



Towards Successful Strategy Implementation through Overcoming Individual Impediments

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ABSTRACT

Regardless of the nature and type of the business, they are struggling to transform their strategies into effect in a successful manner. Certain unique features of the business and dynamic business environment where business operate make strategy implementation more difficult and a challengeable task. Hotel industry is one of the labour intensive industries and is highly sensitive to the fluctuations of demand. Due to these unique characteristics, hotels are also confronting insurmountable obstacles when they are going to make strategies work. This paper intends to explore the Individual Impediments which Sri Lankan Star Hotels face during the strategy implementation and propose remedies to overcome those barriers. In order to flesh out the real situation in this problematic and less glamorous area, 39 General Managers of beyond two Star Hotels were interviewed with a questionnaire. Consistency and Stability were measured to establish the Reliability of the data and Convergent, Discriminant and Content Validity were used to ensure the goodness of the instruments. Results revealed that Star Hotels face four major Individual Impediments during the strategy implementation. The great impediment is the reluctance of individual to change, while least adverse effect is given by the lack of commitment of the employees. Lack of capabilities required and motivation of the employees give a moderate negative impact. Establish an effective change management system, a comprehensive capability and skill audit should precede strategy implementation and introduce effective motivation, training and development programs for employees are the remedies for overcoming these impediments.

KEYWORDS: *Individual Impediments, Strategy Implementation, Star Hotels.*

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Introduction

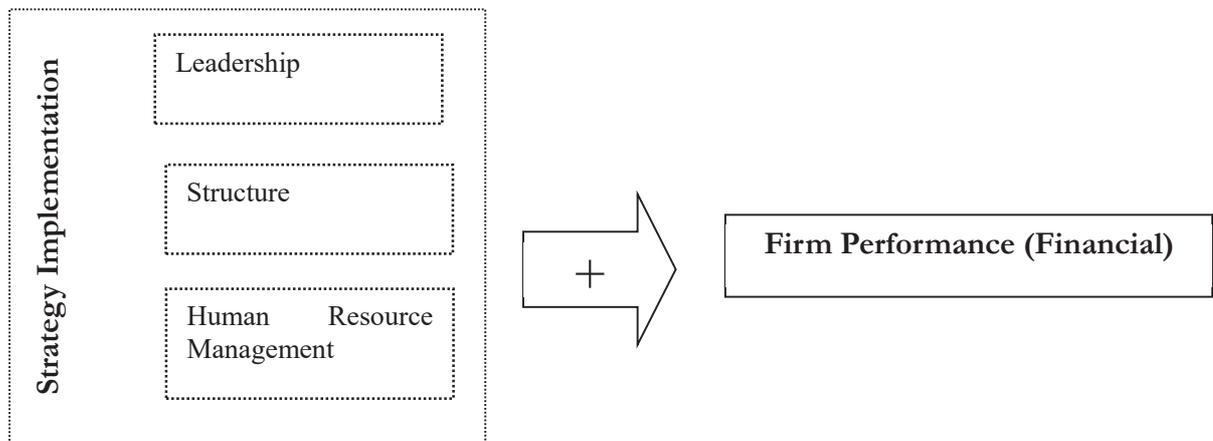
The hotel industry is a major sector of the Tourism Industry, which, in turn, is one of the most rapidly expanding fields in the service industry (Go and Pine, 1995). Cho (2005) identifies several unique attributes in the hotel industry: severe competition, extremely sensitive to fluctuations in demand, hotels offer perishable products and a labour intensive with an emphasis on personal service. Cho (2005) claims that the hotel industry operates in a dynamic business environment in which elements of the general and task environment directly impact on the overall business operation. In order to successfully grab the business opportunities arising from the external environment and conquer the unfavorable conditions in this environment, hotels have to formulate effective strategies first and then they have to be implemented successfully. Implementing strategies successfully is vital for any organization, either public or private. Without implementation, even the most superior strategy does not make any sense. Although formulating a consistent strategy is a difficult task for any management team, making that strategy work throughout the organization is even more difficult (Hrebiniak, 2006). Thompson & Strickland (2003) emphasize that the strategy-implementing /strategy-executing task is the most complicated and time-consuming part of Strategic Management. Noble (1999a) notes that the best-formulated strategies may fail to produce superior performance for the firm if they are not successfully implemented. Raps (2004) found that the rate of successfully implemented strategies is between 10% and 30%. Corboy & O'Corrbui (1999) define the obstacles as "deadly sins of strategy implementation" and go on explaining them as follows: a lack of understanding of how the strategy should be implemented, customers and staff not fully appreciating the strategy, unclear individual responsibilities in the change process, difficulties and obstacles are not acknowledged and ignoring the day-to-day business imperatives. Alashloo, Castka & Sharp (2005) categorized the reasons for the failure of implementation of strategies under four main headings: i) Planning Consequences, ii) Individual Issues iii) Organizational Issues and iv) Managerial Issues.

