INFLUENCE OF PROJECT LEADERSHIP ON IMPLEMENTATION OF ENTERPRISE RESOURCE PLANNING SYSTEMS AMONG ALCOHOLIC BEVERAGE MANUFACTURING FIRMS IN KENYA

A RESEARCH STUDY SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF PROJECT MANAGEMENT, SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI

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DECLARATION

I, the undersigned, declare that this is my original work and has not been previously presented for the award of any degree in any other university.

Signature: …  **……. Date: 1.09.2023**

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APPROVAL

This study has been submitted for examination with my approval as the university supervisor.

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LIST OF ABBREVIATIONS

BP- Breusch-Pagan

ERP- Enterprise Resource Planning

ICT- Information and Communication Technology

KCSE- Kenya Certificate of Secondary Education

SW- Shapiro-Wilk

VIF- Variance Inflation Factor

ABSTRACT

Project implementation requires robust leadership as it is a critical phase that significantly influences overall project success. Whilst implementing an ERP system integrates core business functions building efficiency, doing so in the best way is often a challenge. ERP systems are highly linked systems and therefore are complex projects to plan and execute. A number of studies have focused on critical success factors in respect to project implementation but few have focused on project leadership components and also on alcoholic beverages manufacturing entities. In this study, project leadership was hypothesised as a determinant in implementation of ERP systems by Kenyan companies that produce alcoholic beverages. The specific goals were to link leadership experience, leadership skills, leadership style and leadership control and implementation of enterprise resource planning systems among alcoholic beverage manufacturers. This inquiry was anchored on Trait Theory of Leadership, Contingency Theory of leadership and Social Exchange theory. The problem identified in this inquiry addressed using a descriptive research design. This inquiry had its target population being all alcohol manufacturers in Kenya. The sample frame composed of registered alcoholic entities in Kenya that there were 35 firms registered and legalized to manufacture alcoholic beverages. The findings showed that project leadership accounted for moderate variation in implementation of projects, R^2=0.21, p=0.000. Results showed that leadership experience significantly and positively affected implementation β=0.342, p=0.030, leadership style had significant positive link with implementation of project β=0.547, p=0.006, leadership control had a positive non-significant effect on implementation of projects, β=0.258, p=0.216 and leadership skills had a positive and significant effect on implementation of projects, β=0.136, p=0.039. The study recommended robust training to project leaders. Project leaders should train more so as to acquire robust project leadership that would enhance project delivery.

CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Aptly, project implementation requires robust leadership as it is a critical phase of project management that significantly influences overall project success. Pham and Kim (2019) noted that project leadership entails aligning of resources to realize project goals. Moreover, project leadership is concerned with offering direction to project teams through which desired ends are met. Apt project leadership boosts on time and costs savings hence enhancing project efficiencies. Most effective leadership in respect to project implementation aims at addressing challenges occurring in the external and internal environments in a timely fashion (Podgórska & Pichlak, 2019). For example, projects are undertaken under specific guidelines where tasks and activities are scheduled and resources allocated to them calling for swift project leadership. Inherently therefore, only where project leadership is apt do project performs (Daniel & Ugochuku, 2020).

Globally, project leadership has changed over the years resulting to new characteristics and behaviors which play a role on project implementation. According to Daniel and Ugochuku (2020) project leadership is not solely concerned with giving directives but also entails training employees, imparting knowledge, sharing competencies and effectively placing right resources with the right people where appropriate to lead to success of projects. Moreover, project leadership motivates and creates a sense of team work and inspires staff towards a common goal. Poor project leadership is a key ingredient for project implementation failures (Ukaidi, 2016).

The construct of project leadership in Africa is dynamic due to diverse practices. For instance, In Nigeria, project leadership is considered a prerequisite need for excellent delivery of projects (Igwe & Ude, 2018). Project planning and implementation is only effective where resources are well planned for. There are several reasons why project leadership is highly regarded in Sub-Saharan Africa. Firstly, project leadership entails a combination of skills and experiences in best ways to foster project implementation (Damoah & Kumi, 2018). This means that project leadership is over and above management of project as it focuses on prudent utilization of all classes of project resources.

Secondly, project leadership focus on entire processes in a project from employee training to resource integration (Kwofie, Botchway, & Abanyie, 2018). A project leader offers technical skills and cognitive skills to employees in order to improve their capabilities and competencies. At the same time, a project leader is constantly looking for ways to motivate and reward employees in different positions while appreciating their different personalities (Damoah & Kumi, 2018).

1.1.1 Project Leadership

Project leadership is defined as a way of steering a team to accomplish project goals (Anderes, Yudi, Aditya, Leo, & Haron, 2019). Thus, project leadership is where a project manager has apt and robust skills, knowledge, competencies and behavior to guide and direct a team to ensure project delivery. Moreover, project leadership is taking up responsibilities of various project tasks and activities to realize and achieve project goals. Still, project leadership is viewed as a science and an art of creating a conducive work environment in order to realize project goals (Pham & Kim, 2019). Project leadership is a science since it follows a set of principles that keep the project team together to realize the project ends in the most effective ways possible (Zaman et al., 2020). For instance, it entails staff motivation, training, resource allocation and commitment towards project goals. There are several constructs that characterizes project leadership. Notably, a project leader is a person with utmost honesty, reliable, loyal and observes ethical considerations (Raziq et al, 2018). More so, a leader attached to a project leads by example and gains trust from other team members which ultimate to efficient achievement of project goals (Zheng, et al., 2021).

In this study, four constructs of project leadership were investigated. These are leadership experience, leadership style, and leadership control and leadership skills. Leadership experience is a characteristic that exists where a project team leader is able to lead people in different environmental settings (Pichlak & Podgórska, 2019). A project is undertaken in different phases at different times with different types of risks. Leadership experience seeks to steer the team in dealing with risks and ensuring that project goals are achieved. Moreover, leadership experience exist where a leader is able to effectively train and disseminate information as required to facilitate achievement of goals (Chamtitigul & Li, 2021).

Leadership style refers to leader's attributes in undertaking management roles (Zheng, Wu, Xie, & Li, 2019). In project management, a leader is responsible in directing, guiding and managing groups of people who are in turn responsible for performing tasks and activities. Leadership style is effective where a leader is able to motivate team members to perform tasks in cost effective ways. On the contrary, poor leadership exist where managers are ego-centric and do not offer opportunities for other team members to perform tasks, create or be innovative (Anderes, Yudi, Aditya, Leo, & Haron, 2019).

Leadership skills entails competencies in making decisions (Zheng, et al., 2021). A project leader is tasked and must make critical decisions in various circumstances during the life cycle of a project. In project implementation, environmental factors change from time to time and this necessitates the project leader to take decisive actions to prevent projects from stalling. An effective project leader must be able to handle crises without losing integrity, possess substantial problem solving skills, is dependable by other team members and motivates others in team building (Chamtitigul & Li, 2021). Moreover, leadership skills are essential in training staff on handling critical steps in project implementation. At the same time, leadership skills relating to effective communication and interpersonal relationship building are important in fostering team work which can improve project success.

Given that a project undertaking is done by people with varying skills, attributes and behaviors, a leader should be capable of controlling them to work as a unitary whole. Leadership control is an integral component of project management as it creates a system that governs relationships and how things are done (Budi, 2021). Moreover, leadership control entails setting of standards and living up as an example to ensure that tasks are performed as defined. Leadership control is an element that makes team members to adhere to project standards. Control is a fundamental attribute of leaders since it entails creation of measures to oversee project activities and tasks.

1.1.2 Project Implementation

The process that entails executing project plans in line with budgets into deliverables is known as project implementation (Daniel & Ugochuku, 2020). Project implementation involves performing tasks and activities outlined by work plans of a certain project to achieve desired goals.

Implementing a project is susceptible and complex it requires apt coordination of human resources and other resources to realize intended goals. It is a project phase that needs robust leadership to make plans a reality. Project leadership during execution stage is fundamental as it creates an environment that permits team spirit, knowledge sharing and enables overall coordination of resources to succeed (Budi, 2021).

Measuring success of project implementation is a subjective matter as different projects have varying objectives. At the end of executing a project, performance is evaluated in terms of cost incurred Vis a Vis the budgets, time spent and quality of output among other parameters (Kwofie, Botchway, & Abanyie, 2018)Therefore, when a project is completed on schedule, under budget, and satisfies expectations, it is said to have been successfully implemented. Implementation of enterprise resource planning systems among manufacturers is successful where the system is rollout and users are able to use it. In addition, an ERP system is successful where management is able to retrieve reports for ease of decision making. In this study, project implementation was measured in respect to how projects install ERP systems are rolled out within the time frame, efficiency in respect to financial budgets and ease of use.

1.1.3 ERP Systems Projects among Alcoholic Beverages Manufacturing Firms in Kenya

An enterprise resource planning system is a composite management program established through harnessing capabilities of Information, Communication and Technology (Ali & Miller, 2017). ERP systems focus on linking and integrating core businesses processes to streamline various business activities. In essence, ERP system entails linking of core businesses using information databases to facilitate decision making in respect to operations, material scheduling, and collaboration and enhance customer service. It is built on the tenet of creating value by integrating all major business activities in an organization (Jagoda & Samaranayake, 2017). Implementing ERP systems project is not an easy task since it is a resource intensive process, requires robust planning and must be mapped to all core business processes (Reitsma & Hilletoth, 2018). At the same time, implementing an ERP system is done in a timeframe in order to achieve its benefits before such systems are outdated. ERP systems are often being updated and therefore where an organization takes so much time to implement one, chances of achieving best efficiency results are limited (Heinzelmann, 2017).

Alcoholic beverages manufacturers in Kenya are involved in brewing beer and other beverages with alcohol contents like spirits and whisky. Alcoholic beverage production is an integrated processes that is efficient when highly mechanized. Use of ERP system in the firms is a useful tool for establishing a robust system of sharing information among various function to facilitate apt decision making (Maditinos, Chatzoudes, & Tsairidis, 2012). Moreover, the firms adopt ERP systems to improve on efficiency and enhance product quality. This is because, ERP system does not only focus on procurement but integrates customer service, production, storage and data management (Heinzelmann, 2017).

