According to Pielstick (2015), having great leadership abilities is crucial for fostering excellent performance in companies that operate in the dynamic environment that exists in most businesses today.

According to Leslie (2016), the strategic management process's action phase of strategy implementation entails putting the chosen strategy into effect, devoting resources to the plan, adapting the culture and structure of the organization to the strategy and managing change. Abujarad (2020) argued that effective strategy implementation takes place when the organizations' resources and actions are connected to the strategic priorities.

In South Africa, Hendriks and Reddy (2020) discovered that for a strategic plan to be implemented successfully, with the end result being increased organizational performance, it is vital to include components that will motivate leadership to exhort their team to put forth their best efforts. In the similar vein, Mohamed (2013) in Somalia asserts that it is the responsibility of the leader to steer the organization and carry everyone with them. The manager must secure the cooperation of his staff members by establishing shared objectives.

Nearby in Kenya, Joram and Otieno (2018) assert that carrying out a plan is a key component of all leaders' duties and is at the center of an organization's operations. Ishaq, Simba and Ahmed

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(2018) contend that a leader's implementation of a strategy will determine whether it is successful or unsuccessful. Thoughtful and innovative ideas are often developed by organizations, but when put into action, these clever strategies fail and keep such organizations from flourishing. A strategy's implementation is fraught with obstacles that necessitate exceptional leadership skills. According to Ikiara and Kariuki (2018), to become adept at implementing best practices, management must be able to adopt a new strategic mentality. Strategy implementation is difficult to complete. Additionally, Ishaq, et al. (2018) assert that businesses commonly find themselves in an "execution trap," or the inability to execute a carefully thought-out strategy.

Kirabo, Waweru and Rusibana (2020) acknowledged leadership as a crucial essential driver for strategic implementation in the Rwandan context and acting as a major obstacle to effecting strategy implementation if it lacks among top institutional leadership. The authors contend that a company's potential to achieve or maintain a competitive advantage and deliver better performance is severely limited in the absence of competent strategic leadership. Strategic implementation suffers from a lack of coordination between strategy, structure, management information communication system, and leadership abilities. In the same Rwandan context, Mukashema and Mulyungi (2020) state that in order to achieve strategic implementation, organizational leaders must use effective communication with their employees both internally and externally by using an open style of management in order to foster the growth of corporate culture among workers. And Uwizeye (2015) came to the conclusion that a particular organization's strategic implementation can be influenced by a leader's style, expertise, and talents.

Leaders must assess the presumptions used in strategy implementation in every company, including non-governmental organizations (NGOs) given the competitive environment in which businesses operate today (Hendriks & Reddy, 2020). Every organization's main objective is to fulfill its purpose and vision, and non-profit organizations concentrate on bringing about significant social or political change since they play a significant role in forming society, fostering communities, and promoting citizen involvement (Abujarad, 2020). A new model that involves stakeholders in the strategy implementation process may be helpful to NGO leaders in contemporary society, where information and knowledge are growing exponentially. Success in the contemporary global context may demand a fresh focus, regardless of how charismatic, distributive, sharing, collaborative, or authoritative a leader is defined. The purpose of the proposed study is to determine how various leadership styles affect how NGOs in Rwanda implement their strategic objectives, by taking evidence from Root foundation Rwanda.

As reflected in its name, Root Foundation came to existence from the belief that the issue of the street children should be responded from its root causes. According to them, as much as it is important, the real fight is not to help many children to leave the streets but to protect every child from having to end up living on the streets in the first place. As of January 2023, Root Foundation serves 309 children and their families. Root builds character, talent, and confidence through the personal development program builds the mind and passion for learning through the scholarship program, and builds the parental and financial capacity of the parents through the parents' empowerment program (Root foundation Rwanda, 2022).

1.2. Statement of the Problem

Today's non-governmental organizations (NGOs) operate in a complicated, demanding, difficult, and changing environment, making the creation of an appropriate and effective strategy necessary (Abujarad, 2020). As part of reform process, local NGOs were required by the Rwanda

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Governance Board (RGB) to produce five-year strategic development plans covering 2014-2019 as a means to help them manage competing demands and identify clear priorities. The RGB (2019) reports that 67.4% of organizations fail to effectively execute their strategic plans with reasons varying from management commitment, lack of effective leadership of the strategy implementation to lack of adequate resources.

Kirabo *et al.* (2020) discovered that a number of internal and external factors, including the leadership style that the organization is using, contribute to some Non-government organizations in Rwanda performing better than others in implementing their strategies, however the average success rate of strategy implementation ranges between 25% and 35%. Mukashema and Mulyungi (2020) found that lack of effective leadership style was perceived, with a strong mean of 4.12, as the biggest obstacle to the effective strategy implementation within Rwandan NGOs, despite presence of well-established strategic plans submitted to RGB as a requirement for the awarding of the operating license in Rwanda.

A number of earlier studies (Abujarad, 2020; Ikiara & Kariuki, 2018; Northouse, 2015) have claimed that a leader's style is crucial because it determines how all primary and auxiliary resources are allocated during the implementation of a strategic plan in order to achieve the organization's primary goals. The amount of performance that businesses may accomplish, even in terms of strategic implementations, is directly impacted by the leadership styles that these organizations adopt, according to Robbins (2013). According to Daft (2015), even the most original strategies are useless unless they are successfully implemented, and this requires effective leadership style. Thus, we can conclude that a strong leadership style is a crucial component of the implementation process that may assist Rwandan NGOs in realizing their goals and successfully implementing their plan.

There previous empirical research conducted in the area of leadership style and strategy implementation, such as the study by Abujarad (2020) in the Palestine, which concluded that the results indicated that leadership style has a significant and positive impact on strategy implementation and has explained 19.3% of the variance in strategy implementation. Also Hendriks and Reddy (2020) found that leadership style drivers jointly influence strategic implementation of mobile telecommunication firms in Nigeria as they are responsible of 23% variation on the strategy implementation. Also, the research of Joram and Otieno (2018) conducted on leadership style on strategy implementation of manufacturing Company in Kisumu County, Kenya, and findings showed that a model summary demonstrated 27.4% of variation in organization implementation explained by leadership style which implies that leadership style significantly and positively affect implementation ($\beta = .689$, $t = .774$, $p = .046$). Kirabo *et al.* (2020) found also positive and significant relationship between the leadership style and strategy implementation ($r = 0.647$ and $\text{sig} = 0.00 < 0.01$), and quality implementation ($r = 0.696$ and $\text{sig} = 0.00 < 0.01$).

In view of all the mentioned issues, the researcher of the present study estimates that the successful strategy implementation of Root foundation Rwanda may inspire other Non-government organizations within strategy implementation, as on his knowledge such study was not undertaken within the Rwandan context. Therefore, this research aims to assess at which extent leadership styles may affect the strategy implementation of NGOs in Rwanda, by taking Root foundation Rwanda as a case study.

1.3 Objectives of the Study

1.3.1 General Objective

The objective of the study was to assess the leadership styles and the strategy implementation in Non-Government Organizations in Rwanda, with Root foundation Rwanda, as the case study.

1.3.2 Specific Objectives

- i. To evaluate the effect of transformational leadership style on the strategy implementation in Root foundation Rwanda.
- ii. To assess the influence of transactional leadership style on the strategy implementation in Root foundation Rwanda.
- iii. To determine the contribution of laissez faire leadership style on the strategy implementation in Root foundation Rwanda.