In this respect, it is apparent that there is much necessity to investigate the major reasons behind the failure of strategy implementation in Sri Lankan context. This study is designed to explore the real situation in the Individual Impediments in Strategy Implementation in the star hotels in Sri Lanka.

Review of Literature

There is no universally accepted definition for strategy implementation. Large number of definitions had been derived for the strategy implementation by scholars and researchers. The following definitions are included here considering the natures and area of this study. Noble (1999b), Strategy Implementation is the process that turns plans into action and ensures that such plans are executed in a manner that accomplishes stated objectives in the planning. Implementation is the total of the activities and choices required for the execution of a strategic plan Smith & Kofron (1996). Implementation is a series of interventions concerning organizational structures, key personnel actions, and control systems designed to control performance with respect to desired ends Noble (1999a). Hrebiniak (2005) claims that the execution of strategy is not merely as clear and understood as the formulation of strategy. Parnell (2008) explains strategy implementation through the concepts of participation, conception, and commitment that affect the dissemination of the strategy. Wheelen and Hunger (2006) have identified a few important activities involved in strategy implementation ; (1) involving people from all organizational levels in strategy implementation, i.e. allocating the responsibility for strategy execution; (2) developing programmes, budgets and procedures; (3) organizing for strategy implementation; (4) staffing (matching the managers and employees with the strategy); and (5) leading by coaching people to use their abilities and skills most effectively and efficiently to achieve the organizational objectives. Strategy implementation is affected by number of factors. According to David (1989) Motivation, leadership and direction skills and co-ordination affect the implementation of strategy. Strategy implementation relies on Leadership, facilitating global learning, developing global managers, having a matrix structure and working with external companies Hrebiniak (1992). McKinsey (1982) clearly mentions following factors that affect the strategy implementation; structure, style, staff, shared values, skills, system and strategy. Action planning; organizational structure; human resources; the annual business plan; monitoring and control had been identified by Birnbaum (2007) as the affecting factors in strategy implementation. Dobni, Dobni and Luffman (2004) mentioned three primary reasons of failures of traditional approaches to strategy implementation fail. First, marketing strategies supporting a product or service quickly become generic and easily copied. Second, brilliant strategies do not always succeed, often succumbing to not so brilliant implementation processes. Lastly, there is often a failure to recognize the contributions that employees can have on strategy implementation. They attribute the failure to organization's ability to provide a sufficient operational interface between the environment and the organization. Al-Ghamdi (1998) identified six primary implementation problems during the strategy implementation process:

