



**The Influence of Effective Communication on Employee
Engagement and the Successful Implementation of Organizational
Strategies: The Case of Hibret Bank Addis Ababa South and East
District Branches**

By

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DECLARATION

I, Bezawit Libsneh, hereby declare that this thesis entitled “The Influence of Effective Communication on Employee Engagement and the Successful Implementation of Organizational Strategies: The Case of Hibret Bank Addis Ababa South and East District Branches” is my own original work, except for quotations and citations which have been duly acknowledged. To the best of my knowledge and belief, it contains no material previously published or written by another person, nor material which has been accepted for the award of any other degree or diploma at any university or other institute of higher learning.

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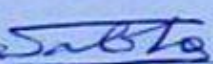
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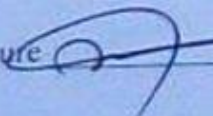
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ABSTRACT

In the dynamic and competitive business landscape, effective communication is crucial for organizational success. It plays a significant role in executing organizational strategies by fostering harmony and alignment within the company. In today's fast-paced environment, communication is the lifeblood of any organization. Existing research predominantly examines the relationship between communication and strategy, or communication and employee engagement, but rarely integrates these aspects to explore how communication fosters employee engagement and subsequently influences a company's success in strategy implementation. This research is aimed to examine the mediating role of employee engagement in the relationship between effective communication and the successful implementation of organizational strategies at Hibret Bank's south and east district branches. A combination of descriptive and exploratory research designs was employed, and a cluster sampling technique based on geographical location was used to select a representative sample of 270 employees. Questionnaires were distributed to employees across 9 selected clusters with a total of 42 branches. Both descriptive and inferential statistical techniques were used for data analysis. Descriptive statistics, such as frequency distribution, mean, and standard deviations, were utilized, while inferential statistics included correlation and multiple linear regression methods. Results indicate that verbal communication and written communication significantly enhance strategy implementation. Additionally, efficiency of communication positively influences both strategy implementation and employee engagement. Interestingly, while verbal communication did not directly impact employee engagement, written communication and efficiency of communication were found to positively correlate with higher levels of employee engagement. Moreover, employee engagement was identified as a significant mediator in the relationships between written communication and strategy implementation, as well as between efficiency of communication and strategy implementation. These findings underscore the importance of fostering clear and efficient communication channels to drive successful strategy implementation through enhanced employee engagement.

Key Words: Strategy, Implementation, Communication, Engagement

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CHAPTER ONE

1. Introduction

This part of the research consists background of the study, statement of the problem, research questions, objective of the study, significance of the study, scope/delimitation of the study, limitation of the study, organization of the study and basic terms with their definitions.

1.1 Background of the Study

In the dynamic and competitive world of business, effective communication stands as a pivotal force in shaping organizational success. It greatly contributes to the execution of organizational strategies, fostering harmony and alignment. It is the means by which people interact and work with one another, and it is the crucial factor in developing strong bonds with customers, strategic partners, and stakeholders. In today's fast-paced and ever-changing business environment, communication is the lifeblood of any organization.

Many organizations fail during the implementation of their strategies, with studies showing that 70% of CEOs fail due to poor strategy implementation rather than poor strategy itself (Niven, 2008). Additionally, a study by the Center for Creative Leadership published in the Harvard Business Review in 2005 found that 40% of CEOs fail within their first 18 months (Niven, 2008).

According to Kraaijenbrink (2019), key roadblocks to successful strategy execution include no or insufficient communication, unclear communication, lack of commitment, resource constraints, ambiguous goals, unclear strategy, limited performance data, silo behavior, resistance to change, over-complexity, and poor leadership according. These problems have remained stable over the past 30 years. If a well-formulated plan is not implemented successfully, it does not bring value to the organization. Once the strategy has been formulated, communication ranks high among the vehicles for implementation to have a favorable outcome (Van Buul, 2010).

A strategy involves determining the long-term goals and objectives of an organization, along with putting plans into action by allocating the necessary resources (Chandler, 1962). Johnson, Scholes, and Whittington (2009) define strategy as the long-term course an organization sets to outmaneuver competitors and satisfy stakeholder needs. Implementing strategies involves translating them into action through the creation of initiatives, budgets, and methods (Hunger, Hoffman, & Wheelen, 2017). It's a critical step following strategy formulation because even the

best plan is useless without proper execution. While strategy development and planning are crucial, successful strategy implementation is often more demanding (Hrebiniak, 2013). Effective communication plays a vital role in this process, influencing people, resource allocation, organizational direction, and tracking and assessment efforts (Muller, 2004).