2.1 Empirical Review

2.1.1 Leadership styles

A leader's behavioural pattern when interacting with subordinates is referred to as their leadership style (Joram & Otieno, 2018). Spreitzer (2014) described leadership as the process of aiding both individual and collective efforts to achieve predetermined goals as well as enabling others to understand and agree on what needs to be done and how to do it. According to Northouse (2015), leadership is the process through which one person persuades a group of individuals to cooperate in order to achieve a common objective. Influencing others in a specific direction is the act of leadership. On the other hand, leadership is a process in which someone exercises control over, direction over, or influence over the actions, feelings, or conduct of another person (Stein, 2012). Any individual who directs and controls people to pursue a certain goal during the time and to the extent of his or her will, feelings, and insight, is said to be in a position of leadership (Mukashema & Mulyungi, 2020).

In 1939, under the guidance of psychologist Kurt Lewin, a group of researchers set out to categorize distinct leadership philosophies; this pioneering research, which identified three main leadership styles, had a significant impact: the democratic, authoritarian, or laissez-faire styles of governance. Additional research reveals the transactional and transformative styles of leadership (Abujarad, 2020). The leadership approach to strategy implementation places a focus on leaders' influence over a strategy's implementation. According to Lowe, Kroeck and Sivasubramaniam, (2016), lack of coordination, protocols, and guidelines are the key issues that cause strategy implementation to fail. According to Avolio and Bass (2014), employing strategy maps, which do not connect strategy to implementation plans that facilitate better planning and organizing, can worsen this issue. The authors realize that leadership is essential to implementation effectiveness in addition to organizational contextual factors. In this regard, effective leadership is essential for turning a strategy into practice. The organization's senior management is specifically in charge of setting and directing the strategy development, implementation, control, monitoring, and evaluation processes. Leadership is ultimately necessary for the successful transition from strategy formulation to implementation (Stein, 2012). Based on specific status of Non-governmental organization (NGOs), the researcher estimates that while implementing a strategy these organizations may require a transactional leadership style or may benefit from a transformational

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leadership style. Additionally, Bass (2015) asserts that there is a continuum between transformational, transactional, and laissez-faire leadership styles. Laissez-faire leadership is the least likely to achieve the intended goals, transformational leadership is the most active and effective, and transactional leadership combines both (Hemsworth, Muterera & Baregheh, 2013).

Transformational Leadership

Providing a feeling of vision, mission, and purpose to followers is a key component of transformational leadership (Kivasu, 2015). As a result, the transformational leadership style acts as a catalyst for change to build capabilities, give guidance, encourage followers, make the most of available resources, and handle problems to improve organizational effectiveness (Mohamed, 2013). The cornerstone for organizational effectiveness, according to Daft (2015), consists in utilizing both new and existing competencies. By introducing new capabilities into some units while utilizing fully developed competencies in others, senior management actively manages the balance of competency exploration and exploitation. Exploring core talents is a good fit for transformational leaders because they are not afraid to take chances and question presumptions. They can encourage the investigation of core competencies because of their skill at mobilizing commitment to achieve organizational goals and good communication (Daft, 2015).

Through idealized influence and inspiring motivation, transformational leaders are able to connect individual abilities and capacities to the necessary core competencies in the interest of the organization's mission (Avolio & Bass, 2014). Transformational leaders can promote "out-of-the-box" thinking and exploratory thought processes by stimulating the mind. Leaders that exhibit transformational behaviors understand the value of competencies, can identify them as their own, and will make an effort to discover the organization's fundamental competencies (Ishaq, *et al.*, 2018). In transformative leadership, relationships between a leader and his followers are crucial. Someone who inspires and drives their team to achieve outstanding achievements is a transformational leader (Robbins, 2013). He or she attends to each follower's concerns and developmental needs, shifts followers' perspectives by helping them see old issues in new light, and has the capacity to rouse, excite, and encourage followers to put up more effort in order to achieve group goals. The transformational leadership idea holds that a leader is someone who motivates subordinates to behave in the group's best interests and to watch out for one another (Kirabo, *et al.*, 2020).

Transactional leadership

The transactional leadership theory makes the assumption that rewards or punishments are necessary for motivation. Employee observation, management, and monitoring are necessary since employees must comply with instructions from their superiors and lack self-motivation (Oberfield, 2012). According to Sadeghi and Pihie (2013), subordinates will receive rewards for successfully completing the duties given to them by the transactional leader, but they risk facing repercussions if they ignore the leader's instructions. This refers to a method of communication between a leader and followers to track development toward the accomplishment of goals and standards (Sadeghi & Pihie, 2013). The three fundamental characteristics of these leader-follower interactions are dependent reward, active management by exception, and passive management by exception. Mutually acceptable goals that are tied to rewards are known as contingent rewards, and these rewards are accompanied by clear expectations, resources that are made available, and performance prizes and standards that are set (Oberfield, 2012; Kivasu, 2015).

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Monitoring work and performance, resolving inconsistencies regarding violations of norms and regulations, and taking remedial action to resolve mistakes are all aspects of active management by exception (Oberfield, 2012; Kivasu, 2015). Transactional leaders must step in when nonconformities are common, performance is low, and punishment may result from intolerable performance. This is known as passive management by exception (Kivasu, 2015). Transactional leadership, according to Spreitzer (2014), is crucial for strategy execution because it places a higher priority on risk avoidance, considers time constraints and efficiency, and maintains control by relying on substantive work performance rather than procedures. Senior management decisions inside an organization help to leverage its key skills and advance the development of the organization. Through the use of core competences, senior managers must also distribute the organization's resources among business divisions (Spreitzer, 2014). By urging staff to use their skills to improve the organization's structure, strategy, processes, and systems, transactional leadership may help organizations maximize their core talents. However, Daft (2015) contends that flexibility and opportunity are necessary for investigating fundamental competences and that the exchange connection between a leader and a subordinate may be problematic and harmful to the growth of skills required for doing so.

Laissez faire leadership

According to a definition of the laissez-faire leadership style, it includes "non-commitment, sloth, complacency, evasion, and abandonment of responsibility" (Northouse, 2015). This kind of management is viewed as chaotic and weak in leadership (Avolio & Bass, 2014). This type of leadership is displayed by leaders who put off making decisions when necessary, are unwilling to reward their workers, and make no attempt to meet their requirements. As a result, the followers of such leaders lack motivation and empowerment (Kanter, *et al.*, 2012). This type of leadership is frequently associated with "non-leadership behavior, and such leaders are perceived as lacking the ability to become involved or participate" (Daft, 2015). We may conclude that this leadership approach won't help the strategy's implementation in any way, and it can even have the opposite effect. However, Hemsworth, *et al.*, (2013) found that employees who set their own goals, had complete flexibility, and resolved their own work-related issues all contributed to better implementation of strategic objectives. These results contradict Chaudhry and Javed's (2012) assertion that a lack of management engagement results in a low motivation level for laissez-faire.

Stein (2012) asserts that this type of leadership is based on the principle of individual autonomy. When leadership direction is required, he refrains from actively taking on the duties of setting goals, defining expectations, setting priorities, or getting involved. Because the follower must have confidence in his capacity for self-government, much depends on his self-efficacy. Leaders are supposed to be in charge of inspiring followers to go above and beyond normal expectations (Abujarad, 2020). The leader achieves this level of performance by appealing to the followers' higher moral and ethical standards, encouraging them to adopt difficult objectives, and offering a mission or future-focused vision. Additionally, the leader inspires followers with pride and faith, displays personal respect, and fosters their intellectual curiosity and dedication to the organization's objective and principles (Northouse, 2015). As a result, the leader predicts the organization's future (Kivasu, 2015), motivating others to concentrate their dedication and effort in that direction.