Implementation taking more time than originally anticipated, Problems surfaced, which were not identified before, Coordination and implementation activities not effective, competing activities distracting implementers, Key implementation tasks and activities not sufficiently defined, Information systems are not capable for monitoring the implementation process. Sterling (2003) has identified eight reasons for strategy implementation failure in an organization; unanticipated market changes, Lack of senior management support, Effective competitor responses to strategy, Application of insufficient resources, Failure of buy-in, understanding and communication, Timeliness and distinctiveness, Lack of focus, Bad strategy, poorly conceived business models. Wessel (1993) pointed out many individual barriers hindering successful implementation of strategies. They are; conflicting priorities, insufficient top team functions, a top down management style, inter-functional conflicts, poor vertical communication and inadequate management development. Rahimnia, Polychronkis & Sharap (2009) have identified five impeders of strategy implementation such as Impediments of Planning Consequences, Individual Impediments, Organizational Impediments, Managerial Impediments and Environmental Impediments. Inadequacy of knowledge, capabilities, skills, attitudes and appropriate individual characteristics of the employees that require implementing strategies is defined as the individual impediments by Rahimnia et al (2009). Alexander (1985), Al-Ghamdi (1998), Freedman (2003), Okumus and Hemmington(1998), Pechlaner and Sauerwein(2002), Okumus(2001) and Johnson and Scholes (1997) have presented the following as the indicators of the domain of individual impediments of strategy implementation. Lack of enough capabilities of employees, Resistance to change among people, Resistance to change among units, Fear of insecurity in the new territory, Lack of understanding of the strategy, Inadequate connection to the vision, Lack of enough motivation of employees, Lack of employee commitment. This study relies on the relationship between the strategy implementation and organizational performance. Vasconcellos e Sa (1990) claims that a well formulated but badly implemented strategy, will be effective, on the other hand, correct implementation of a haphazardly formulated strategy will be efficient but not effective. Firms need both effectiveness and efficiency to optimize their performance. Sorooshian (2010) found an empirical relationship between strategy implementation and the performance of the firm through a study. Well formulated projects merely provide superior performance for the firm when they are inefficiently implemented strategies Sorooshian (2010). Research carried out by Sorooshian (2010) confirmed that strategy implementation plays a positive role in achieving financial performance of firm.



Figurer: 1.1 Relationship between Strategy Implementation and Financial Performance of Firm
Source - Venkatraman and Ramanujam (1986)

Rappaport (1981) claims that managers of profit seeking organizations strive to maximize firm performance through successful implementation of strategies. Implementation is important to firm performance because strategies do not add value unless properly implemented Heide, Gronhaug, and Johannessen, (2002). Kaplan & Norton (1992) suggest that the Balanced Scorecard model is one of a number of Performance Measurement and Management tools used in the hospitality industry in order to execute Strategy. Philips and Louvieris (2005) show that Hilton Hotel chain has been using Balance Scorecard tools in order to measure the performance since 1994. As identified by Quintano (2010), the following have been considered as hospitality industry related balance scorecard objectives that have been revealed through literature review and qualitative interviews with stakeholders in the Superior-hotel category:

- A. The customer dimension:
 - I. Increase in market share
 - II. Increase in meeting, incentives, conference and exhibition conversation rate
 - III. Increase in repeat business
 - IV. Increase in guest satisfaction
 - V. Improve customer profitability
 - VI. Increase brand awareness

- B. The employee dimension:
 - I. Adherence to recruitment procedure
 - II. Training and development program
 - III. Performance appraisal completed
 - IV. Control of staff turnover
 - V. Increase in company knowledge
 - VI. Control payroll as percentage of turnover

- C. The internal process dimension:
 - I. Reservation efficiency
 - II. Improve check-in efficiency
 - III. Time and motion cleaning of rooms
 - IV. Food and beverage cost efficiency
 - V. Control property maintenance
 - VI. Improve check-out efficiency

- D. The financial dimension
 - I. Increase average room rate
 - II. Increase revenue per available room
 - III. Increase non- room revenue
 - IV. Control variable cost
 - V. Reduce fixed cost
 - VI. Reduce collection period

Methodology

This research problem was investigated using the General Managers' viewpoints on the Individual Impediments in strategy implementation of the star hotels. Therefore, the Unit of Analysis and Population of the study are star grade hotels in Sri Lanka. Hotels which are beyond two star were selected to gather required information for the study. One and two Star class of hotels have been omitted from the investigation due to in absence of systematic organizational set up for adopting the strategic management process systematically.

The study aims at investigating the Individual impediments of strategy implementation in star hotel in Sri Lanka; therefore, data were gathered from the General Managers of selected hotels. Bart, Bontis and Tagger (2001), Hopkins and Hopkins (1999) Conant, Mokwa and Varadarajan (1990) postulated that the General Manager of the organization is the most appropriate person to provide a valid response to questions related to strategy. In Sri Lankan context too, the General Managers of hotels directly are involved in strategic management process, therefore, they have a very clear sense about the entire strategic management process in the hotel compared with other functional level managers in hotel establishments.