1.2 Research Problem

Whilst implementing an ERP system integrates core business functions building efficiency, doing so in the best way is often a challenge. To begin with, ERP systems are highly linked systems and therefore are complex projects to plan and execute (Heinzelmann, 2017; Reitsma & Hilletoth, 2018; Maditinos, Chatzoudes, & Tsairidis, 2012). At the same time, ERP system project implementation requires comprehensive project leadership from the side of project manager. Moreover, ERP project implementation calls for robust coordination in respect to time and resources allocation (Reitsma & Hilletoth, 2018). A number of studies have focused on critical success factors in respect to project implementation but few have focused on project leadership components and also on alcoholic beverages manufacturing entities. For instance, Oino et.al., (2016) focused on project performance among community based projects in Kenya. Results revealed that inadequate commitment, lack of employee involvement, technical aspects and political factors influenced project implementation. However, the study did not focus on ERP system projects as it is with current one. Still, it did not narrow down to project leadership as this current study did.

In other study, Meredith and MacDonald, (2017) focused on slum upgrading projects in Kibera, Kenya. Results showed that adaptive leadership improves project delivery. However, the study did not capture the four key constructs of project leadership as envisioned in this study. This study examines role of leadership experience, leadership control, leadership skills and leadership styles on ERP system project implementation. Abdalla (2017) inquired on determinants of project implementation among public entities in Kilifi County.

Results revealed that project managers' competencies, community participation are essential in realizing project success. However, the study had a wide scope while the current one narrows to examining to link leadership with implementation of projects. Secondly, the study dealt with public entities while the contextual placement of the current study is on alcoholic beverage manufacturers. In summary this study attempts to solve the research problem by addressing three major concerns. Firstly, most entities in Kenya have challenges in implementing ERP system projects. Secondly, there exist a conceptual gap as few studies have critically delved on project leadership. Lastly, a contextual gap exist none of the studies have focused on alcoholic beverages manufacturing firms. Thus, this inquiry investigated the link between project leadership and implementation of enterprise resource planning systems among alcoholic beverages manufacturing firms in Kenya.

1.3 Objectives of the Study

To investigate the relationship between project leadership and implementation of enterprise resource planning systems among alcoholic beverages manufacturing firms in Kenya.

Specifically, this study delved to:

i. To identify the influence of leadership experience and implementation of enterprise resource planning systems among alcoholic beverages manufacturing firms in Kenya.
ii. To determine the influence of leadership style on implementation of enterprise resource planning systems among alcoholic beverages manufacturing firms in Kenya.
iii. To establish influence of leadership control on implementation of enterprise resource planning systems among alcoholic beverages manufacturing firms in Kenya.
iv. To examine the influence of leadership skills on implementation of enterprise resource planning systems among alcoholic beverages manufacturing firms in Kenya.

1.4 Hypothesis of the Study

Drawing from the problem, the study examined four hypotheses listed hereunder:

Ho_1: There is no significant influence of leadership experience on implementation of enterprise resource planning systems among alcoholic beverages manufacturing firms in Kenya.

Ho_2: There is no significant influence of leadership style on implementation of enterprise resource planning systems among alcoholic beverages manufacturing firms in Kenya.

Ho_3: There is no significant influence of leadership control on implementation of enterprise resource planning systems among alcoholic beverages manufacturing firms in Kenya.

Ho_4: There is no significant influence of leadership skills on implementation of enterprise resource planning systems among alcoholic beverages manufacturing firms in Kenya.

1.5 Value of the Study

The value of this study is immense. To begin with, it seeks to establish role of project leadership on implementation of ERP systems among alcoholic beverages manufacturing firms in Kenya and therefore the results are useful in fostering management practice in the firms. The results can assist project managers get insights on value of adopting critical leadership attributes to achieve project goals in a timely fashion. Project managers can obtain empirical evidence on how to employ various constructs of project leadership to boost project implementation.

Secondly, the empirical outcomes of this inquiry are valuable to policy makers such as Kenya Association of Manufacturers. The outcomes may be used to inform policy makers in making policy guidelines that can promote achievement of project goals. Policy guidelines are essential if are derived from research. Moreover, other regulators other than those in Kenya can benefit from the results of this too in that it can be used as basis of making policy pronouncements.

Lastly, this study has theoretical value in respect to project management. The study is based on alcoholic beverages manufacturers and in future more studies can be done in other fields such as among steel manufacturing firms. This study adds to theoretical knowledge on project management that is available in the Sub-Saharan region.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

The second chapter explores and presents literature. The theoretical framework, project implementation factors, empirical review, conceptual framework, and a summary of the literature review are all presented in this part.

2.2 Theories of the Study

Theories are well thought and researched stipulations that explain on phenomenon. Theories tend to substantiate why concepts exist as they do. A theory provides an explanation on an occurrence in that it provides arguments for existence of phenomenon (Bennet & Nicholas, 2016). Theories are key in research as they aid in partly formation of research questions. In research, empirical testing of theories is paramount because it helps in answering research questions. At the same time, theories are instrumental in providing insights on how variables relate with others. In line with the predictors, this study is anchored on three theories namely; Trait Theory of Leadership, Contingency Theory of leadership and Social Exchange theory.

2.2.1 Traits Theory of Leadership

The major postulate of Traits theory of leadership is embedded on the argument that leadership is a function of personal in-born abilities. In essence, it views that personal attributes tend to influence how individuals organize other factors of production to act as unitary whole. The emergence of this proposition is from early scholarly discourses of (Carlyle, 1841) whose related personal traits and ability to perform tasks. Trait theory of leadership is premised on the construct that leadership abilities are as a resource of innate personal capacities. These inborn qualities are thought to influence the ability of a person to become a leader (Tasoh & Kuajien, 2019). Essentially, this theory posits that skills of leadership are a function of personal characteristics such as intelligence, fluency and other physical attributes. Moreover, this theory idealizes that leadership skills are not as a result of learning or training. As such, leaders are born, not made. This indicates that gaining knowledge in academic or training in management does not necessary convert a person to be a leader. It is the innate behavior, reasoning and social aspects that dictate whether a person is a leader or not (Yuval & Gil, 2021).

According to Madeline and Silver (2018) traits theory of leadership advocates for linking right people with the right traits to certain specific roles. This approach thus depicts that leadership performance is influenced by personal traits and not the environment. At the same time, this theory views that leadership positions should be filled after a careful analysis of job description in which a congruency of personal traits and job demands is established (Zakeer, Allaz, & Irfanullah, 2016). In essence, leaders are considered those employees with such attributes like good character, technical know-how, professional etiquette and expertise and problem solving abilities. Moreover, highly effective leaders exhibit such traits like innovativeness, are result oriented, take personal responsibilities, good communicators and inspire teams (Nichols, 2016).

Traits theory of leadership has its flaws. Foremost, it assumes that personal traits are often good predictors of good leadership. This is flawed as a person can have good traits but they turn poor leaders (Lesley, 2017). This is because, such traits may not hold in every decision making situation. Secondly, traits theory of leadership is premised on subjective personal measures that are at times incapable of evaluating a good leader from a bad leaders. Traits do not expressly turn to skills. Thus, assessing traits in lieu of skills does not establish leadership. Lastly, traits theory of leadership ignores situations that give rise to leadership. Leadership develops where there is a confluence of traits and acquired knowledge to enhance decision making (Mostafa, Claudine, & Carmen, 2015).

Inclusion of traits theory of leadership in this study can be explained in at least two folds. Firstly, this study entails an inquiry on role of project leadership on project implementation. Traits theory of leadership provides information on leadership traits, acquisition of leadership competencies and how leadership can impact organizational performance. The theory posits that personal traits such as interpersonal skills, stamina, result-oriented, ability to motivate teams, self-confidence and assertiveness are essential in building a leader (Lin, Hsieh, & Lian, 2018). The current study has conceptualized leadership traits in four constructs namely leadership experience, leadership style, leadership control and leadership skills. The study endeavors to determine role of project leadership on implementation of ERP systems among alcoholic beverage manufacturing firms in Kenya.

2.2.2 Contingency Theory of Leadership

The main precept of contingency theory in reference to leadership is that there is no single most best approach to leadership. Rather, leadership depends on prevailing circumstances such as type of challenges and control of actions (Gelmar, Reyner, Alexander, & Rodobaldo, 2017). In essence, there is no one best way to ran operations, make decisions, handle challenges and or implement tasks. This theory formulates that there is no best policies to offer leadership in an organization. Contingency theory offers a paradigm shift from best policies modules. Leadership as per this theory is effective when leaders are able to align actions and persuade teams towards some desired direction in light of environmental factors (Magaji, Lawan, & Naziru, 2018).

Arguments for contingency theory of leadership are in several folds. To start with, entities do not operate in isolation but are open systems that interact with other entities (Otley, 2016). This interaction gives rise to organizational environment that at times, leaders may not have control over. Thus, using predetermined action plans proves futile as circumstances changes. Secondly, it is the environment that determines what is to be done to improve situations or solve problems (Eduardo, 2020). Contingent theory assumes that the environment dictates what to be done as managers must focus on aligning decisions with reasonableness. Moreover, this theory views that leadership is dependent on whether the leader is accepted by team, tasks and whether the leader has power and authority to influence the team. Still, this proposition points that organizations can have their own specific leadership style which suits them. This is more realistic consideration in contrast to use of one best way of doing things (Suharyanto & Lestari, 2020).

Whilst contingency theory appears realistic, it suffers from a number of misapplications. At the start, the theory evades on answering why different leaders behave differently in similar situations (Poperwi, 2017). This lack of standardization can hamper its use in organizations. Additionally, the theory asserts that decisions ought to be made in light of prevailing environmental situations. Scanning the environment every time there is a problem can be time consuming (Muftahu, 2019). Decisions made thereafter can be out of time and occasion significant resources and opportunity losses. Lastly, the theory fails to recommend on ways of improving leaders' ability to adapt to the environment. In fact, the theory does not require leaders to be optimal in all situations (Otley, 2016).

Use of contingency theory of leadership in this study is due to three folds. Firstly, it is a major theory that is used to explain leadership styles and resulting impact on organizational outcomes. The second predictor in this investigation is leadership style. Contingency theory is a leadership style theory that idealizes that leadership decisions should be situational based as opposed to use of one best policy (Shala, Prebreza, & Ramosaj, 2021). This theory recognizes that leaders can achieve and at times fail in discharging their leadership duties depending on ability to influence teams, task structure and leader's position power. Understanding the tenets of contingency theory offers a good understanding of how projects leaders undertake tasks and configure resources to achieve good performance. The current study aims at establishing role of leadership style on project implementation with the focus being ERP systems among alcohol manufacturers in Kenya.