2.1.2. Strategy implementation

The sum of all the decisions and actions required to carry out a plan that comprises a methodical process or a logical sequence of connected tasks that ensure the success of an organization's strategy is what Abujarad (2020) defines as strategy implementation. According to Ishaq, *et al.* (2018), the dissemination, interpretation, adoption, and enacting of strategic plans constitute strategy implementation. The best strategies lose their value if they cannot be successfully implemented, which is a crucial component of strategic management (Brinkschröder, 2014). Any strategic plan's effectiveness depends on how well it can be put into practice (Kanter, *et al.*, 2012). Furthermore, it might be argued that it makes more sense to implement a straightforward approach successfully than to implement a brilliant idea poorly and ruin it.

The two components Thompson and Strickland (2013) employ to describe how they conceptualize strategy execution are implementation and execution. The act of putting a freshly selected strategy into action falls under the leadership category of strategy implementation. Strategy execution is the administrative process of overseeing the ongoing pursuit of a strategy, making it successful, improving the competence with which it is carried out, and demonstrating demonstrable progress toward the desired goals. The process of putting a strategy into action is mostly action-focused. Achieving the desired objectives is thought to include planning, setting a budget, creating policies, inspiring others, creating a positive culture, and taking the lead. According to Thompson and Strickland (2013), strategies are started at four different organizational levels in diversified enterprises: corporate strategy, business strategy, functional strategy, and operational/operating strategy. As Non-Government Organization are not businesses, the study will consider the corporate, functional and operating strategy within its scope.

Corporate Strategy

Corporate strategy, which targets the entire organization, is the level of strategy where decisions about a company's overall development and direction are decided (Thompson & Strickland, 2013). Corporate strategies are unquestionably the most significant and comprehensive strategy level within an organizational strategy (Ikiara & Kariuki, 2018). According to Thompson and Strickland (2013), visioning, goal-setting, resource allocation, and strategic trade-offs are the components of business strategy. Choosing the organization's vision is necessary for establishing the high-level orientation of the organization, which may include its mission, vision, and potential corporate values. In the process of creating objectives, the created visioning components are transformed into a list of high-level (sometimes still somewhat abstract) corporate goals that typically span 3-5 years. In the context of clearly established goals and objectives, decisions regarding the most effective allocation of people and financial resources are referred to as allocation of resources. Finally, the foundation of corporate strategic planning is strategic trade-offs. It's not always possible to take advantage of every chance that comes your way. Additionally, business decisions typically involve some level of risk. To achieve the perfect strategic combination, these factors must be considered in corporate decisions (Thompson & Strickland, 2013).

According to Abujarad (2020), the benefits of having a well-defined business strategy become increasingly obvious as a company expands. Small and even medium-sized businesses can be successful without spending time and energy on a corporate strategy. But according to Hendriks and Reddy (2020), it is crucial to approach the strategic planning process in a way that takes into account the complexity of the organization as the needs of the organization grow. Corporate

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strategy ultimately benefits all businesses, regardless of size. Without distinguishing between the core competencies and resources that business and functional units can use to achieve these goals and the ephemeral needs and goals of an organization that are apparent at a corporate strategic level, Kivasu (2015) found that it is challenging to start and grow a business. Additionally, the author claims that using this strategy will help people understand your business. In a dynamic world, organizations must adjust to changes as they happen. In a similar spirit, Uwizeye (2015) asserted that company strategy empowers us to perform at our peak levels by consistently setting strategic objectives in relation to emerging opportunities and dangers.

Kanter *et al.* (2012) claim that corporate strategy improves decision-making and inspires people. Business and functional level units will underperform without well-defined corporate level plans. According to Mohamed (2013), decision-making at the abstract level, which is only possible at the corporate level, would provide better results at lower levels of decision-making and offer employees a sense that their company has a distinct goal and vision. The problem with strategy is that it is frequently stuck in the boardroom, and this is especially true for corporate strategy (Bass, 2015). Leaders are the experts; they have ascended the ropes and bear the scars to attest to it. They are obviously most suited to make strategic choices and create the plan that leads the business in the proper direction. Although it seems sensible, that claim is false.

An optimal approach to these aspects during the execution phase, in response to a corporation's needs and environment, must be demonstrated in a corporate strategy. Given these factors, it is helpful to divide corporate strategy into three categories based on external and internal factors (Thompson & Strickland, 2013). Growth strategies are programs designed to broaden a corporation in a particular way. Possible expansion tactics include expanding into new markets, diversifying existing ones, or adopting forward or backward integration to take advantage of economies of scale (Thompson & Strickland, 2013). In order to establish a strategic atmosphere that will for better flexibility when employing development or retrenchment tactics in the future, stability strategies aim to solidify an organization's current position. The goals of stability strategies are to maintain profit, cut costs, and look into potential future strategic opportunities (Thompson & Strickland, 2013). Plans for layoffs are used to resolve problematic or ineffective elements of a business or organization. One of these can be the sale or discontinuation of unproductive assets or product lines (Thompson & Strickland, 2013).

Functional Strategy

Functional strategy, in the words of Thompson and Strickland (2013), is a course of action with the goal of enhancing an organization's organizational and functional resources, as well as its coordination abilities, in order to build core competencies. Organizations are created with plans and strategies rather than with ideals and visions (Northouse, 2015). Business and corporate strategies aid in determining the goal, nature of the enterprise, and level of market competitiveness. The next step for the company is to design a functional plan once this has been determined (Messick & Krammer, 2014). Different functional domains in an organization are addressed by a functional strategy. These include finance, marketing, and technology. The functional level strategy of an organization determines its success. Every department inside an organization, whether it is production or advertising, should cooperate with the others (Thompson & Strickland, 2013).

This tactic alludes to single function operations and the associated tasks. This level of strategy is operational. Decisions are referred to as tactical decisions at this level. The primary goal of functional strategy is to achieve corporate and organizational goals in a particular functional area by effectively allocating resources to increase profitability (Joram & Otieno, 2018). Hendriks and Reddy (2020) contend that in order to address the business level objectives and thereby accomplish the corporate level goals, all functional departments, including marketing, finance, human resources, operations, legal, supply chain, and IT, must work together as a team. Each functional department contributes to the fulfillment of broad company goals while carrying out its own functional duty by implementing short- and medium-term plans. For instance, in marketing strategy, the process may be focused on selecting the target market and developing a marketing strategy that may meet the needs of the target market as a whole (Hendriks & Reddy, 2020).

The duties of human resource management may include recruiting and selecting employees, keeping them on the job, funding their education and professional development, monitoring their performance, and compensating them. A financial strategy may address matters connected to money, stocks, debt financing, depreciation, etc. A functional level strategy is a short-term plan for a certain business unit (Abujarad, 2020). An advertising campaign may focus on a new good or service, or services may be delegated to a third party. For the purpose of strategic management, a functional strategy has predetermined tasks, a timetable, a budget, resources, and goals. Functional strategies in strategic management help businesses maintain their competitive advantage through project financing or hiring for a new division of the company (Abujarad, 2020). Organizations today are forced to rely on numerous functional areas due to the world's increasing dynamic nature (Hendriks & Reddy, 2020). It's a more difficult—but beneficial—way to conduct business. When you're designing your corporate plans, you need to take into account things like technological developments or even market crashes. Functional techniques can be used in this situation. When a crisis occurs, they serve as airbags (Hendriks & Reddy, 2020).