As described above, the required data were collected from the General Managers of the star class hotels through interviews with a questionnaire prepared based on the literature and the previous standard questionnaire. In order to obtain the reliable and complete responses from each General Manager, researcher facilitated to identify the questions and further clarify the unknowing areas during the data collection stage. The questionnaire prepared in this respect consists of four sections; the first section is designed to identify the demographic characteristics of the hotels such as nature of the ownership and star class. Second section of the questionnaire focused on addressing the Impediments of strategy implementation. The next section focused on the performance of hotels under four subcategories used in Balance Scorecard; Financial Perspective, Customer Perspective, Internal Business Process and Learning and Growth. The last question intended to identify the remedies adopted by Managers of hotels in order to overcome the Individual Impediments of strategy implementation. All questions in the section two and

three were designed based upon the five point Likert Scale from Strongly Disagree to Strongly Agree. It was planned to assign values from 01 to 05 for the answer given by the General Managers. One was assigned for Strongly Disagree and five for Strongly Agree respectively. In order to identify what are the major Individual Impediments of strategy implementation? And the prevailing situation of them, Means and Standard Deviations were taken into account. In order to test whether Individual impediments of strategy implementation vary in terms of star class of the hotels one way ANOVA was performed. Pearson Product Moment Correlation is the most appropriate measure for interval and ratio scale. Value of Correlation Coefficient determines the strength of the relationship and the sign of the Correlation Coefficient indicates whether variables change in the same direction or in opposite directions. Therefore, Value and Sign of the Pearson Product Moment Correlation were taken into account so as to determine the direction and strength of the relationship between Individual Impediments and the Performance of the Star Hotels.

Goodness of the instruments in this study was measured using both Validity and Reliability tests. Content and Construct validity of the research instruments were established to assure the Validity of instruments. Contents Validity of measurements in the study was established a thorough and comprehensive literature review and considering the viewpoints and ideas of experts. Construct Validity was established through Factor Analysis. Convergent and Discriminant Validity of measurements were determined using the results of Factor Analysis. Stability and Consistency of instruments were assessed calculating Test retest Reliability and Inter Item Consistency Reliability of instruments respectively. The most popular test of inter item consistency reliability is Cronbach's alpha was used.

Factor Analysis was employed to determine the Construct Validity of the instruments of this variable. For this purpose, Correlation Matrix for the variable was generated. Results of Correlation Matrix: Correlation Coefficient, Level of Significance and Determinant of Correlation Matrix were considered for assessing the Convergent and Discriminant Validity of the instruments. Multicollinearity and Singularity of instruments were identified based upon the value obtained for Correlation Coefficient and Determinant of Correlation Matrix. Kiser-Mayer-Olkin measure was considered to determine the adequacy of sample. In order to identify, whether original correlation matrix is an Identity Matrix, Bartlett's test of Sphericity and level of significance were taken into account. Finally, Composite Reliability (CR) and Average Variance Extracted (AVE) were computed out in order to assess the appropriateness of the Factor Analysis.

In the Correlation matrix, Correlation Coefficient should be greater than 0.3 according to Cohen's (1989) criterion. An instrument that does not have a minimum correlation value of 0.3 is considered to be out of the construct (Non-Convergent). At the same time, higher correlation value (than 0.9) indicates that two dimension are measuring the same aspects. This higher correlation values shows the lack discrimination. Value of Determinant of Correlation matrix should be greater than 0.00001. Kaiser (1974) recommends that accepting values of KMO should be greater than 0.5 ($KMO > 0.5$). Hutcheson and Sofroniou (1999) claim that value between 0.5 and 0.7 are mediocre, value between 0.7 and 0.8 are good, value between 0.8 and 0.9 are great and above 0.9 superb. P value of Bartlett's test of Sphericity should be less than 0.001 and level of significance should be less than 0.5. Fornell & Larcker (1981) recommend the threshold of Composite Reliability is greater than 0.6 ($CR > 0.6$) and Average Variance Extracted is greater than 0.5 ($AVE > 0.5$).