2.2.3 Social Exchange Theory

Primarily, the main premise of social exchange theory is that parties weigh costs and benefits in order to determine their commitment towards each other. The theory posits that risks and benefits determine how parties relate (Thomas, Flora, & Emmy, 2016). In essence, social exchange theory indicates that existence of social and economic benefits for both parties promotes relations and team playing. According to Joel, Huang and Ted (2019) parties relate in reciprocity kind of a relations where benefits expectations are mutual. Construct-wise, this theory has identified that naturally, humans seek rewards or benefits while avoiding risks or punishments. Still, humans are socially relational as they are constantly, yet inherently seeking to form social relationships. In so doing, human beings focus on costs and rewards of such relational systems (Zhang, et al., 2018).

Social exchange theory has received a number of criticisms. For instance, argues that reducing human interactions as relational as guided by rewards and costs oversimplifies reality. Human interaction cannot be always relational (Wu & Lee, 2017). For example, employees may not have a chance of examining costs and benefits of their roles in a team. At the same time, the theory appears to have a one-dimensional approach to work behavior. That employees if rewarded with economic benefits perform tasks diligently is flawed. Moreover, the theory assumes and neglects role of cultural contexts in work behavior (Ohemeng, Obuobisa, & Amoako, 2020).

This theory is instrumental in project leadership discourses. To begin with, social exchange theory points that existence of fair exchanges between leaders and employees improves relationships in an organization (Monga, 2020). This means that where team members can access benefits from their leaders, then team members are not compelled to perform their duties. The third variable of this study is leadership control which entail monitoring what others are doing in order to accomplish the common goal. Secondly, control too permits leaders to take corrective actions in a timely fashion where negative deviations are observed. Robust and apt leadership control delves on managing teams to ensure tasks and activities are done as per budgets and plan. Thirdly, social exchange theory depicts that existence of benefits for two parties improves performance if the two are working towards a common goal (Ugaddan & Park, 2017). Thus, where there is leadership control is characterized by employee involvement, commitment is often higher and this translates to achievement of goals.

2.3 Determinants of Project Implementation

Project implementation entails a series of specific activities desired to attain specific goals. Moreover, project implementation involves organizing, controlling and managing resources to realize the project goals. It is a phase that require apt and robust coordination of activities to ensure that objectives are attained (Raymond, Kyalo, & Kisimbi, 2019). Project implementation is determined by wide array of factors and some of the factors include availability of financial resources, human resources and other physical resources. For instance, financial resources are need to acquire materials and hire expertise for performing project tasks (Damoah & Kumi, 2018).

In spite of resources being available in adequate measures, without robust project leadership, project goals may not be realized. Project leadership is responsible in planning, executing and controlling resources and tasks in order to enhance project performance (Anderes, Yudi, Aditya, Leo, & Haron, 2019). Moreover, well dedicated project leadership can comprehensively manage projects. Effective leadership is able to harness capabilities of teams to achieve common goals. Considering that project implementation has various tasks that are related, robust leadership can offer uniquely important contributions to project success. An effective leader has management capabilities that result to efficiency in resource usage (Pichlak & Podgórska, 2019).

This study focused on four constructs of project leadership and their role in implementation of projects. These constructs are leadership experience, leadership style, and leadership control and leadership skills. The next section entails a review of empirical evidence on these factors.

2.4 Empirical Review

Blau, Shamir-Inbal and Hadad (2020) examined how leadership experience of the ICT coordinators in schools in Israel affected the collaborative learning projects. Online questionnaires were sent to a sample of 513 Israeli schools ICT coordinators to aid in the collection of data. Although student digital cooperation abilities were strongly predicted by the coordinators' leadership experience, e-long-term collaboration feasibility and success of such endeavours were not predicted.

Grossman and Sharf (2018) were driven to learn more about the connection between experience and the undergraduate leadership development program participants. Data were gathered using a multifactor leadership questionnaire. Increased transformational leadership was favourably connected with experience, which led to high overall decision scores and program objective achievement.

Jadhav, Shelke and Sonar (2021) explored the cognitive leadership correlation to the organizational success through creation of innovation nurturing environment. In respect to data, secondary sources were utilised. Data was analysed using a partial least squares model. Through the development of an innovative environment, the leadership experience was found to positively impact the organization's success.

Raziq et.al., (2018) targeted at investigating antecedents of goal clarity, leadership style and a project's effectiveness in Pakistan. In this study, a sample of 248 project leaders was used. Additionally, questionnaires served as the primary tool for gathering data. The analysis of the gathered data used models from descriptive and inferential statistics. It was discovered that a transactional leadership style was not linked to goal clarity. Additionally, it was discovered that active management by exception had a bad impact on the project's success.

Zhang, Cao and Wang (2018) examined how leadership philosophies in China mediated the link between a leader's emotional intelligence and the degree of participant satisfaction. Data from a sample of 365 project managers was gathered via questionnaires. Mixed data processing methods were used in this study. Emotional intelligence and happiness with one's performance contribution were significantly and favourably correlated with both transformational and active-transactional leadership.

Kitur, Choge and Tanui (2020) were driven to look into any connections between the academic performance of the kids taking the KCSE in Bomet County, Kenya and the transformational leadership style of the principals. Using questionnaires and interview guides, data was gathered from the sampled 108 directors of education and 5 quality assurance and standards officials. The Chi square test was used to assess the data. The performance of the students was shown to be strongly and significantly correlated with the principals' idealistic impact.

Xie, et al., (2018) conducted a study in China to look at the connection between a company's leadership style and its innovation culture. While primary data was taken through a survey of 294 respondents, secondary data was gathered from the body of existing research. For the study of the gathered data, regression analysis was performed. It was determined that a transformational leadership style is superior to a transactional leadership style for fostering an environment of innovation.

Shao, Feng and Hu (2017) examined how leadership control and organizational learning culture affected the enterprise resource planning assimilation in China. Data was collected from organizations that had adopted ERP for more than one year. It was revealed that specific leadership behaviour helped in achieving in the ERP assimilation and its' success. While transactional leadership was poor but direct, transformational leadership was significantly mediated by the learning culture.

Aboabdo, Aldhoiena and Al-Amrib (2019) were driven to learn the essential success variables affecting the deployment of the ERP systems. A sample of 25 ERP system users were employed to gather information using structured questionnaires. It was discovered that the top management's involvement, knowledge, training, and support for users were the key variables in the installation of ERP systems.

Shao (2019) sought to determine role of leadership behaviour and skills on business strategic alignment in enterprise systems integration was investigated. This study relied on secondary data. Idealized influence and inspirational motivation leadership behaviours were identified as important drivers of business system assimilation's good impact.

Daniel and Ugochuku (2020) explored the significance of leadership abilities that are crucial to a project's success. Unstructured interviews were employed to gather the data for this investigation. Data analysis models in frequencies and regression models. It was discovered that the effectiveness of the projects and project management control had a relationship.

Akhwaba (2021) was motivated to look into how public policy affects how well leaders manage stakeholders and develop fibre-optic infrastructure in Nairobi County, Kenya. Utilizing questionnaires and interview outlines, information was gathered from a sample of 187 functional employees in the fibre-optic infrastructure divisions. The data were examined using statistical analytic methods. It was found that the government policy effectively interfered with his capacity for stakeholder management and leadership.

Tyurina, Shevchuk and Kriukova (2022) interrogated impact of the project technique on the development of students' leadership qualities was investigated. Questionnaires were used to collect data from a sample of 292 students. T-test model employed to obtain outputs in data analysis. The leadership skills obtained by the students were revealed to have a positive influence on the project method to use.

Zulkiffli and Latiffi (2018) explored the management leadership skills on the successful implementation of sustainable projects in Malaysia. Literature review of journals and books was majorly used as the source of data in this paper. The data was then subjected to content analysis model to analyse the data gathered. Project managers' leadership skills when engaged in sustainable construction projects had a positive influence to the success and implementation of the projects.

Musembi, et al., (2018) targeted at determining how leadership abilities of the workforce affect the project's performance in the Kenyan energy sector. Data were gathered from a sample of 85 active projects using questionnaires. The effectiveness of the initiatives was proven to be positively impacted by the employees' leadership abilities.

2.5 Conceptual Framework

In terms of conceptual scope, this study has four predictor variables and one response variable. The predictors are; leadership experience, leadership style, leadership control and leadership skills. The response variable is implementation of enterprise resource planning project. These variables are illustrated on diagram titled Figure 2.1 conceptual framework.