Management is responsible for putting a functional strategy into action. Chief executives and directors are in charge of assigning tasks, keeping track of progress, and communicating with their personnel. Everyone will be in agreement on their goals and objectives in this way (Abujarad, 2020). The fact that people make an organization what it is is not a secret. How strongly the organization's employees identify with them is determined by its values, culture, and expectations. For development and progress, a practical human resources strategy is essential (Daft, 2015). Effective strategies to boost output and enhance performance include employee involvement, learning and development, and teambuilding. To keep their staff members motivated to work hard, human resources managers must make any required modifications (Bass, 2015). Projects like opinion polls, counseling, and maintaining workplace safety are deemed to be at least as vital as, if not more so than, these others (Uwizeye, 2015).

The GRIN (Goals-Roles-Interdependence-Norms) framework is used by organizations (Mohamed, 2013). This aids in their evaluation of what must be done and how. To attain all-around excellence, it's critical to equip oneself with the appropriate abilities for a nuanced approach to management and to match one's own ambitions with company goals.

Operation Strategy

The decision-making process that sets all long-term operational capabilities and how they will support the successful implementation of a plan is known as operations, or operational strategy

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(Thompson & Strickland, 2013). Simply put, it's a set of choices that can enable a company in putting its sustainable and competitive business goals into action. It encourages tying short- and long-term tactical decisions to business strategy. Strategically, this helps companies to decide on critical operational issues while staying in line with their broad objectives (Hendriks & Reddy, 2020). Kivasu (2015) discovered that operations strategy drives an organization's operations, the area of the business in charge of creating and distributing services and products. A company needs a business strategy in place if it wants to compete in ever-evolving markets. Operations management experts can apply effective strategies to make the most of people, processes, technology, and resources (Kivasu, 2015).

According to Kanter *et al.* (2012), in order to create a strong operational level strategy, leaders need to take into account two key factors: market requirements and operational resources.

Market needs include performance-related objectives such as timeliness, quality, cost, dependability, and adaptability. The strongest influence on performance goals comes from features of customer-attracting offerings that are superior to those of competitors and from meeting the right consumer needs. The competencies, assets, and procedures of a corporation are the focus of operations resources. According to Thompson and Strickland (2013), businesses may evaluate and put into place effective procedures for utilizing their workforce, staff, and resources. According to the writers, there are a few typical types of operations strategy:

Customer-Driven Strategy: In order to meet the needs and wishes of the target audience, an operations strategy must include customer-driven projects. Businesses must constantly assess the shifting business environment and adjust. This enables them to regularly create new strengths and improve core competencies. Organizations need to keep an eye on market developments to spot dangers and seize new possibilities (Abujarad, 2020). Effective customer-driven projects boost the system of new and repeat customers by fostering loyalty and reference. This ensures more customers.

Product Development Strategy: A successful product development strategy aims to provide customers with a compelling good or service. However, the position entails more than just introducing new goods. For those customers who won't purchase the new items, organizations must also maintain and enhance their current products.

Market Penetration Strategy: An industry's target client base is what a market penetration strategy seeks to capture. It is an operational level strategy. Managers might adopt ways to draw clients away from competitors in the market or target new users who are unfamiliar with the brand. To target a particular population, they could use several different sites. Another wonderful strategy to promote spending on goods or service upgrades is to provide existing clients with additional value (Ikiara & Kariuki, 2018).

Chain of Supply Management: This operations strategy concentrates on the process of improving delivery capabilities in order to attain excellence. Organizations have a variety of options, including lowering product prices by making bulk purchases or increasing consumer value by letting customers modify products and receive them more rapidly. By needing less time and effort to fulfill orders, rearranging the warehouse can make delivery operations function more swiftly and effectively. For instance, a warehouse manager may opt to move all frequently purchased items closer to the loading dock and up front. By accelerating the process, this lowers labor costs and gives customers and employees more time (Thompson & Strickland, 2013).

According to Kanter *et al.*, (2012), fundamental operations strategy is used by service-oriented firms to build an effective management team and connect short- and long-term company choices. An operations plan must be developed with a comprehensive understanding of the organization as a whole because it involves a number of variables that must be taken into account in tandem with one another. The everyday concerns of an operation strategy in a product-oriented business structure range from the sourcing of raw materials to the last-mile logistics of delivering a product to the end-user. Additionally, it takes into account the workforce, product development, quality assurance and related challenges, plant capacities, and forecasting models with a long-term focus (Avolio & Bass, 2014). A strategy must be in place while a team works to achieve organizational goals for everything from the vendors they work with to the tools and software they employ to complete tasks. A carefully thought-out operations strategy is frequently the reason why these procedures integrate smoothly (Lowe, *et al.*, 2016).

2.2 Theoretical Framework

2.2.1. Upper Echelon Theory

According to the "Upper Echelons Theory," organizations are "reflectives of the values and cognitive basis of powerful people in the company," and their strategies and efficacy are "reflections of what they think, feel, perceive, and believe" (Carpenter, Geletkanycz & Sanders, 2004). According to the hypothesis, top managers' impressions of their working environments influence the strategic decisions they make, which in turn affect the firm's success. Additionally, it claims that their cognitive foundation and beliefs limit their fields of view, which has an impact on how they understand their environment (Hambrick & Mason, 1984). The amount of information that humans can now digest is limited, which places restrictions on the attention process.

As a result, our personality traits and dispositions have an impact on what parts of the environment we choose to pay attention to. In other words, the characteristics of senior managers' environments that they can notice are determined by their personality traits, and the strategic decisions they make are influenced by what they view and ultimately affect the organization's bottom line (Kivasu, 2015). Power, team dynamics, integration, incentives, and discretion are all mentioned as mediators and moderators of top management team effects in Carpenter *et al.* (2004)'s revised hypothesis. They also redefine organizational outcomes to include both business performance and strategic choices.