Before applying statistical tools for the data, it is a prerequisite to testify, whether these data are normally distributed. In order to identify this characteristic of the data, both graphical and numerical methods of testifying the normality were applied for the performance of star class hotels in Sri Lanka. At the beginning, a Histogram and a Normal Q-Q plot were drawn for the performance of star class hotels as graphical methods. Subsequently, as a numerical method, Shapiro –Wilk test was performed to test the normality of performance of star class hotels.

With the intention of identifying the Multicollinearity of the impediments of strategy implementation, Test of Multicollinearity was performed. The Variance Inflation Factor (VIF) and Tolerance are widely used measure for determining the Multicollinearity of a particular independent variable with the other independent variables in a regression model. When VIF value is closer to 1, collinearity is not a problem. However, there is no exactly recommended threshold limit for VIF value. According to Pan & Jackson (2008) recommendations the maximum VIF value is as 4 and Tolerance value should be closer to 1.

Results and Discussion

Reliability Coefficient of the data was computed out in order to determine the Stability of the instruments. In assessing the Reliability Coefficient, General Managers of Earl's Regency, Mahaweli Reach, Amaya Hills, Chaya Citadel, Tree of Life, Heritage Kandalama, Sigiri Village, Chaya Village, Cinnamon Lodge and Palm Garden Village Hotel were interviewed using the questionnaire. Three weeks later, the same respondents were interviewed and collected the data for the same questionnaire. Reliability Coefficient for

these data was calculated using Microsoft Exceles. The value of the Reliability Coefficient is 0.978, which manifests that the Stability of the instruments across the time is very high and it is a better Test-Retest Reliability ratio for proceeding forthcoming steps of this study. In order to assess the Internal Consistency of the respondents' answers, the commonly used test of Inter Item Consistency Reliability is Cronbach's alpha was computed. Nunnally & Berstein, (1994) claim that, if Cronbach alpha value is greater than 0.7, which indicates a satisfactory Inter Item Consistency for the instruments. Cronbach's alpha value for this variable is 0.786. This value manifests that measuring instruments of the variable hold a satisfactorily Inter Item Consistency.

In order to establish the Content Validity of the instruments in this study, a thorough and comprehensive literature review was conducted and subsequently measuring instruments of each variable were derived, viewpoints and ideas of experts were taken into consideration in instruments developing stage of the study and representative population was selected. Since, it can be assured that measuring instruments of all variables of the study delineated the concept. As a result instruments demonstrate a higher Face Validity. For the purpose of determining the Construct Validity of the instruments of Individual Impediments of strategy implementation, Factor Analysis was employed. At the same time, Composite Reliability and Average Variance Extracted values of Individuals Impediments were taken into account for evaluating the goodness and appropriateness of the measures and Factor Analysis for this variable.

Table 1.2 Total Variance Explained of Individual Impediments

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.450	61.244	61.244	2.450	61.244	61.244
2	.718	17.940	79.183			
3	.457	11.413	90.596			
4	.376	9.404	100.000			

Extraction Method: Principal Component Analysis

Table 1.2 depicts the results taken from the Factor Extraction under the method of Principal Component analysis. According to the results, one factor was extracted and, which can describe 61.24% of variance in Individual Impediments of strategy implementation.

Table 1.3 Component Matrix of Individual Impediments

	Component
	1
Employee Motivation	.820
Capabilities	.804
Employee Commitment	.789
Resistance Unit	.712

Component Matrix of the Individual Impediments shows the Factor Loading Values of each instrument of Individual Impediments. According to the results shown in the Table 1.3, all values are greater than 0.5, which manifests that they are above the threshold limits. Further, Component Matrix ensures the appropriateness of the Factor Analysis for Individual Impediments of strategy implementation.