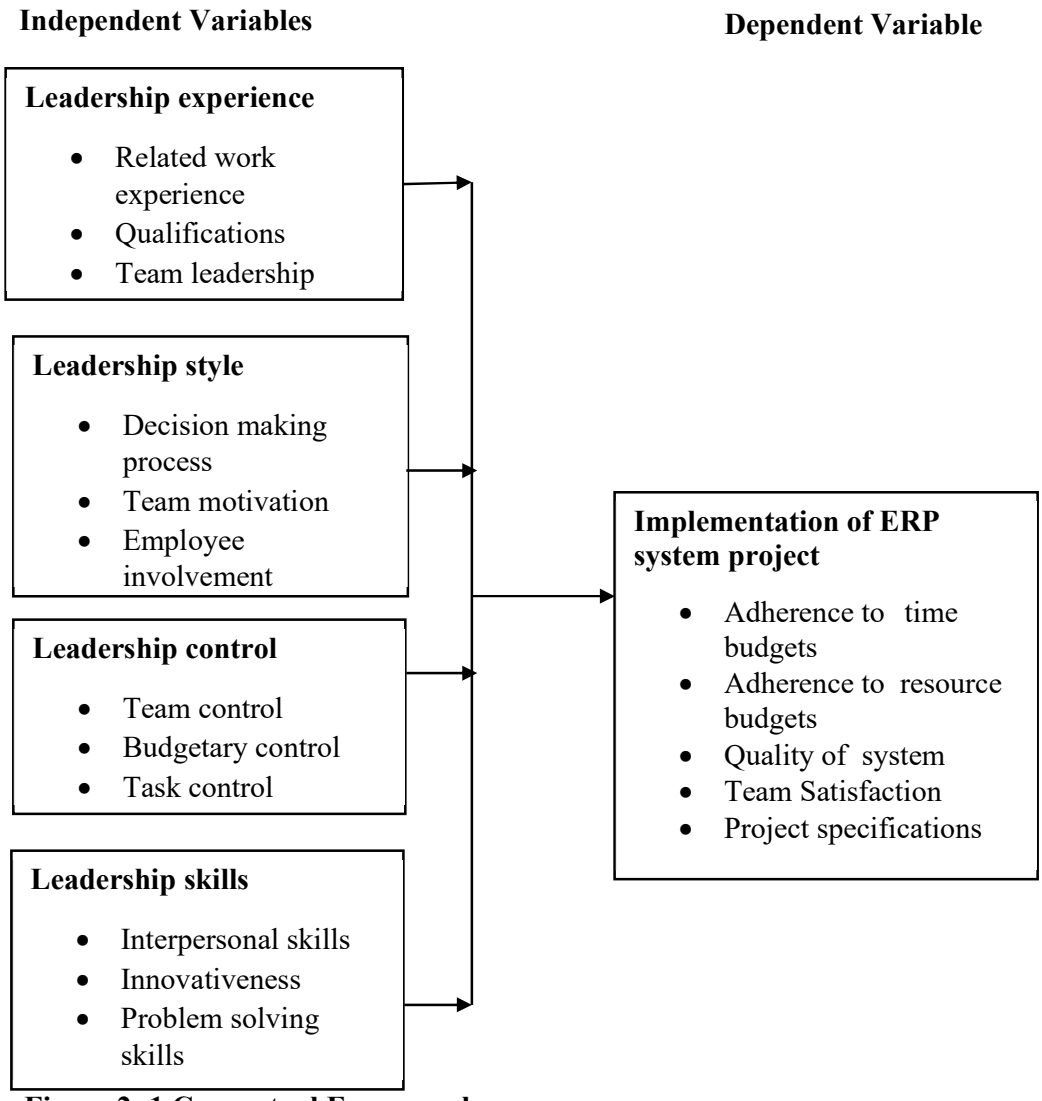

Figure 2: 1 Conceptual Framework

Leadership experience indicate a leader's possession of knowledge in performing managerial and leadership roles. An experienced leader has a track record of performance in project delivery. Moreover, experienced leaders are able to attend to various challenges during project implementation. This is because, through experience, such leaders can effectively lead teams, motivate team members, negotiate in times of grievances and communicate effectively.

Leadership style refers to how power is achieved and exercised in an organization. It depicts how decisions are made by those in power. There are two main leadership styles namely autocratic (power and decision making is centralized and done by the leader only) and participative style (where democratic tenets are applied). In respect to project implementation, project managers are responsible for overall success or failure of projects. For instance, consultative and participative leadership allow employee engagements and this can reduce resistance to change.

Leadership control is influencing project tasks and activities, monitoring and ensuring that all goes as per plans and budget. Leadership control in project implementation is pertinent as it ensures that deviations are corrected in a timely fashion. Thus, leadership control gauges effectiveness in resource usage and in turn enable leaders to decisively take corrective measures where necessary.

Leadership skills refer to ability to coordinate, plan and organize project tasks and activities. In essence, leadership skills in overall influence achieve of goals. These skills include interpersonal skills, problem solving skills, decisiveness, ability to take responsibilities and ability to manage teams. Apt leadership skills enhance project implementation.

Implementation of enterprise resource planning system refers to execution of ERP project tasks and activities as per the budget and plans. It is a crucial step in project management as it entails committing resources to activities in order to achieve project goals. The result of effective implementation is realization of project goals as identified at project planning phase. Implementation is measured in line with objectives. In Information and technology successful implementation is where the project is delivered within the time planned , resources are used effectively, users are able to use the new system with ease, users can retrieve reports and data with ease, there is quick access to data and that the system can be modified as needs come to light.

2.6 Summary of Research Gaps

Table 2.1 summarises key research gaps

Table 2: 1 Summary of Research Gap

Author and Year	Study	Methodology, findings and recommendations	Research Gap	How the Research Gap was filled
Blau, Shamir-Inbal and Hadad (2020)	Leadership experience of the ICT coordinators in schools in Israel	Online questionnaire used and descriptive statistics Collaboration skills did not predict project success	The study did not examine other leadership constructs such as leadership style	The current had a broader scope where more antecedents of leadership traits on project implementation
Grossman and Sharf (2018)	Situational judgement tests and transformational leadership	Questionnaire was used and descriptive statistics. Results showed that leadership experience benefitted project delivery	The study was done among student project and did not consider ERP systems implementation projects	The current examined implementation of ERP systems among alcoholic beverage companies
Jadhav, Shelke and Sonar (2021)	Leadership and organisational success	Partial least squares model was used for the analysis of data gathered. Leadership experience was a major driver of organisational success	The study did not consider project only but overall organisational success	The current study considered implementation of ERP systems among alcoholic beverage companies
Raziq et.al., (2018)	Leadership style and success of a project in Pakistan	Questionnaires were used and data analysis was done using descriptive and inferential statistics Results showed that transactional leadership did not improve project implementation	The study did not focus on ERP systems and also was done in Asia	The current study considered implementation of ERP systems among alcoholic beverage companies and was done in Kenya which is in Sub-Saharan Africa

Musembi, et al., (2018	Impact of employees' leadership skills on the performance of the project in Kenyan energy sector	Used primary data and descriptive statistics. Results showed that leadership experience boosted project performance	This was done in the energy sector and focused on one component of leadership; leadership skills	The current study determined the influence of leadership experience, styles , control and skills on project implementation
Shao, Feng and Hu (2017)	Leadership control and organizational learning culture affected the enterprise resource planning assimilation in China	Data was collected from firms that had implemented ERP system Results showed that leadership control affect project delivery	This was done in China which is a first world country	The current study was done in Kenya among alcoholic beverage companies
Shao (2019)	Role of senior executives' leadership behaviour on is-business strategic alignment on enterprise systems integration	Secondary data was used where results showed that leadership style affect system project delivery	The study focused on leadership style on leaving out other facets such as leadership control and leadership skills	The current study determined the influence of leadership experience, styles , control and skills on project implementation
Daniel and Ugochuku (2020)	Significance of leadership skills that are important for the success of a project	The collected data was subjected under descriptive and inferential statistics models for data analysis. Leadership skills benefitted project success	This study did not focus on other facets of leadership	The current study determined the influence of leadership experience, styles , control and skills on project implementation

Source: Empirical Review (2023)

2.7 Summary of Literature Review

This section reviewed literature in three folds. It commenced with a theoretical orientation in which three theories were discussed. The theories are Traits theory of leadership, contingency theory of leadership and social exchange theory. Secondly, a generalized brief discussion on determinants of project implementation was done. It

emerged that project leadership is hypothesized as an instrumental factor in project implementation. Thirdly, empirical review was done and research gap highlighted in each case. Lastly, a diagrammatic representation of variables, was illustrated in the conceptual framework. The next section is chapter three that delves in research methodology.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

The procedures used in the data collecting and analysis are the main topic of this chapter. Research design, target population, sample size, and sampling technique are the sections that make up this part. This chapter also includes instrumentation, data collecting, data analysis, and data presentation.

3.2 Research Design

Research is undertaken following some specific guidelines or plan that is described as a research design. A research design therefore stipulates what data was collected, the mode of collecting it and how to process the results. Moreover, research design offers a blueprint of addressing the research problem through making inferences from data analysis (Xie, 2016). The problem identified in this study was addressed using a descriptive research design. This design, largely focuses on elucidating on phenomenon in their natural set ups. At the same time, it provides a statistical basis of establishing the existence or absence of association between concepts or variables.

There are three folds that make descriptive statistic suitable in this study. Firstly, it does not experiment concepts but rather provides information in regard to association between variables. In this study, the aim is to investigate the relationship between project leadership and implementation of enterprise resource planning systems among alcoholic beverages manufacturing firms in Kenya. Secondly, in descriptive analyses, phenomenon are examined in unchanged natural environment (Xie, 2016). The current study sourced data from alcoholic beverages firms in a complete natural set up.

Lastly, descriptive research design is used where an integration of qualitative and quantitative data is necessary. It enables making of simple decisions and also the observations can be processed further to derive inferential statistics (Cooper & Schindler, 2014). Besides collating responses, this study further established the role of leadership experience, leadership style, and leadership control and leadership skills on project implementation.

3.3 Target Population and Sampling Frame

The population of this study was all alcoholic beverages manufacturing firms in Kenya. In definition, target population identifies uniquely recognizable units that are examined and whose findings of a research apply to (Judith & Burke, 2017). The sample frame composed of registered alcoholic entities in Kenya. In Kenya, alcoholic beverages manufacturing firms are registered by Kenya Revenue Authority for purpose of excise tax collection. As at May 2022, there were 35 firms registered and legalized to manufacture alcoholic beverages. This is shown on Table 3.1

Table 3: 1 Target Population and Sampling Frame

Category	**Frequency**
Beer manufacturers	23
Spirit manufacturers	10
Wine manufacturers	2
Total	**35**

Source: Kenya Revenue Authority (2022).

Considering the small population, a census was done. In a census considers all items or units in data collection thus eliminating associated with sampling. In every firm, three questionnaires were distributed. The respondents were directors, finance managers, general managers and tax accountant. Hence a total of 140 respondents were targeted to participate in this study. The respondents are shown on Table 3.2

Table 3: 2 Sample Size and Respondents

Category Of Respondents	Frequency
Directors	35
Finance Managers	35
Tax Accountants	35
General Managers	35
Total Respondents	**140**

Source: Author (2023)

3.4 Instrumentation and Data Collection

This study collected primary data. Primary data is advantageous as it enables a researcher to get up to date information.

At the same time, primary data has original information from responses and therefore can be valid and reliable if collected correctly. A questionnaire was used to collect data from respondents in the participating alcoholic beverages manufacturing firms. Questionnaires are vital where uniformity of data is being sought (Ingrid, 2018). The questionnaire contained predetermined statements in lieu of responses where respondents were asked to rank those statements in respect to their level of agreement or disagreement with them. Thematically, the questionnaire had six segments with the first one collecting data on the alcoholic manufacturers and general information about the respondents. The second, third, fourth, fifth and sixth segment contained statements on variables.

Data collection was done using both physical delivery and online procedures. The researcher distributed the questionnaires in these two ways to increases chances of a good response. Data collection was undertaken after authority from University is granted and a research permit granted by the National Commission of Science, Technology and Innovation. Field work was done in three weeks. This period was sufficient in view that the frequency of respondents is small.

In additions, interviews were conducted to collect further data. This was done during issuance of questionnaire to the respondents. Interviewing has been included to collect data that may not be envisioned during construction of the questionnaire. Moreover, interviews provide further data that is up to date particularly if it is done to key informants. In this study, the key informants were directors of the alcoholic beverages, finance managers, tax accountants and general managers. These officials were selected because they are involved in running the firms and are responsible for implementing projects for the companies. The interview guide is presented on appendix C.