2.2.2. Minimalist Model

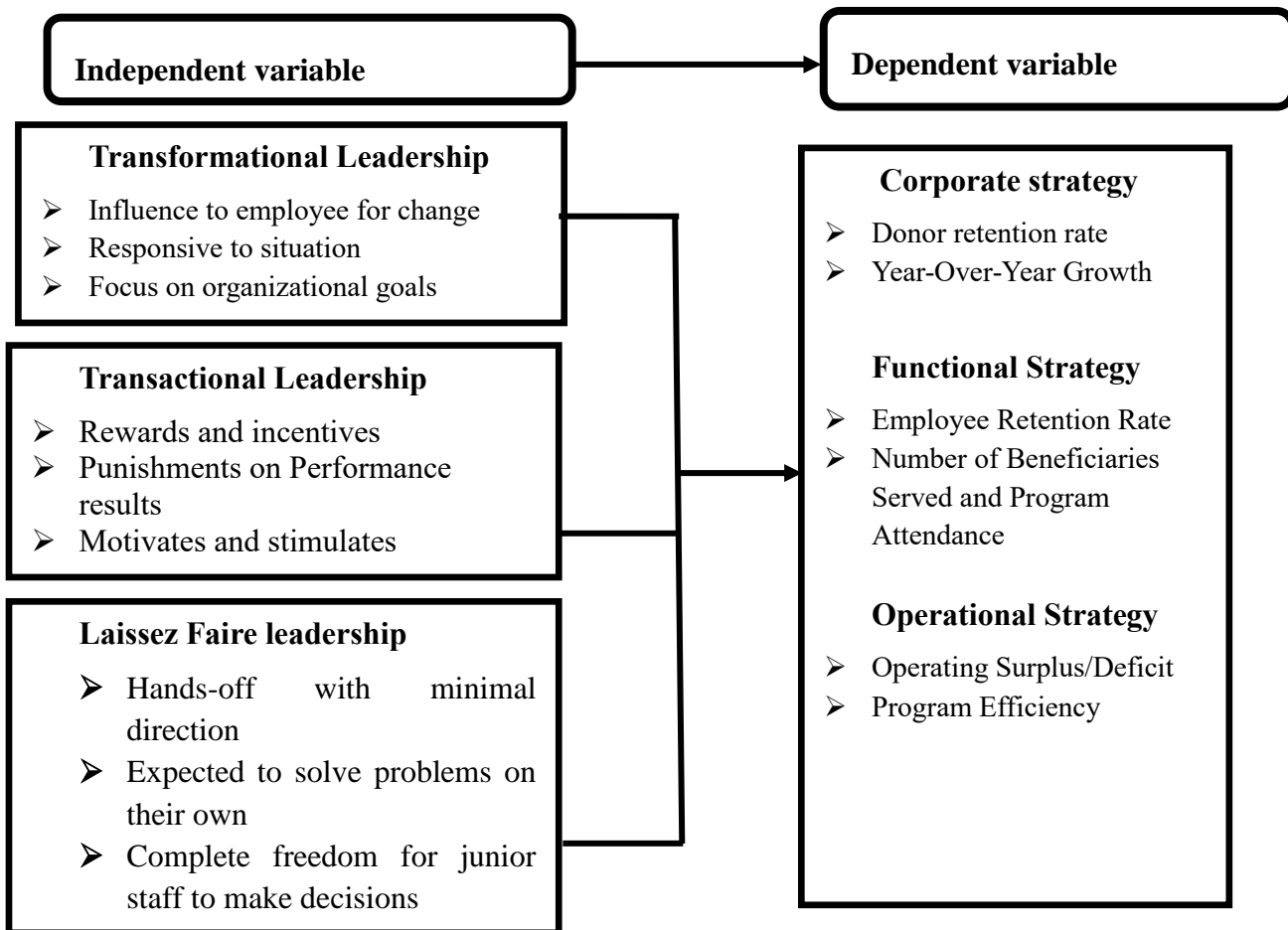
According to Noble cited (1999), physical barriers in an organization's cross-functional collaboration are caused by physical distance. Turf barriers symbolize the opposing interests of the numerous units, which is the other half of this coin. The various ways that various units understand and comprehend the strategy result in interpretive obstacles. Lack of communication is self-explanatory. Personality barriers indicate differences between groups in the organizational structure as well as between key personnel's personal traits. Mankins and Steele (2005) disagree with Noble's somewhat linear approach to strategy execution and make two arguments against the minimalist model. The first was true linearity, which even in the judgment of a single person is not a very realistic vision. However, it appears that adoption and interpretation have some relationships. When considering Aberg's three levels of interpretation, it becomes clear that the

elements necessary for adoption would also appear to be crucial for the connotative and symbolic levels of interpretation (Hemsworth, *et al.*, 2013).

This study served as the conceptual foundation since it demonstrates that the connotative layer of interpretation includes personal values. On the other hand, organizational values influence the symbolic, interpersonal layer of interpretation. As a result, it might be best to refrain from describing interpretation and acceptance as separate processes. If the structural and systemic characteristics did not match the communication techniques (which directly influenced the people in the organization's life worlds), conflicts in the cultural dimension also existed. It seems that structural and systemic traits frequently serve as effective strategic messages on their own.

2.5 Conceptual Framework

A conceptual framework may be considered as an analytical instrument with several variations, and utilized to establish conceptual distinctions and idea organization (Creswell & Creswell, 2018). Figure 1 presents the variables of concern in the present study along with their corresponding dimensions, where the independent variable aims of the assessment of leadership styles in Non-government organizations, while dependent variable is about the analysis of strategy implementation of the mentioned organizations.



Source: Researcher (2022)

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3.0 Research Methodology

This study adopted a descriptive research design. The study used primary research techniques to gather information about NGOs' leadership philosophies and tactical execution. Correlation was utilized to evaluate the relationship between the study's variables, while multiple regression was used to test the study's hypotheses. According to organizational data, the study's target demographic is made up of 142 organization-affiliated personnel, who are listed in Table 1.

Table 1: Population of the study

Root foundation Rwanda	Staff size
Staff	142
Total Staff	142

Source: Root foundation Rwanda (2023)

These individuals were chosen as the study's target audience because they would provide information on the leadership styles within Root foundation Rwanda and its contribution on its strategy implementation. Slovin's formula was used to calculate a sample size of 105 respondents who were chosen using simple random sampling.

4.0 Findings and Discussions

This section discusses the data analysis as well as the interpretation of the findings. The general objective of the study was to assess the leadership styles and the strategy implementation in Non-Government Organizations in Rwanda, with Root foundation Rwanda, as the case study.

4.1 Inferential statistics

The study used inferential statistics such as correlation analysis and multiple regression to determine the effect of leadership style on Strategic implementation in NGOs in Rwanda, to evaluate the contribution of the transformation leadership style of the Root Foundation Rwanda to assess the contribution of the transactional leadership style on the Strategic implementation Root Foundation Rwanda and to establish the contribution of the Laissez-faire leadership style on Strategic implementation of Root Foundation Rwanda. Based on the results from regression analysis, the study can show the effect of each predictor such as (Transformational leadership styles, Transactional leadership style, and Laissez-faire leadership style) on the Strategic implementation.

4.1.1. Correlations analysis

The correlation is one of the most common and most useful statistics. Linear correlation coefficient, measures the strength and the direction of association between the study variables was assessed using Spearman coefficient of correlation. The Spearman's coefficient of correlation ranges between +1 to -1. A zero (0) coefficient indicates that there is no association between the two variables. A coefficient value of greater than 0 indicates a positive relationship between the variables and hence an increase in the value of one variable leads to an increase in the other values of the other variable and the converse is true. A value less than 0 indicate a negative association

between the variables that is as the values of one variable increases the values of the other variable decreases (Lohrey, 2014).

The study sought to determine the correlation between the independent variables (transformation leadership style, transactional leadership style, and Laissez-faire leadership style) and the dependent variable (Strategic implementation measured by corporate strategy, functional strategy and operational strategy). To calculate the correlation (strength) between the study variables and their findings the Survey Data used the Spearman’s coefficient of correlation (r). The findings are presented in table 2.