Table 1.4 Results of the Factor Analysis of Individual Impediments

Component	Value	Level of Significance
Correlation Coefficient	0.366≤CC≥0.618	0.000
Determinant of Correlation Matrix	0.302	
Kiser-Mayer-Olkin measure (KMO)	0.745	
Bartlett's test of Sphericity - Chi-Square	42.92	0.000
Composite Reliability (CR)	0.862	
Average Variance Extracted (AVE)	0.612	

Correlation Coefficient values of each instrument of Individual Impediments of Strategy Implementation are located between 0.366 and 0.618. Levels of significance of each instrument of the variable are also 0.000. Also Determinant of Correlation Matrix is 0.302. These results show that instruments of Individual Impediments are free from Multicollinearity and Singularity. According to the results, these instruments demonstrate the Convergent and Discriminant Validity. Kiser-Mayer-Olkin measure is between 0.7 and 0.8, which ensures the sample adequacy of the study is good. Bartlett's test of sphericity and Level of Significance are also at the accepted level, which confirmed that original Correlation matrix is an identity matrix. Values of the Composite Reliability and Average Variance Extracted are also at the accepted level and, which manifest the appropriateness and goodness of the instrument for Individual Impediments. Test of normality was conducted in order to testify whether dependent variable is normally distributed. For this purpose, both graphical and numerical methods were employed. Further, Box Plot was used to identify, whether there are outliers of the Performance of hotels.

Table 1.5 Results of the Test of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Hotel Performance	.086	39	.200*	.985	39	.869

The above Table presents the results from two commonly used tests of the Kolmogorov-Smirnov Test and the Shapiro-Wilk Test. The Shapiro-Wilk Test is more appropriate for small sample sizes (Sample size < 50). Hence, results of Shapiro-Wilk test were taken into account to assess the normality for dependent variable of this study. According to the results, level of significance is used to identify the normality of a variable. According to the table, level of significance is 0.869, which manifests the hotel Performance is normally distributed.

According to the results shown in the Table 1.6, VIF value of Individual Impediments of strategy implementation is very closer to 1 and Tolerance value is also very high (closer to 1). These results manifest that Individual Impediments of strategy implementation are free from collinearity problems. Further, these results ensure that predictors of the model of the study are not intercorrelated.

Table 1.6 Results of Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
Individual Impediments	0.608	1.646

Table 1.7 shows the Mean values and Standard Deviations of Individual Impediments and its dimensions. As shown in the Table 1.7, highest Mean (4.564) was recorded by the Resistance to change among the unit and its Standard Deviation is 0.552. Employee Commitment records the least Mean (4.33) with the Standard Deviations of 0.477. Both Capabilities and Employee Motivation record the same Mean of 4.41 with the Standard Deviations of 0.552 and 0.594 respectively. Further, overall Mean and Standard Deviation of Individual Impediments of strategy implementation are 4.429 and 0.425 respectively.

Table 1.7 Mean and Standard Deviation of Individual Impediments

Description (Variable/ Dimensions)	Mean	Standard Deviation
Resistance to change among unit	4.564	0.552
Capabilities	4.410	0.552
Employee Motivation	4.410	0.594
Employee Commitment	4.333	0.477
Individual Impediments	4.429	0.425

According to the results depicted in the Table 1.7, Employee resistance to change among the unit is the major issue in Individual Impediments of strategy implementation in star hotels in Sri Lanka. Employee Commitment is a minor problem in strategy implementation compared with other issues in Individual Impediments of strategy implementation. On the other hand, Capabilities and Employee Motivation also become considerable issues in Individual Impediments of strategy implementation in star hotels in Sri Lanka.

These results are consistent with the results of the previous researches done in this discipline. Table 1.8 depicts the comparison of these results and findings of the past studies in this area.

Table 1.8 Comparisons of Findings of Past Studies

Literature Review findings	Literature Sources	Findings of the Current Research
Individual Impediments		
1) Lack of enough capabilities of employees 2) Resistance to change among people 3) Lack of enough motivation of employees 4) Lack of employee commitment	Al-Ghamdi (1998), Okumus and Hemmington (1998), Noble (1999b), Dobni (2003), Aaltonen and Ikavalko, (2002), Pechlaner and Sauerwein (2002), and Beer and Eisenstat (2000).	1) Individual demonstrated a resistance to change among the people when implementing strategy in star hotels in Sri Lanka 2) Individual demonstrated lack of capabilities in implementing strategies in star hotels in Sri Lanka 3) Employees demonstrated lack of motivation to implement strategies in star hotels in Sri Lanka 4) Employees are not committed to implement strategies in star hotels in Sri Lanka

According to the results shown in the Table 1.9, Three Star hotels record the highest Mean (4.520) with the Standard Deviation of 0.445 while the least Mean is recorded by the Four Star hotels. Result obtained from the ANOVA indicated that Mean difference is not statistically significant at the level of 0.05 ($F= 0.737$) ($P= 0.486$).