3.4.1 Reliability and Validity of Data Instruments

Reliability evaluates consistency or repetitive chance of getting similar results of data collection when a tool is used at different times. Moreover, reliability measures chances of getting similar data when the tool is used and whether a combination of items perfectly represents a variable that they purport to represent (Leung, 2015). One way of testing for reliability is by use of Cronbach's alpha that evaluates congruency of items in representing variables. Rule of thumb is a higher value of above 0.7 is considered fit for a set of items (Heale & Twycross, 2015).

Validity evaluates accuracy of a tool in collecting what it meant to collect. The most common form of validity is content validity that measures whether items or statements included in a questionnaire do measure the concepts and the extent to which they represent the variables. Content validity is enhanced in use of experts in a certain field during development of a questionnaire or a tool for data collection. Thus, an expert in project management was engaged in reviewing the tool to evaluate its validity.

3.5 Data Analysis and Presentation

Data analysis aims at formation of inferences from raw data because raw data may have little statistical meaning on its own. Data analysis ends where inferences are established in relation to the research problem (Tobi & Kampen, 2018). In this study, data analysis was done in three phases. Firstly, the responses from questionnaires were examined for completeness through data cleaning. Cleaned data is void of ambiguity in responses that can be occasioned by incorrect markings, duplication and improperly responded to. This ensures that results are validated. Secondly, responses were coded in order to transform the Likert's scale into quantitative terms. Moreover, coding is essential as it creates numerical cases from non-numerical parameters. The third phase was to import the coded and collated observations into SPSS for descriptive analysis.

Data from interview guide was analyzed using qualitative content analysis. This involves summarizing qualitative responses from participants into key main findings. This was done in line with the responses validity to the objectives of the study. Secondly, data from questionnaire was analyzed two techniques, that is, descriptive and inferential statistics. Under descriptive statistics, items representing variables were analyzed to obtain mean and standard deviations. These were then interpreted in accordance to the ranking scale. Next, inferential statistics were undertaken in form of a regression analysis. Regression analysis is a statistical procedure that enables the estimation of relationship between a variable and another variable of variables (Mohd & Puteh, 2017). The regression model is as specified in equation 1.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \quad \text{.....Equation 1}$$

Where; Y is implementation of enterprise resource planning systems

β_0 is Y where predictors are not considered

β_1 is coefficient of leadership experience (X_1)

β_2 is coefficient of leadership style (X_2)

β_3 is coefficient of leadership control (X3)

β_4 is coefficient of leadership skills (X_4)

ε is error term

Data analysis was done using SPSS as it is capable of deriving descriptive statistics, inferential and further permits transformation of data as it may be necessary. Moreover, data analysis was undertaken at 95 % confidence interval, in whose case the alpha value for testing hypothesis and significance was 0.05.

3.6 Regression Results Validation

It is pertinent that regression assumptions are tested in order to ensure that estimates and results drawn thereon are valid and fit for making inferences about leadership and implementation of ERP projects among alcoholic beverage manufacturing firms in Kenya.

3.6.1 Heteroskedasticity

Regression modelling is done on the basis that there exist constant variance for the residuals in absence of which the situation is known as heteroskedasticity. Unequal variance in residuals inflates model parameters that can cause a higher change in variation in response than it should be. In this study, heteroscedasticity was tested using Breusch-Pagan test. The BP tests evaluates existence of homoscedastic properties in which null hypothesis is rejected where BP is less than 0.05.

3.6.2 Multicollinearity

Where input variables are highly correlated in that one can be predicted by another or others in a linear way, the situation is known as multicollinearity. This exists where predictors appear to follow a similar pattern or are a replica of each other. It is a critical violation of regression modelling because it complicates establishment of linear relationship between individual and among predictors on the response variable. In this study, the variance inflation factor and tolerance statistics were used to examine multicollinearity. In the event that VIF are less than 4, multicollinearity is deemed not to exist and it increases towards 10 where past 10, multicollinearity is high.

3.6.3 Residuals Normality

Results of regression are termed as highly reliable where residuals are normally distributed. In this aspect, normality exists where errors are distributed evenly around the mean. Violation of residuals normality distorts confidence intervals making them too large or too small thus hampering model efficacy. The Shapiro-Wilk test was used to interrogate residuals normality in which an S-W value with p-value of more than 0.05 indicates non-significant deviation from normality.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1. Introduction

The fourth chapter included data analysis, presentation, and further discussion of the conclusions drawn from the results. In retrospect, the goal of this chapter was to examine the connection between project management and the use of enterprise resource planning systems by Kenyan companies that produce alcoholic beverages. A systematic questionnaire was employed to gather the study's primary data. Response rate, descriptive statistics, inferential statistics, and explanation of results are the four primary topics covered in this section.

4.2. Response Rate

140 participants in the study were selected from 35 alcoholic beverage manufacturing companies. The questionnaires were completed by a total of 107 participants. 76% of people responded to this.

4.3. Basic Information about Respondents

Table 4.1 shows the output from analysis of basic information. Firstly, most of the participants were male at 65.4 % while female were 34.6 %. Secondly, a majority of the respondents were aged above 45 years and this was 26.2 % of respondents. Also, 24.3% were aged between 36-40 years, those aged between 31-35 years were 22.4 %, those aged between 41-45 years were 20.6 % and the least were those below 30 years at 6.5 %. This revealed that most of the respondents were not youths. Coupled with the experience, they were fit for the study. Thirdly, most of the respondents had postgraduate qualification at 50.5 %, those with bachelor degree formed 39.3 % of the respondents and the lowest were those with college degrees at 10.3 %. Therefore, the respondents had requisite academic qualification to fathom issues raised by the study. It also emerged that most of the respondents had worked for the companies for a period of 5-9 years and this formed 37.4 % those for above 15 years were 29.0 % of the respondents, those who had worked for less than 5 years were 17.8 % and the least comprising of 15.9 % of respondents had worked for a period of 10-15 years. This outcome evidences that the respondents had worked for sufficient times and this improved their suitability in this study.

Lastly, all entities had implemented ERP projects in the last ten years. The summary of the basic information is shown on Table 4.1

Table 4: 1 Basic Information

Parameter	Percentage (%)
Gender of Respondents	
Male	65.4
Female	36.4
Age of Respondents	
Below 30 years	6.5
31-35 years	22.4
36-40 years	24.3
41-45 years	20.6
Above 45 years	26.2
Level of Education	
College	10.3
Bachelor's degree	39.3
Job experience for respondents	
Below 5 years	17.8
Between 5-9 years	37.4
Between 10-15 years	15.9
Above 15 years	29.0

Source: Data analysis output (2023).

4.4. Reliability Test Result

Table 4.2 has output for reliability test that was examined by using Cronbach's alpha.

Table 4: 2 Cronbach's alpha

Variable	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Leadership experience	.879	.883	6
Leadership style	0.835	0.851	4
Leadership control	0.796	0.802	6
Leadership skills	0.856	0.856	6
Implementation of ERP project	0.907	0.912	6

Source: Data analysis output (2023).

Pegging from the results on Table 4.2, the questionnaire had internal reliability. Moreover, it meant that all constructs were fit for use in data collection. Rule of thumb is a higher value of above 0.7 is considered fit for a set of items (Heale & Twycross, 2015).

4.5. Descriptive Statistics

In this part, the descriptive statistics for the variables are presented.

4.5.1 Leadership Experience

Table 4.3 has output for descriptive statistics for leadership experience. The variable was measured in six constructs. Results portray that team leadership is essential aligning project tasks with project goals as per the mean of 4.32 with a standard deviation of 0.948. It means that team leadership fundamentally plays a vital role in project task allocation and goals formulation. The results too showed that qualification of project leaders determines project outcomes as per the mean of 4.06 with a standard deviation of 0.867. Therefore, setting up project ends is a key role of project leaders.

Table 4: 3 Leadership Experience

Leadership experience	N	Mean	Std. Deviation
Team leadership is essential aligning project tasks with project goals.	107	4.32	.948
Qualification of project leaders determines project outcomes.	107	4.06	.867
Experience in related project is essential in project delivery	107	4.14	.936
Strategizing capabilities enables alignment of project tasks to goals	107	4.25	.728
Communication abilities of a project leaders affects project delivery	107	4.41	.812
A project leader who mentors team members facilitates achievement of project goals	107	4.38	.785
Valid N (listwise)	107		

Source: Data analysis output (2023).

Further results on Table 4.3, experience in related project is essential in project delivery as manifested by score of 4.14 with a standard deviation of 0.936. This shows that experience in similar projects or general project management improve success of project outcomes.

Project leadership is critical in setting goals, tasks and outcomes of the projects. The study too found out that strategizing capabilities enable alignment of project tasks to goals as manifested by the mean of 4.25 with a standard deviation of 0.728. This substantiates that capabilities are essential in project delivery. Project tasks and activities must be accomplished with the necessary capabilities so that goals are achieved. Further findings showed that communication abilities of a project leaders affects project delivery as manifested by the mean score of 4.41 with a standard deviation of .812. From this finding, it is evidence that communication has a major role in project success. This is because, project tasks are specific and must be communicated with accuracy at all times. Lastly, it was found out that a project leader who mentors team members facilitates achievement of project goals as per the mean of 4.38 with a standard deviation of 0.785. This means that mentorship, coaching and guidance is an essential role of project leaders. Where team members are guided by the project leader, the tasks are undertaken as planned and this makes the entire project implementation a success.

4.5.2 Leadership Style

Table 4.4 has outcome for leadership style. The variable was proxied by four constructs.

Table 4: 4 Leadership Style

Leadership Style	N	Mean	Std. Deviation
Democratic decision making enables fast decision making	107	3.80	1.059
Team motivation effectively leads to timely achievement of goals	107	4.36	.717
Employee involvement improve change acceptance thus improving on project timing	107	4.29	.752
Transformative leadership style improves change management	107	4.23	.819
Valid N (listwise)	107		

Source: Data analysis output (2023).

Firstly, it is shown on Table 4.4 that democratic decision making enables fast decision making as per the mean of 3.80 with a standard deviation of 1.059. Therefore, involving team members in decision making is vital in project implementation. Democratic leadership lowers resistance to changes and makes task delivery fast and efficiency.

Secondly, team motivation was found to effectively lead to timely achievement of goals as per the mean of 4.36 with a standard deviation of 0.717. It portrays that team motivation is crucial in project implementation. Motivation cuts across all activities in the firm as it ensures that work morale of employee is important. In this aspect, it ensures that worker's productivity is improved leading to overall success of project implementation. Additionally, the results showed that employee involvement improve change acceptance thus improving on project timing as per the mean of 4.29 with a standard deviation of 0.752. This means that employee participation in planning and executing project tasks is a key component of robust leadership that enhances project success. Lastly, it was found out that transformative leadership style improves change management as per the mean of 4.23 with a standard deviation of .819. Therefore, transformative leaders are able to manage change and improve project delivery. Projects brings new changes that may alter the way things are done. For this reason, following the tenets of transformative leadership ensures that changes are received with ease and this improves project implementation.