Table 2: Correlation coefficients

		TRANSF	TRANS	LFL	STRA IMP
Transformation leadership style	Pearson Correlation	1			
Transactional leadership style	Pearson Correlation	.435**	1		
Laissez-faire leadership style	Pearson Correlation	.309**	.574**	1	
Strategic implementation	Pearson Correlation	.709**	.781**	.503**	1
	Sig. (2-tailed)	.002	.000	.000	

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

From the study findings in Table 2, revealed that there is significant high correlation between Transformational leadership styles and Strategic implementation as shown by a correlation figure of 0.709**, p-value =0.002<0.05 level (2-tailed). This implies that an improvement of Transformational leadership styles contribute to an increase of Strategic implementation in Root Foundation Rwanda. These results are consistent with the findings by Umuganwa (2021) who examined how much transformative leadership has an impact on leaders' and their subordinates' behavior at ANLM in Rwanda, and whose results point to a strong correlation between transformative leadership and project success.

From the study findings in table 2 revealed that there is also significant high correlation between Transactional leadership style and Strategic implementation as shown by a correlation figure of 0.781**, p-value =0.000<0.05 level (2-tailed). This implies that an improvement of Transactional leadership styles contribute to an increase of Strategic implementation in Root Foundation Rwanda. These results are in agreement with Abujarad (2020) who investigated how leadership styles affected how the strategy was carried out in the NGOs in the Gaza Strip, and findings revealed that strategic Implementation is positively correlated with transactional leadership, with average correlations of 78.2%.

From the study findings in table 4.6, revealed that there is significant moderate correlation between Laissez-faire leadership style and Strategic implementation as shown by a correlation figure of 0.503**, p-value =0.000<0.05 level (2-tailed). This implies that improve of Laissez-faire leadership style contribute moderately to an increase of Strategic implementation in Root Foundation Rwanda.

These results are in agreement with Mukashema and Mulyungi (2020) who attempted to ascertain the impact of leadership on the strategic management of a company in the example of the Rwanda Governance Board, and the results demonstrated that a particular organization's strategic management can be influenced by a laissez-faire leadership style.

4.1.2 Multiple linear regression on effect of Transformational leadership styles on Strategic implementation

The study sought to identify the effect of Transformational leadership styles on Strategic implementation in NGOs in Rwanda by using multiple linear regression model to determine the effect of each predictor such as Influence to employee for change , Responsive to situation, and focus on organizational goals as component of Transformational leadership styles on Strategic implementation of NGOs in Rwanda. The regression models were run to test whether the model is significant or not. The statistical significance was verified by the Coefficient (β), t-statistic and Prob. In additional, statistically significant relationship between the dependent variable and independent variable from the model were accepted at 5% significance level. The analysis applied the Statistical Product & Service Solutions (SPSS) to compute the measurements of the multiple regressions for the study. Model relationship with leadership style these variables can be arranged in a function or equation as follows:

$$\text{Strategic implementation} = Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon, \text{ Model 1}$$

X_1 = Influence to employee for change = X_2 = Responsive to situation, X_3 = Focus on organizational goals,

Table 3: Model summary on effect of Transformational leadership styles on Strategic implementation

Model	R	R Square	Adjusted R Square	Std Error of the estimate
1	.552a	0.304	0.282	0.38491

a. Predictors: (Constant): Influence to employee for change, Responsive to situation, and Focus on organizational goals

The results from the above Table 3, the value of coefficient of determination (R-Square) was 0.304 (30.4%) an indication that there was variation of 30.4% in Strategic implementation was due to changes in Transformational leadership styles which implies that the 3 variables of Transformational leadership styles (Influence to employee for change, Responsive to situation, and Focus on organizational goals) contributes to 30.4% on Strategic implementation as represented by R². Since the variables in the model count 30.4% change in Strategic implementation. The contribution of all factors either in the model or not in the model count 100%. Therefore there are other factors that influence Strategic implementation of NGOs in Rwanda that are not included in the model which account for 69.6% towards Strategic implementation of NGOs in Rwanda.

Table 4: ANOVA on effect of Transformational leadership styles on Strategic implementation

Model		Sum of squares	Df	Mean square	F	Sig.
1	Regression	13.998	3	2.000	13.498	0.000a
	Residual	32.001	91	0.148		
Total		45.999	94			

a. Predictors: (Constant: Influence to employee for change, Responsive to situation, and Focus on organizational goals

b. Dependent variable: Strategic implementation

The findings in the Table 4, indicate that the overall model was significant because calculated F statistic of 13.498 was large than the critical F ($V_1=4, V_2=216$) =2.06 and also because p-value calculated =0.000 is less than Critical p-value =0.05 level of significant. Therefore, this implies that the variables: Influence to employee for change, Responsive to situation, and Focus on organizational goals had significant contribution to the variation of Strategic implementation. Therefore, it can be concluded that the R and R² between Transformational leadership styles and Strategic implementation of Root Foundation Rwanda is statistically significant, and Transformational leadership styles can significantly influence Strategic implementation.

Table 5: Regression coefficients on effect of Transformational leadership styles on Strategic implementation

Model	Unstandardized Coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	Beta		
	(Constant)	1.338	0.445	3.010	0.003
	Influence to employee for change	0.093	0.041	0.134	2.248 0.026
1	Responsive to situation	0.150	0.048	0.211	3.110 0.002
	Focus on organizational goals	0.116	0.054	0.017	0.298 0.036

a. Dependent Variable: Strategic implementation

Table 5 provides the summary of results of regression analysis for the effect of Influence to employee for change, Responsive to situation, and Focus on organizational goals on Strategic implementation in Root foundation Rwanda. The results indicate that Influence to employee for change ($\beta_1 = 0.093, t = 2.248$ p-value=.026<0.05), Responsive to situation ($\beta_2 = 0.150, t = 3.110, p$ -value=0.002<0.05), and Focus on organizational goals ($\beta_3 = 0.115, t = 0.298, p$ -value=0.03 <0.05) have positive and significant effect on Strategic implementation of Root Foundation Rwanda. This

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shows that 1% increase in Influence to employee for change, Responsive to situation and Focus on organizational goals will lead to 0.093%, 0.150%, and 0.116% percent increase on Strategic implementation Root Foundation Rwanda

4.1.3. Multiple linear regression on effect of Transactional leadership style on Strategic implementation

The study sought to examine how the Transactional leadership style affect Strategic implementation of NGOs in Rwanda by using multiple linear regression model to determine the effect of each predictor such as reward and incentive, punishment on performance results and motivates and stimulates as component of Transactional leadership style. The regression models were run to test whether the model is significant or not. The statistical significance was verified by the Coefficient (β), t-statistic and Prob. In additional, statistically significant relationship between the dependent variable and independent variable from the model were accepted at 5% significance level. The analysis applied the Statistical Product & Service Solutions (SPSS) 23.0 to compute the measurements of the multiple regressions for the study. Model relationship with transformation leadership style these variables can be arranged in a function or equation as follows:

$$\text{Strategic implementation} = Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon \quad (\text{Model 2})$$

X1 = Reward and incentive; X2= Punishment on performance results; X3= Motivates and stimulates

Table 6: Model summary on effect of Transactional leadership style on Strategic implementation

Model	R	R Square	Adjusted R Square	Std Error of the estimate
2	.278a	0.770	0.520	0.44224

a. Predictors: (Constant), Reward and incentive, Punishment on performance results, Motivates and stimulates

The results from the above Table 6, the value of coefficient of determination (R-Square) was 0.770(77.0%) an indication that 77% in Strategic implementation was due to changes in Transactional leadership style which implies that the three variables of Transactional leadership style (Reward and incentive, Punishment on performance results, Motivates and stimulates) contributes to 77% on Strategic implementation as represented by R². Since factors either in the model or not in the model count 100% change in Strategic implementation, therefore, there are other factors that influence Strategic implementation of NGOs in Rwanda that are not included in the model which account for 23% towards Strategic implementation of Root Foundation Rwanda.