Research has shown that effective communication can lead to increased understanding, collaboration, and productivity (Talmage-Rostron, 2023). For instance, Apple and Microsoft achieved tremendous success not only because they offered attractive products that fulfilled customer needs, but also because their workforce was united by clear goals. This unified direction resulted from clear communication, both from leadership and within teams, ensuring everyone understood their role and deadlines (Eke, 2020).

According to their website and annual reports, Hibret Bank has developed a comprehensive long-term strategic plan in collaboration with Deloitte Consulting, a leading global consulting firm. This ambitious plan aims to propel Hibret Bank to become one of the top five private banks in East Africa by 2030, measured by asset size. Despite facing significant challenges, including the COVID-19 pandemic and regional unrest, Hibret Bank has made significant progress towards achieving its strategic goals over the past four years. The bank is now well-positioned for continued success according to the Hibret Bank website. Based on their 2023 annual report, Hibret Bank has stated that one of the bank's goals was to expand its presence across the country. They successfully achieved this by opening more than 488+ branches and sub-branches. Another goal was to grow their human capital. The bank successfully increased its workforce by 1,183 employees year-on-year, reaching a total of 8,839 employees at the end of June 2023. Hibret Bank aimed to establish strategic partnerships to enhance its services. They successfully partnered with Ethiopian Airlines for "Hibir Sheba Miles", Ethio Telecom for "Tele-Birr", and the Ministry of Revenues for e-tax payment

There are limited studies done on this topic in the banking sector of developing countries. By delving into this subject within the unique context of Hibret Bank's two districts, the research seeks to provide novel insights that can potentially transform the way organizations perceive and approach their strategic initiatives.

1.2 Statement of the Problem

In today's dynamic business environment, organizations are constantly striving to achieve success and maintain a competitive edge. Effective communication is regarded as a vital driver for accomplishing organizational goals and objectives. Studies have established that effective communication is vital for aligning employee activities with strategic objectives, thus enhancing organizational performance. For instance, Peng and Litteljohn (2001) argue that clear communication channels are essential for effective strategy implementation, as they ensure that employees understand their roles and responsibilities within the broader organizational goals. Leadership in many businesses often overlooks the critical role of the human resources in the success of organizational strategies, as highlighted by Kotter and Schlesinger (2008). When employees lack awareness, buy-in, or comprehension of their part in strategy implementation, the plans are prone to failure. It is imperative for businesses to effectively communicate their strategies to staff, regardless of industry, organizational size, or objectives, as emphasized by Hrebiniak (2005).

According to Guth and Macmillan (1986), making sure that every employee is engaged and informed about the company's objectives, long-term plans, and intended course of action is vital for success. In their study, Cater and Pucko (2010) identified, after reward systems, the lower levels of the hierarchy not receiving adequate communication as the second most significant barrier to strategy implementation. According to Heide et al. (2002), a significant problem faced by companies occurs when employees lack a complete understanding of the company's strategy. Employees that are well informed and understand the company strategy are likely to be motivated and can manage themselves. Employees knowing and understanding that their job contributes significantly to the company's success is important as well (Jones, 2008). Saks (2006) in their study demonstrated how engagement (both job and organization) mediates the relationships between the antecedents and various outcomes, including job satisfaction, organizational commitment, intentions to quit, and organizational citizenship behavior. Furthermore, Argenti, Howell, and Beck (2005) argue that strategic communication encompasses more than just the dissemination of information from the top down; it includes feedback mechanisms and the engagement of employees in dialogue. Rich, Lepine, and Crawford (2010) found that engaged employees are more likely to contribute to organizational success, but these studies do not investigate how communication and engagement can lead to success in achieving organizational

goals. A study by Musheke and Phiri (2021) examining the effects of communication on organizational performance identified a positive correlation between them. However, the study primarily focused on the two variables and did not delve into the mediating role of engagement. The existing research predominantly examines the relationship between communication and strategy, or communication and employee engagement, or employee engagement and strategy but rarely integrates these aspects to explore how communication fosters employee engagement and subsequently influences a company's success in strategy implementation.