4.5.3 Leadership Control

Table 4.5 has descriptive statistics of leadership control.

Table 4: 5 Leadership Control

Leadership control	N	Mean	Std. Deviation
Team control ensures that sufficient human resources are allocated to project tasks.	107	4.12	.798
Budgetary control saves on costs and time for project tasks.	107	4.20	.818
Task control ensure no project task or activity is left out.	107	4.23	.760
Leadership control enables monitoring of progress of projects and undertaking corrective actions.	107	4.22	.677
Leadership control boosts fair allocation of roles and responsibilities within project teams	107	3.99	.916
Through robust leadership controls, project risks are mitigated before they materialise.	107	4.12	.761
Valid N (listwise)	107		

Source: Data analysis output (2023).

As shown on Table 4.5, team control ensures that sufficient human resources are allocated to project tasks as per the mean of 4.12 with a standard deviation of 0.798. This means that team control ensures that tasks are allocated and performance checked as appropriate. Moreover, allocating sufficient human resources to various project tasks ensures that delay does not occur in project delivery. Also, it was noted that budgetary control saves on costs and time for project tasks as manifested by the mean of 4.20 with a standard deviation of 0.818. Budgetary control is a process of constant review of resources usage at different stages of implementation so that if corrective activities are done in a timely fashion. Thus, budgetary control improves efficiency and overall project delivery.

Results too showed that task control ensure no project task or activity is left out as manifested by the mean of 4.23 with a standard deviation of 0.760. Task control is important in ensuring that all tasks are undertaken as planned. The study too found out that leadership control enables monitoring of progress of projects and undertaking corrective actions as per the mean of 4.22 with a standard deviation of 0.677. This result portray that monitoring is crucial particularly as it enables project leaders to evaluate progress and make any adjustments as required. At the same time, it emerged that leadership control boosts fair allocation of roles and responsibilities within project teams as per the mean of 3.99 with standard deviation of 0.916. Lastly, the respondents agreed that through robust leadership controls, project risks are mitigated before they materialise as per the mean of 4.12 with a standard deviation of 0.761. These outcomes indicate that leadership is an important component in project implementation. Moreover, it ensures that project risks are assessed and reviewed and corrective decision are made. Leadership control entails management of resources for the betterment of the firm or project activities.

4.5.4 Leadership Skills

Table 4.6 has results for descriptive statistics on leadership skills.

Table 4: 6 Leadership Skills

Leadership skills	N	Mean	Std. Deviation
Interpersonal skills are crucial in project implementation	107	4.27	.747
Innovativeness enables decisive actions and fast undertaking of tasks	107	4.18	.737
Problem solving skills are crucial in project delivery	107	4.38	.654
Leadership skills in dealing with stakeholders improves project success	107	4.27	.734
Organising skills are essential in planning project tasks	107	4.28	.737
Monitoring and evaluation capacities are vital towards project implementation	107	4.31	.706
Valid N (listwise)	107		

Source: Data analysis output (2023).

The results on Table 4.6 showed that respondents agreed that leadership skills was an important aspect of project leadership. To start with, finding showed that interpersonal skills are crucial in project implementation as per the mean of 4.27 whose standard deviation was 0.747. It shows that interpersonal skills are valuable skills in project leadership. Interpersonal skills ensures that team work is practiced and that there is collaboration from all team members. Also, the study found out that innovativeness enables decisive actions and fast undertaking of tasks as exhibited by the mean of 4.18 whose standard deviation was 0.737. The finding showed that innovativeness is valuable. This is because, innovativeness ensures that vital decisions are made in a creative manner.

Further, problem solving skills are crucial in project delivery as supported by the score of 4.38 whose standard deviation was 0.654. Problem solving skills improves the capacity of leaders to address organisational problems. This makes it easier to address change management and project tasks. At the same time, respondents agreed that leadership skills in dealing with stakeholders improves project success as per the mean of 4.27 with a standard deviation of 0.734. In all projects, there are stakeholders or parties with interests that must be addressed for projects to take off. In this aspect, project leadership skills are crucial in enhancing that concern for all parties are addressed.

Moreover, the study found out that organising skills are essential in planning project tasks as evidenced by the mean of 4.28 that had a standard deviation of 0.737. Similarly, monitoring and evaluation capacities are vital towards project implementation as per the mean of 4.31 that had a standard deviation of 0.706. Therefore, leadership skills are essential in project implementation. This is because it ensures that relationships are established in a cordial manner, problems are solved amicably and that all project goals are achieved in an innovative manner.

4.5.5 Implementation of Enterprise Resource Planning Systems

Table 4.7 has descriptive statistics on implementation of enterprise resource planning systems. The results showed that implementation of ERP system projects were not as successful as per the plans. Foremost, neutral results were obtained on whether the companies implemented the ERP system within the budgeted time as per the mean of 3.72 whose standard deviation was 1.106. The high standard deviation show that some companies had successfully implemented the projects while other had not. The companies too did not implement the ERP system within the budgeted financial resources as per the mean of 3.69 with a standard deviation of 1.119. This shows that financial budgets deviated from actual spending for most of the companies.

Table 4: 7 Implementation of ERP system projects

Implementation of ERP system projects	N	Mean	Std. Deviation
Our company implemented the ERP system within the budgeted time	107	3.72	1.106
Our company implemented the ERP system within the budgeted financial resources	107	3.69	1.119
Our company implemented the ERP system within the budgeted human resources	107	3.77	.907
The quality of the ERP system implemented is high	107	3.91	.853
Teams involved in the implementation of the ERP project was satisfied	107	3.84	.859
Project specification for the ERP system were achieved	107	3.83	.956
Valid N (listwise)	107		

Source: Data analysis output (2023).

Results on Table 4.6 show that human resources were not utilised as planned as per the mean of 3.77 with a standard deviation of 0.907. It means that there could be over or under budgeting for financial resources, time and human resources and this affected implementation of projects. Most companies too were not satisfied with the quality of systems as per the mean of 3.91 with a standard deviation of 0.853. This too was in line with the finding on whether teams involved in the implementation of the ERP project were satisfied and Project specification for the ERP system were achieved following the mean score of 3.84 and 3.83 respectively. Overall, it is clear that implementation of ERP systems did not strictly follow up the plans and did not achieve desired results. However, in some firms, implementation of ERP systems was perfectly done and the respondents indicated that the quality of the output was high.

4.6. Discussion of Results of Interviews

Results of interviews showed that project implementation was a critical phase of project management. Respondents indicated that ERP implementation was influenced by several factors such as resource availability and skills competence by the implementers. Moreover, most respondents showed that there was no one best way of managing ERP project implementation. At the same time, managers indicated that project implementation required apt and robust planning which is made possible by able leadership. In addition, it was noted that project leadership was essential in implementation of projects as it involved managing all other resources in the project. Moreover, the participants indicated that project leadership ensured that timelines and budgets are achieved thus making project implementation a success. The respondents too attributed success of projects to transformational leadership. The participants responded that transformational leadership was crucial because it entailed motivating team players which improved coordination of activities in project implementation. In addition, it was noted that project leadership ensured that project goals are achieved in respect to quality, project specifications and budgets. Therefore, in overall, project leadership was a critical success factor in project delivery.

In addition, interviews indicated that project leadership directly related to how well projects were delivered in the sampled companies. For instance, interviewees showed that competence, skills and robust knowledge in project management had a great impetus towards success of projects.

At the same time, project leaders were expected to have some skills in project design and planning other resources that were required to successfully deliver a project. Most respondents were concerned with incompetence that some project leaders exhibited and this led to poor performance of project. The results showed that implementation of project was not only proxied by financial budget usage but also by how the deliverables were made. For example, some respondents noted that there were project leaders focused more on saving on financial resources at the expense of other dimensions of project deliverables such as system quality, triability and ease of use. In essence therefore, project implementation should not be looked in terms of how resources are saved but by how the outcome of tasks meet the targeted ends.

Further results portrayed that the most key component of project leadership was experience, then skills and style of leadership. Pertaining experience, most respondents indicated that experienced leaders are able to articulate problems and come up with robust strategies to swiftly deal with challenges. Moreover, it was noted that experience encompasses interpersonal skills, organizing skills and problem solving skills which in a perfect matrix bettered project delivery. In respect to style of leadership, where project leaders had adopted robust, inclusive and democratic leadership, project tasks were achieved more efficiently. Equally, where employee involvement was present, change management was swift and this enhanced project success. In overall therefore, project leadership cannot be overlooked as it has a bearing on project wellness and ultimate delivery.

4.7. Inferential Statistics

Further insights on the relationship between project leadership and implementation of enterprise resource planning systems among alcoholic beverages manufacturing firms in Kenya were sought using regression analysis. This section documents the results. Firstly, the data was tested on whether it was fit use in regression modelling. This entailed testing for multicollinearity, heteroskedasticity and residual normality.

4.6.1 Multicollinearity Test

Table 4.8 has results for multicollinearity.

Table 4: 8 Output for Multicollinearity Test

Coefficients[a]			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Leadership_experience	.460	2.176
	Leadership_style	.350	2.859
	Leadership_control	.376	2.660
	Leadership_skills	.543	1.842
a. Dependent Variable: ERP_implementation			

Source: Data analysis output (2023).

As per the variance inflation factors on Table 4.8, the linear correlation for the variables was low. Therefore, all variables were used in the model. Rule of thumb is that where VIF are less than 4, multicollinearity is deemed not to exist and it increases towards 10 where past 10, multicollinearity is high.

4.6.2 Linearity

Linearity measures whether there is linear connection between the variable. This was evaluated by use of deviation from linearity. The results are shown on Table 4.9

Table 4: 9 Linearity

Variable	F-Statistic	Deviation from Linearity
Leadership experience	1.286	0.232
Leadership styles	1.293	0.251
Leadership control	1.456	0.150
Leadership skills	1.304	0.229

Source: Data Analysis Output (2023)

As shown on Table 4.9, all data set showed linearity given that the deviation from linearity comprising of F-statistic all had p-value that were more than 0.05. In ordinary circumstances, where the p-value for the f-statistic is more than 0.05, then the data set does not deviate from linearity in a significant manner. In conclusion, the data set showed linearity and was suitable for linear regression.