Table 7: ANOVA on effect of Transactional leadership style on Strategic implementation

Model		Sum of squares	Df	Mean square	F	Sig.
2	Regression	3.559	3	0.593	3.033	0.000a
	Residual	42.44	91	0.196		
	Total	45.999	94			

a. Predictors: (Constant), Reward and incentive, Punishment on performance results, Motivates and stimulates

b. Dependable variable: Strategic implementation

The findings in the Table 7, indicate that the overall model was significant because calculated F statistic of 3.033 was large than the critical F ($V1=3, V2=217$) =2.14 and also because p-value calculated =0.000 is less than Critical p-value =0.05 level of significant. Therefore, this implies that the variables: Reward and incentive, Punishment on performance results, Motivates and stimulates jointly had significant contribution to the variation of Strategic implementation in Root foundation Rwanda.

Table 7: Regression coefficients on effect of Transactional leadership style on Strategic implementation

Model	Unstandardized Coefficients		Standardized coefficients	t	Sig.	
	B	Std. Error	Beta			
	(Constant)	3.523	0.457	7.704	0.000	
	Reward and incentive	0.083	0.054	0.102	2.542	0.015
2	Punishment on performance results	0.003	0.032	0.007	0.11	0.913
	Motivates and stimulates	0.015	0.071	0.015	2.915	0.01

a. Dependent Variable: Strategic implementation

Table 7 provides the summary of results of regression analysis for the effect of Reward and incentive, Punishment on performance results, and Motivates and stimulates on Strategic implementation of Root foundation Rwanda in Rwanda. The results indicate that reward and incentive ($\beta_1= 0.083, t=2.542, p\text{-value}=0.015<0.05$) and Motivates and stimulates ($\beta_3= 0.015, t=2.915, p\text{-value}=0.010<0.05$) have positive and significant effect on Strategic implementation of Root foundation Rwanda, while punishment on performance results ($\beta_2= 0.003, t= 0.110, p\text{-value}=0.913>0.05$) have positive and insignificant effect on Strategic implementation of Root foundation Rwanda. This shows that 1 per cent increase in reward and incentive and Motivates

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and stimulates will lead respectively to 0.083% and 0.015% increase on Strategic implementation of Root foundation Rwanda, while 1 per cent increase in punishment on performance results will lead to 0.003% increase on Strategic implementation of Root foundation Rwanda but insignificant.

4.1.4. Multiple linear regression on effect of Laissez-faire leadership style on Strategic implementation

The study sought to analyze to which extent the Laissez-faire leadership style influences Strategic implementation of Root foundation Rwanda by using multiple linear regression model to determine the effect of each predictor such as follow Hands-off, Own problems solving, and junior complete freedom as component of Laissez-faire leadership style on Strategic implementation of Root foundation Rwanda. The regression models were run to test whether the model is significant or not. The statistical significance was verified by the Coefficient (β), t-statistic and Prob. In additional, statistically significant relationship between the dependent variable and independent variable from the model were accepted at 5% significance level. The analysis applied the Statistical Product & Service Solutions (SPSS) to compute the measurements of the multiple regressions for the study. Model relationship with leadership style these variables can be arranged in a function or equation as follows:

$$\text{Strategic implementation} = Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon, \text{ Model 3}$$

X1 = Hands-off =X2= Own problems solving, X3= junior complete freedom,

Table 8: Model Summary on effect of Laissez-faire leadership style on Strategic implementation

Model	R	R Square	Adjusted R Square	Std Error of the estimate
3	.256a	0.660	0.440	0.44399

a. Predictors: (Constant), Hands-off, Own problems solving, Junior complete freedom

The results from the above Table 8, the value of coefficient of determination (R-Square) was 0.660 (66%) an indication that there was variation of 66% in Strategic implementation of Root Foundation Rwanda due to changes in Laissez-faire leadership style which implies that the four variables of Laissez-faire leadership style (Hands-off, Own problems solving, Junior complete freedom) contributes to 66% on Strategic implementation as represented by R². Since the contribution of all factors either in the model or not in the model count 100%, therefore, there are other factors that influence Strategic implementation of Root Foundation Rwanda that are not included in the model 3 which account for 44% towards Strategic implementation of Root Foundation Rwanda.

Table 9: ANOVA on effect of Laissez-faire leadership style on Strategic implementation

Model		Sum of squares	df	Mean square	F	Sig.
3	Regression	3.025	3	0.605	3.069	0.011a
	Residual	42.974	91	0.197		
Total		45.999	94			

a. Predictors: (Constant), Hands-off, Own problems solving, junior complete freedom

b. Dependent Variable: Strategic implementation

The findings in the Table 9, indicate that the overall model was significant, because calculated F statistic of 3.069 was large than the critical F ($V_1=4$, $V_2=218$) =2.26 and also because p-value calculated =0.011 is less than Critical p-value =0.05 level of significant. Therefore, this implies that jointly the variables: Hands-off, Own problems solving, and junior complete freedom had significant contribution to the variation of Strategic implementation in Root foundation Rwanda. Therefore, it can be concluded that the R and R² between Laissez-faire leadership style and Strategic implementation of Root foundation Rwanda is statistically significant.

Table 10: Regression coefficients on effect of Laissez-faire leadership style on Strategic implementation

Model		Unstandardized Coefficients		Standardized coefficients	t	Sig.
		B	Std. Error	Beta		
3	(Constant)	3.486	0.479		7.279	.000
	Hands-off	0.042	0.059	0.047	4.710	.000
	Own problems solving	0.006	0.052	0.007	0.106	.916
	Junior complete freedom	0.063	0.064	0.065	4.983	.000

a. Dependent Variable: Strategic implementation

Table 10 provides the summary of results on complete freedom and Risk transfer on Strategic implementation of Root foundation Rwanda. The results indicate that Hands-off ($\beta_1= 0.042$, $t=4.710$ $p\text{-value}=0.000<0.05$), and junior complete freedom ($\beta_3= 0.063$, $t=4.983$, $p\text{-value}=0.000<0.05$) have positive and significant effect on Strategic implementation of Root foundation Rwanda, while Own problems solving ($\beta_2= 0.006$, $t= 0.106$, $p\text{-value}=916>0.05$) has positive and insignificant effect on Strategic implementation of ROOT Foundation Rwanda. This shows that 1 per cent increase in Hands-off, and Junior complete freedom will lead respectively to 0.042% and 0.063% increase on Strategic implementation of Root foundation Rwanda in Rwanda,

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while 1 per cent increase in Own problems solving will lead to 0.006% increase on Strategic implementation of Root foundation Rwanda in Rwanda but insignificant.