Table 1.9 Distribution of Mean and Standard Deviation of Individual Impediments with Star Grade

Star Grade	Mean	Standard Deviation
Three Star	4.520	0.445
Four Star	4.300	0.468
Five Star	4.441	0.390
Total	4.429	0.425

According to these results, they manifest that Individual Impediments of strategy implementation do not vary in terms of the star grade of the hotels in Sri Lanka.

As results indicated in the Table 1.10, Correlation Coefficient between Individual Impediments and Hotel Performance is -0.477. Results indicate that Individual Impediments are negatively correlated with the Hotel Performance. According to the value of the Correlation Coefficient, it demonstrates a Negative Weak relationship between these two variables. This relationship is statistically significant ($p= 0.002$) at the level of 0.01. Further, it can be manifested that increasing the impact of the Organizational Impediments of strategy implementation decreases the performance of the star grade hotels in Sri Lanka.

Table 1.10 Results of Correlational Analysis between Individual Impediments and the Hotel Performance

Variable	Correlation Coefficient (r)	P Value
Individual Impediments	-0.477	0.001

** . Correlation is significant at the 0.01 level (two-tailed).

Regression Coefficient between Individual Impediments and the Hotel Performance is -0.477 and this value is statistically significant at the level of 0.001.(t=7.160)(p=0.000). Coefficient of Determination between these two variables is 0.228 at the level of 0.05 (F= 10.919) (p=0.002). This value is also statistically significant at the level of 0.05.

Table 1.11 Results of Regression Analysis between Individual Impediments and Hotels Performance

Variable	Coefficient			R ²	ANOVA	
	β	t	P		F	P
Individual Impediments	-0.477	7.160	0.000	0.228	10.919	0.002

According to Regression Coefficients, Individual Impediments of strategy implementation give a considerable negative impact on the performance of star class hotels. When increasing the impact of Individual Impediments of strategy implementation, Performance of star class hotels considerably decreases. Individual Impediments of strategy implementation can explain a 22.8% of variation in the performance of star class hotels in Sri Lanka.

Conclusion and Recommendation

Conclusion of this empirical study was drawn based upon the all aspects of findings through data analysis and literature in the research area. All types of star class hotels operated in Sri Lanka confront four major individual impediments such as resistance of individual to change among the people and unit when implementing strategy, Individual demonstrated lack of capabilities in implementing strategies; employees demonstrated lack of motivation to implement strategies and employees are not committed to implement strategies. Among these Impediments, resistance of individual to change among the people and unit when implementing strategy is the serious problems in all-star hotels whereas lack of commitment of employees of star hotels becomes a minor problem. When considering the existing relationship between individual impediments of strategy implementation and performance of star class hotels, it demonstrates a negative weak relationship. These results manifest that individual impediments hamper the successful strategy implementation while obstructing the achievement of the superior performance.

Transforming strategy into action is complicated and difficult task. Empirical evidence and literature have shown that implementation is fraught with difficulties and generally falls short of performance. Successful strategy implementation requires change and varies according to the circumstances and environmental conditions. Therefore, management is required to establish an effective change management system with the implementation of new strategy so as to eliminate anxiety, suspiciousness and distrust in the employees in the hotel. Successful implementation of crafted strategies demands varying levels of capabilities and skills from the existing crew members of the hotel. Comprehensive capability and skill audit should precede implementation in all departments of the hotel by executive officers with the assistance of Human Resource Department of the hotel. Subsequently, Managers are advised to establish effective and proper training and development programs and plan new recruitments as necessary.

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