4.6.3 Heteroskedasticity

Table 4.10 has results for heteroskedasticity that was tested using Breusch-Pagan test.

Table 4: 10 Heteroskedasticity

Breusch-Pagan Test for Heteroskedasticity[a,b,c]		
Chi-Square	df	Sig.
26.021	1	.251

a. Dependent variable: ERP_implementation

b. Tests the null hypothesis that the variance of the errors does not depend on the values of the independent variables.

Source: Data analysis output (2023)

The P-value for the B-P statistic was 0.251. This meant that data set did not have heteroskedasticity distortions. The B-P statistic had a p-value of The BP tests evaluates existence of homoscedastic properties in which null hypothesis is rejected where BP is less than 0.05. In this case, the model linking leadership experience, leadership styles, leadership control and leadership skills with implementation of ERP system project is reliable.

4.6.4 Residuals Normality

The Shapiro-Wilk test was used to interrogate residuals normality in which an S-W value with p-value of more than 0.05 indicates non-significant deviation from normality. The results are shown on Table 4.11

Table 4: 11 Normality Testing

Variable	Shapiro Wilk Statistic	Sig.
Leadership experience	0.574	0.159
Leadership style	0.819	0.257
Leadership controls	0.881	0.384
Leadership skills	0.571	0.283
Implementation of ERP systems projects	0.785	0.175

Source: Data analysis output (2023)

Results on 4.11, it shows that the p-values were all more than 0.05. This means that normal distribution was present. Residuals normality in which an S-W value with p-value of more than 0.05 indicates non-significant deviation from normality.

4.6.5 Model Summary

Table 4.12 shows the regression model summary.

Table 4: 12 Estimated Model Summary Output

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.458[a]	.210	.179	.72837
a. Predictors: (Constant), Leadership_skills, Leadership_style, Leadership_experience, Leadership_control				

Source: Data analysis output (2023)

The output on model summary table show that the R^2 was 0.210 which meant that the 21.0 % of variations in ERP system project implementation was influenced by changes in leadership skills, leadership styles leadership experience and leadership control. It indicates that other factors influenced 79 % of variations in ERP system project implementation among the alcoholic beverages manufacturing forms in Kenya. In this regard, it meant that the relationship between project leadership and implementation of enterprise resource planning systems among alcoholic beverages manufacturing firms in Kenya was moderate. Other factors not within the scope of this study accounted for a larger percentage of variation in implementation of ERP system projects.

4.6.6 Model Significance

Table 4.13 is a presentation for the ANOVA analysis which was used to examined the overall model significance.

Table 4: 13 Analysis of Variance

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.377	4	3.594	6.775	.000[b]
	Residual	54.114	102	.531		
	Total	68.491	106			
a. Dependent Variable: ERP_implementation						
b. Predictors: (Constant), Leadership_skills, Leadership_style, Leadership_experience, Leadership_control						

Source: Data analysis output (2023)

The result of model significance showed that F-statistic of 6.775 whose p-value was 0.000. The data analysis was undertaken at 95 % confidence level and therefore the critical test of significance statistic was 0.05. Therefore, null hypothesis, for this study were to be rejected where the p-value were 0.05.

In this case, model was statistically significant and reliable in examining relationship between project leadership and implementation of enterprise resource planning systems among alcoholic beverages manufacturing firms in Kenya.

4.6.7 Regression Model's Coefficients

The study sought to establish the effects of leadership experience, leadership style, leadership control and leadership skills on ERP system implementation. Table 4.14 has results for the model.

Table 4: 14 Estimated Regression Model's Beta Coefficients

Model		Coefficients[a] Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.315	.621		2.119	.037
	Leadership_experience	.342	.156	.285	2.195	.030
	Leadership_style	.547	.195	.416	2.797	.006
	Leadership_control	.258	.207	.179	1.245	.216
	Leadership_skills	.136	.175	.093	.777	.039
a. Dependent Variable: ERP_implementation						

Source: Data analysis output (2023)

The regression model is as specified in equation 1.

$$Y = 1.315 + 0.342X_1 + 0.547X_2 + 0.258X_3 + 0.136X_4$$

Where 1.315 is implementation of enterprise resource planning systems success where study factors are not considered, 0.342 is increase in implementation of enterprise resource planning systems success following an increase of leadership experience by 1 unit, 0.547 is increase in implementation of enterprise resource planning systems success, 0.258 is increase in implementation of enterprise resource planning systems success due to an increase in leadership style and 0.136 is an increase in implementation of enterprise resource planning systems success due to an increase of leadership skills by 1 unit.

4.6.8 Hypothesis Testing and Discussion of Findings

The study had four null hypothesis. Based on the results, the hypothesis were tested and results as presented in this section.

The first hypothesis was stated as Ho_1: There is no significant influence of leadership experience on implementation of enterprise resource planning systems among alcoholic beverages manufacturing firms in Kenya. The results showed that leadership experience has a positive effect on implementation of ERP system, $\beta=0.342$, $p=0.030$. The null hypothesis was therefore rejected. This lead to the conclusion that leadership experience had statistically significant effect on implementation of enterprise resource planning systems among the firms. Leadership experience is concerned with robustness of planning skills that a leader has. Where the leader is well equipped and well versed with project planning and implementation, the project implementation is swift and does not have major bottlenecks. The findings of this study are in agreement with those of Blau, Shamir-Inbal and Hadad (2020) examined how leadership experience and revealed that leadership experience positively impact project implementation for organisations in Israel. Also, Grossman and Sharf (2018) too found out that leadership experience was instrumental in achievement of project goals.

The second hypothesis was set as Ho_2: There is no significant influence of leadership style on implementation of enterprise resource planning systems among alcoholic beverages manufacturing firms in Kenya. The results showed that there was positive and significant influence of leadership on implementation of ERP system, $\beta=0.547$, $p=0.006$. Therefore, the null hypothesis was rejected. The conclusion was that of leadership style had a significant positive effect on implementation of enterprise resource planning systems among alcoholic beverages manufacturing firms in Kenya. Leadership style is the way a leader manages followers. In an organization perspective it is concerned with how leaders allocate roles, tasks and how they involve employee in decision making. For instance, transformative leaders stimulate and inspire employee to find new ways of addressing organizational challenges. At the same time, leaders that treat employee with respect are able to earn loyalty and this lowers resistance to changes. The study results are in congruency with those of Raziq et.al., (2018) who also established that leadership style clearly promoted achievement of project goals for firms in Pakistan.

At the same time, Zhang, Cao and Wang (2018) noted that leadership that was transformational and that considered employees as important stakeholders was instrumental to project success. Further, Kitur, Choge and Tanui (2020) noted that idealised influence which entail a leaders coaching and mentoring followers was crucial in project success.

The third hypothesis was set as: $Ho_{3:}$ There is no significant influence of leadership control on implementation of enterprise resource planning systems among alcoholic beverages manufacturing firms in Kenya. The results showed that leadership control had positive but non-significant effect on implementation of ERP system, $\beta=0.258$, $p=0.216$. Therefore the influence of leadership control on project implementation was insignificant. Leadership control is concerned with how a leader manages other factors required in project implementation. The leader decides on allocation of resources, financial or otherwise to various tasks. Where the leader is able to strike a balance between all the tasks, project implementation is swift. Similar results were found by Aboabdo, Aldhoiena and Al-Amrib (2019) who noted that top management involvement was instrumental in project implementation as they could control resources efficiently. At the same time, Shao (2019) noted that leadership direction and motivation of team members played a crucial role in project implementation.

The fourth hypothesis was $Ho_{4:}$ There is no significant influence of leadership skills on implementation of enterprise resource planning systems among alcoholic beverages manufacturing firms in Kenya. Results showed that leadership skills had a positive effect implementation of ERP system project, $\beta=0.136$, $p=0.039$. This shows that leadership skills had a significant role on implementation of projects. Leadership skills are knowledges of management that are essential in project management as well as in all spheres of the organisation. For instance, the project leader should posses interpersonal skills that enable them to relate well with other team members. Leadership skills are the foundation of successful leadership. These skills are diverse and aim at promoting team playing, cost efficiency, time saving and promotion of cohesion among the project players.

The findings of this study are matching to those of Daniel and Ugochuku (2020) who found out that leadership skills are subtle in project success. Also, Tyurina, Shevchuk and Kriukova (2022) noted that leadership skills were the basis component of leadership that led to project implementation success. Zulkiffli and Latiffi (2018) explored the management leadership skills on the successful implementation of sustainable projects in Malaysia and noted that the two variables had a positive association.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The conclusions and suggestions that resulted from the study's findings are contained in this chapter. In retrospect, the study aimed to explore the connection between enterprise resource planning system installation and project leadership in Kenyan alcoholic beverage manufacturing companies.

5.2 Summary of Findings

The purpose of this study was to determine how the installation of the ERP system was influenced by leadership, leadership style, leadership control, and leadership abilities. The findings are covered in this article.

5.2.1 Leadership Experience and Implementation of Enterprise Resource Planning Systems

The goal of the study was to determine how leadership experience and the use of enterprise resource planning tools influenced the establishments in Kenya that produced alcoholic beverages. According to the study, having leadership experience helped ERP system deployment. Additionally, a statistically significant relationship existed between leadership experience and ERP system installation. Experience in leadership enhances a leader's capacity to manage various organizational issues. A successful team can be led by an experienced leader.

5.2.2 Leadership Style and Implementation of Enterprise Resource Planning Systems

The second goal was to determine how leadership style affected how enterprise resource planning systems were implemented by Kenyan companies that produced alcoholic beverages. Results indicated that the leadership style had an impact on how the ERP system was implemented. In essence, the leadership style had a good and significant impact on the installation of the ERP system.

A leader manages their followers according to their leadership style. Employee participation in decision-making reduces the likelihood of change resistance, which facilitates project implementation.

5.2.3 Leadership Control and Implementation of Enterprise Resource Planning Systems

The third goal of the study was to determine how leadership control affected the adoption of ERP systems by alcoholic beverage manufacturing companies in Kenya. The study discovered that leadership control had a favorable impact on the project's adoption of the ERP system. The impact was not statistically significant, though. This indicates that, insofar as leadership control had a favorable impact, it had little to no bearing on the adoption of ERP systems by Kenyan companies that produce alcoholic beverages. The technique of controlling additional relevant aspects in a certain project is known as leadership control. A good leader should have leadership authority over all resources to ensure that they are used effectively and that project objectives are met.