4.1.5 Multiple linear regression on the effect of leadership style on Strategic implementation

Multiple linear regression was used to determine the effect of each predictor such as Transformational leadership styles (TRANSF), Transactional leadership style (TRANSAC), and Laissez-faire leadership style (LFS) as independent variables on Strategic implementation of NGOs in Rwanda. The regression models were run to test whether the model is significant or not. The statistical significance was verified by the Coefficient (β), t-statistic and Prob. In additional, statistically significant relationship between the dependent variable and independent variable from the model were accepted at 5% significance level. The analysis applied the Statistical Product & Service Solutions (SPSS) to compute the measurements of the multiple regressions for the study. Model relationship with leadership style these variables can be arranged in a function or equation as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where: Y = Strategic implementation of NGOs in Rwanda;

β_0 = Constant, β_1 , β_2 and β_3 = regression coefficients, X_1 = Transformational leadership styles, X_2 = Transactional leadership style, X_3 = Laissez-faire leadership style and e = error / confounding variables

Table 11: Model Summary on effect of leadership style on Strategic implementation

Model	R	R Square	Adjusted R Square	Std Error of the estimate
4	.739a	0.546	0.538	0.30875

a. Predictors: (Constant), Transformational leadership styles (TRANSF), Transactional leadership style (TRANSAC), and Laissez-faire leadership style (LFS)

b. Dependent Variable: Strategic implementation

The results from the above Table 11, the value of coefficient of determination (R-Square) was 0.546 (54.6%) an indication that there was variation of 54.6% in Strategic implementation of Root foundation Rwanda was due to changes in leadership style which implies that the three independent variables (Transformational leadership styles, Transactional leadership style, and Laissez-faire leadership style) contributes to 54.6% on Strategic implementation as represented by R². Since the contribution of all factors either in the model or not in the model count 100%, therefore there are other factors that influence Strategic implementation of Root foundation Rwanda that are not included in the model which account for 45.4% towards Strategic implementation of Root foundation Rwanda.

Table 12: ANOVA between leadership Style on Strategic implementation

Model		Sum of squares	df	Mean square	F	Sig.
4	Regression	25.123	3	6.281	65.886	0.000a
	Residual	20.877	91	0.095		
	Total	45.999	94			

a. Predictors: (Constant), TRANSF, TRANSAC, LFS

b. Dependent Variable: Strategic implementation

The findings in the Table 12, indicate that the overall model was significant because calculated F statistic of 65.886 was large than the critical F ($V_1=3, V_2=219$) =2.26 and also because p-value calculated =0.000 is less than Critical p-value =0.05 level of significant. Therefore, this implies that the variables: Transformational leadership styles, Transactional leadership style, and Laissez-faire leadership style had significant contribution to the variation of Strategic implementation. Therefore, it can be concluded that the R and R² between leadership style and Strategic implementation of Root foundation Rwanda is statistically significant, and leadership style can significantly influence Strategic implementation. This demonstrated that leadership style significantly affects the Strategic implementation in Root foundation Rwanda.

Table 13: Regression coefficients between leadership style and Strategic implementation

Model	Unstandardized Coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	Beta		
	(Constant)	2.348	0.321	1.086	0.3
	TRANSF (X1)	0.172	0.027	0.134	0.009
4	TRANSAC (X2)	0.482	0.052	0.550	0.000
	LFS (X3)	0.455	0.097	0.313	0.000

Dependent variable: Strategic implementation

As per the SPSS generated table 13, the equation $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$ becomes:

$$\text{Strategic implementation} = 2.348 + 0.172X_1 + 0.482X_2 + 0.455X_3$$

The regression equation above has established that taking all factors into account (Transformational leadership styles, Transactional leadership style, and Laissez-faire leadership style are constant at zero, the Strategic implementation will be 2.348.

The regression results revealed that Transformational leadership styles has significance and positive effect on Strategic implementation as indicated by $\beta_1 = 0.172$, $p = 0.009 < 0.05$, $t = 2.630$. The implication is that an increase of one unit in Transformational leadership styles would lead to an increase in Strategic implementation by 0.172 units. Therefore, the study rejected the null hypotheses H_01 that stated that there is no statistical significant effect of transformational leadership style on the Strategic implementation in Root foundation Rwanda, as it was proven that transformation leadership style in Root foundation Rwanda had statistical significant effect on its Strategic implementation. These results are consistent with the findings by Umuganwa (2021) who examined how much transformative leadership has an impact on leaders' and their subordinates' behavior at ANLM in Rwanda, and whose results point to a strong correlation between transformative leadership and project success.

The regression results revealed that Transactional leadership style has significance and positive effect on Strategic implementation as shown by $\beta_2 = 0.482$, $p = 0.000 < 0.05$, $t = 9.318$. This shows that when there is an increase of 1 unit in Transactional leadership style, this would lead to an increase in Strategic implementation by 0.482 units. Therefore, the study rejected the null hypotheses that stated that there is no statistical significant influence of transactional leadership style on the Strategic implementation in Root foundation Rwanda, as it was proven that transactional leadership style in Root foundation Rwanda had statistical significant influence on its Strategic implementation. These results are in agreement with Abujarad (2020) who investigated how leadership styles affected how the strategy was carried out in the NGOs in the Gaza Strip, and findings revealed that strategic Implementation is positively correlated with transactional leadership, with average correlations of 78.2%.

The regression results revealed that Laissez-faire leadership style has significance and positive effect on Strategic implementation as indicated by $\beta_3 = 0.455$, $p = 0.000 < 0.05$, $t = 4.672$. The implication is that an increase of one unit in Laissez-faire leadership style will increase Strategic implementation by 0.455 units. Therefore, the study rejected the null hypotheses that stated that there is no statistical significant contribution of laissez faire leadership style on the Strategic implementation in Root foundation Rwanda, because it was proven that laissez faire leadership style in Root foundation Rwanda had statistical significant contribution on its Strategic implementation. These results are in agreement with Mukashema and Mulyungi (2020) who attempted to ascertain the impact of leadership on the strategic management of a company in the example of the Rwanda Governance Board, and the results demonstrated that a particular organization's strategic management can be influenced by a laissez-faire leadership style.

5.0 Conclusions

On the basis of findings from the fourth chapter, the study concluded that there is significant positive relationship between Strategic implementation of Root foundation Rwanda and leadership style where there is greater variation of 54.5% in Strategic implementation of Root foundation Rwanda was due to changes in Transformational leadership styles, Transactional leadership style and Laissez-faire leadership style. The findings also implied that the Strategic implementation of Root foundation Rwanda has been measured in terms of corporate strategy, functional strategy and operational strategy. Also, based on the result showed from the test of hypotheses, all null hypotheses were rejected at 5% level of significance as shown in ANOVA tests (table 4.10, 4.13, 4.16 and 4.19) due to the fact that the results indicated that there is positive and significant effect between variables. Therefore, objectives of this research were so achieved very well. .

6.0 Recommendations

This research has shown that leadership style has a significant influence on the Strategic implementation of NGOs in Rwanda. It is therefore important for Root foundation Rwanda managers to ensure that there are well-functioning leadership style in place. However, in line with some weaknesses found within the research, the following recommendation are proposed to improve the Strategic implementation of NGOs in Rwanda:

- i. The findings showed that respondents disagreed with a statement stating that In Root foundation Rwanda, It is expected of subordinates to find solutions on their own with a low mean of 2.33. Hence, the study recommends that Root foundation Rwanda may allow employees to have confident in making decisions at their own, but in the same line with the organizational policy.
- ii. Based on findings from respondents, the research proved that respondents disagreed that Root foundation Rwanda was efficient in fulfilling its mission program by comparing its budget against total expenses during the period 2018-2021, as indicated by a low mean = 2.91 and SD 0.58. Hence, the study recommends that Root foundation Rwanda ensure its expenses should be proportional to its budget in order to ensure the efficiency in its mission fulfilling.

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