5.2.4 Leadership Skills and Implementation of Enterprise Resource Planning Systems

The last goal examined how leadership abilities affected the adoption of enterprise resource planning (ERP) systems by alcoholic beverage manufacturing companies in Kenya. It became clear that the installation of the ERP system was significantly and positively impacted by leadership abilities. Therefore, a key factor in determining whether a project succeeds or fails is leadership ability. Interpersonal, management, and teamwork abilities are all included under the general heading of leadership skills. These abilities foster team cohesion, which boosts productivity and facilitates the successful completion of tasks.

5.3 Conclusion

The conclusions of the study were as follows:

5.3.1 Leadership Experience and Implementation of Enterprise Resource Planning Systems

There is a positive and significant effect of leadership experience on implementation of enterprise resource planning systems.

This means that leadership experience benefits implementation of project. This is because experienced project leaders are able to solve various challenges in project implementation.

5.3.2 Leadership Style and Implementation of Enterprise Resource Planning Systems

The study came to the conclusion that a project's installation of an ERP system is influenced by leadership style. The implementation of ERP system projects was significantly and favorably impacted by the leadership style. The way a leader affects their followers is referred to as their leadership style. The findings demonstrated that democratic leaders are regarded as transformational, which encouraged teamwork and improved project execution.

5.3.3 Leadership Control and Implementation of Enterprise Resource Planning Systems

The study concluded that leadership control had positive and non-significant effect on implementation of ERP system projects. This meant that leadership was not effective in project implementation. Leadership control can be rigid or hierarchy and this can inhibit passage of information within the organization. For this reason, leadership is only effective if transformational in nature. Leaders are able to motive teams and achieve project goal as they involve them in decision making.

5.3.4 Leadership Skills and Implementation of Enterprise Resource Planning Systems

The study concluded that leadership skills had a positive and significant effect on implementation of ERP system projects. This meant that leadership skills enhanced achievement of project goals. Leadership skills are abilities of the leader to communicate goals, offer solutions to problems, make timely decisions and be a motivation to other team members. These skills makes project tasks to be collaborative goal of all team members and this improves implementation of projects.

5.4 Recommendations

Based on the results, it is recommended as follows:

1. The study recommend that project leaders and senior team should be trained in project delivery to enhance project leadership. Project leaders need to improve on their experience as this was noted to have a positive effect on implementation of projects. Project leaders should continuously upgrade their skills in project implementation so that project goals are efficiently and effectively achieved.
2. Secondly, it is recommended that project leaders should adopt transformational leadership in project management. In this aspect, project managers should practice the principles of transformational leadership to better project management. There is a need for project leaders to adopt robust leadership styles so as to enhance implementation of projects.
3. Thirdly, project leaders should advance their leadership skills so as to enhance implementation of projects. Leaders should attend training workshops in their respective sectors so as to sharpen their leadership skills. Moreover, project leaders should equip themselves with apt knowledge on leadership control.
4. Project leaders should adopt robust controls to balance all resources that are required in project delivery so that implementation goals are achieved. For instance, project leaders need to attend special training on monitoring and evaluation so that they are able to identify and deal with negative deviations in a robust and timely fashion.

5.5 Areas for Further Studies

In general, this study delved into implementation of ERP projects among alcoholic beverage manufacturing companies in Kenya and delved on four project leadership components: leadership experience, leadership style, leadership control and leadership skills. More studies can be carried out in a different sector such as banking sector to compare and contrast the results. Additionally, another study can decompose the leadership attribute of leadership style so as to establish which leadership style is appropriate in implementing of projects. Moreover, another study can be carried out with more variables such as project motivation, top management involvement and resource ownership so that to get more insights on factors that influence project implementation in Kenya.

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APPENDICES

Appendix A: Letter of Introduction

MIRIAM MURITU

C/O SCHOOL OF BUSINESS

UNIVERSITY OF NAIROBI,

23rd May 2022.

Dear respondent,

RE: Request to Fill in a Study Questionnaire

I am postgraduate student at the University of Nairobi undertaking a study whose aim is to empirically elucidate on project leadership and implementation of enterprise resource planning systems among alcoholic beverages manufacturing firms in Kenya. Secondly, this can only be possible where you take some time to complete the attached questionnaire. I will safeguard all information gathered in the process of undertaking this study. Moreover, I will share the outcome of the findings if you require a look at them.

Yours sincerely,

Miriam Muritu

Appendix B: Questionnaire

INFLUENCE OF PROJECT LEADERSHIP ON IMPLEMENTATION OF ENTERPRISE RESOURCE PLANNING SYSTEMS AMONG ALCOHOLIC BEVERAGE MANUFACTURING FIRMS IN KENYA

Introduction

This questionnaire has been developed to source data on various metrics of project leadership and their potential role on implementation of enterprise resource planning systems projects among manufacturers of alcoholic beverages in Kenya. You are required to kindly respond to all matters raised by putting a tick (√) accordingly.

Part I: Basic Information

1. Tick your gender

    a) Male ( )
    b) Female ( )

2. Which age bracket do you fall under?

    a) Under 30 years ( )
    b) 31-35 years ( )
    c) 36-40 years ( )
    d) 41-45 years ( )
    e) More than 45 years ( )

3. Indicate the highest education attained.

    a) College ( )
    b) Bachelor's degree ( )
    c) Postgraduate ( )

4. How many years have you served in this company?

    a) For a period under 5 years ( )
    b) 5-9 years ( )
    c) 10-15 years ( )
    d) Above 15 years ( )

5. Have you adopted a new ERP system in the last ten years?
    a) Yes ( )
    b) No ( )

Part II: Leadership Experience

6. In this section, rank the statements in respect to your agreement with the statement where 1 shows strong disagreement, 2 is disagree, 3 representing indifferent, 4 agreement and 5 being strongly agreeing with the statement.

Statement on Leadership Experience	**5**	**4**	**3**	**2**	**1**
1. Team leadership is essential aligning project tasks with project goals.					
2. Qualification of project leaders determines project outcomes.					
3. Experience in related project is essential in project delivery					
4. Strategizing capabilities enables alignment of project tasks to goals					
5. Communication abilities of a project leaders affects project delivery					
6. A project leader who mentors team members facilitates achievement of project goals					

Part III: Leadership Style

7. In this section, rank the statements in respect to your agreement with the statement where 1 shows strong disagreement, 2 is disagree, 3 representing indifferent, 4 agreement and 5 being strongly agreeing with the statement.

Statement on Leadership Style	**5**	**4**	**3**	**2**	**1**
1. Democratic decision making enables fast decision making					
2. Team motivation effectively leads to timely achievement of goals					
3. Employee involvement improve change acceptance thus improving on project timing					
4. Transformative leadership style improves change management					

Part IV: Leadership Control

8. In this section, rank the statements in respect to your agreement with the statement where 1 shows strong disagreement, 2 is disagree, 3 representing indifferent, 4 agreement and 5 being strongly agreeing with the statement.

Statement on Leadership Control	**5**	**4**	**3**	**2**	**1**
1. Team control ensures that sufficient human resources are allocated to project tasks.					
2. Budgetary control saves on costs and time for project tasks.					
3. Task control ensure no project task or activity is left out.					
4. Leadership control enables monitoring of progress of projects and undertaking corrective actions.					
5. Leadership control boosts fair allocation of roles and responsibilities within project teams					
6. Through robust leadership controls, project risks are mitigated before they materialise.					

Part V: Leadership Skills

9. In this section, rank the statements in respect to your agreement with the statement where 1 shows strong disagreement, 2 is disagree, 3 representing indifferent, 4 agreement and 5 being strongly agreeing with the statement.

Statement on Leadership Skills	**5**	**4**	**3**	**2**	**1**
1. Interpersonal skills are crucial in project implementation					
2. Innovativeness enables decisive actions and fast undertaking of tasks					
3. Problem solving skills are crucial in project delivery					
4. Leadership skills in dealing with stakeholders improves project success					

5. Organising skills are essential in planning project tasks					
6. Monitoring and evaluation capacities are vital towards project implementation					

Part VI: Implementation of ERP System Project

10. On a scale of 5-1, where 5= strongly agree, 4=agree 3=neutral 2=disagree 1=strongly disagree, please rate the following statements.

Statement on Implementation of ERP System project	**5**	**4**	**3**	**2**	**1**
1. Our company implemented the ERP system within the budgeted time					
2. Our company implemented the ERP system within the budgeted financial resources					
3. Our company implemented the ERP system within the budgeted human resources					
4. The quality of the ERP system implemented is high					
5. Teams involved in the implementation of the ERP project was satisfied					
6. Project specification for the ERP system were achieved					

-End-

Appendix C: Interview Guide

Position of participants…….

How would you explain the process of implementation of ERP system in your company?

……
……...

How would you describe leadership in the company? Is it transformational? Does it aid in achievement of project goals at the Company?

……
……...

In respect to the following leadership traits, kindly describe if it has boosted project delivery?

a) Leadership experience
   ……
   ……
b) Leadership style
   ……
   ……
c) Leadership control
   ……
   ……

d) Leadership skills

……

How would you describe ERP in terms of:

Adherence to time budgets

……
……

Resource budgets

……
……

Quality of system

……
……

Team satisfaction

……
……

Project specifications

……
……

The End

Appendix D: List of Alcoholic Beverages Manufacturing Firms

Beer Manufacturers
1. Africa Spirits Limited
2. Agro-Chemical & Food Company Limited
3. Big Five Breweries Limited
4. Biscept Limited
5. Blix Inn Limited
6. Brew Distill Company Limited
7. Crystal World Agencies Limited
8. Crywan Enterprises Limited
9. Elle Kenya Limited
10. Fai Amarillo Limited
11. FRM EA Packers Limited
12. Gish Holding Limited
13. Jjasm Mini-Distillery Limited
14. Kedsta Investment Limited
15. Kenya Nut Company Limited
16. Kenya Wine Agencies Limited
17. Keroche Breweries Limited
18. London Distillers Kenya Limited
19. Lyniber Supplies Limited
20. Mashwa Breweries
21. MDI Limited
22. Monwalk Investment Limited
23. Mount Kenya Breweries Limited
Spirit Manufacturers
24. Mountain Slopes Commercial Services Limited
25. Ozzbeco Kenya Limited
26. Patiala Distillers (K) Limited
27. Platinum Distillers Limited
28. Rift-Valley Brewing Company
29. Sirville Investments Limited
30. Tihan Limited
31. Top Rank Industries Limited
32. Two Cousins Distillers
33. UDV (Kenya) Limted
Wine Manufacturers
34. Vinepack Limited
35. Zheng Hong (K) Limited