Similar to studies on communication, research on employee engagement has largely been conducted in developed countries, leaving a significant gap in understanding its role in different cultural and economic contexts (Kahn, 1990; Saks, 2006). Despite the robustness of the arguments, these studies predominantly focus on developed countries, leaving a gap in understanding how these dynamics play out in developing nations (Peng & Litteljohn, 2001). Yating (2022) compared communication styles and employee reactions in China with Western contexts. Their findings suggest that developing economies may require a more nuanced understanding of communication due to cultural differences. Mordi et al. (2023) discuss the challenges of human resource practices in African countries, emphasizing how cultural and economic factors impact employee behavior and organizational outcomes. Several factors contribute to the scarcity of studies in this area within developing countries. Resource constraints are a significant barrier, as conducting comprehensive research requires substantial financial and human resources, which are often limited in these regions. According to the World Bank (2021), developing countries often face challenges in allocating sufficient budget for research activities due to competing priorities and limited economic capacity. The research priorities in developing countries often focus on addressing immediate socio-economic challenges, such as poverty alleviation and healthcare, rather than organizational practices. Access to reliable data is another critical challenge for researchers in developing countries.

The purpose of this research is to examine how employee communication impacts the strategic plan's implementation with the mediating role of employee engagement in the context of Hibret Bank south and east district branches.

1.3 Research Questions

To address the general problem stated above, the following research questions are formulated:

1. How effective is communication in influencing the successful implementation of organizational strategies?
2. How does effective communication affect employee engagement?
3. What is the relationship of employee engagement and strategy implementation?
4. What is the mediating effect of employee engagement on the relationship between effective communication and strategy implementation?

1.4 Objectives of the Study

1.4.1 General Objective

The general objective of this study is to understand the mediating role of employee engagement on the relationship between effective communication and strategy implementation within Hibret Bank Addis Ababa south and east district branches.

1.4.2 Specific Objectives

1. To assess the effectiveness of communication in influencing the successful implementation of organizational strategies.
2. To examine the impact of effective communication on employee engagement.
3. To investigate the relationship between employee engagement and strategy implementation.
4. To analyze the mediating effect of employee engagement on the relationship between effective communication and strategy implementation.

1.5 Significance of the Study

Effective communication is a critical element of any successful organization, particularly in ensuring that organizational strategies are implemented successfully and that employees are working towards the same targets as the organization. This research highlights the importance of effective communication in the context of a specific organization, Hibret Bank.

The significance of this study is in its potential to provide insights into the role of effective communication in the successful implementation of organizational strategies. By focusing on Hibret Bank Addis Ababa Branches located in the south and east districts, the study can provide a detailed analysis of the specific challenges and opportunities faced by this organization in terms of communication and strategy implementation. One of the key benefits of this study is that it can help identify the specific communication types and practices that are most effective in supporting successful strategy implementation. This information can be used by other organizations to improve their own communication practices and increase the likelihood of successful strategy implementation. In addition, the study can also shed light on the specific factors that may hinder effective communication in an organizational context. By identifying these barriers, organizations can take steps to address them and improve their overall communication practices.

By exploring this unique perspective, not only can valuable insights be gained into enhancing organizational effectiveness, but it also serves as a stepping stone towards the broader understanding of how internal communication strategies contribute to the long-term success of financial institutions. This research aims to contribute to the existing body of knowledge on employee communication within the banking sector, while providing practical recommendations for Hibret Bank to optimize its communication practices in said districts, encourage employee engagement, and ultimately propel its strategic objectives forward. It is important to note that developing countries often face challenges in both strategy formulation and implementation. In many cases, these challenges are related to poor communication channels, lack of resources, and inadequate infrastructure. As a result, many organizations in these countries struggle to achieve their strategic objectives.

To provide a practical example, this research paper will focus on a company that is implementing its strategy in the banking industry in Ethiopia. Ethiopia is a developing country which has experienced major political and economic shifts recently. The banking industry has been one of the key sectors driving economic growth in the country. By focusing on a specific company in a developing country, this research paper will provide valuable insights into the importance of effective communication in strategy implementation. It will also highlight the practical steps that organizations can take to enhance their communication channels and improve their chances of successfully implementing their strategies.

1.6 Scope of the Study

The scope of this study was to examine the mediating effect of employee engagement on the relationship between effective communication and strategy implementation. The study focused on the effectiveness of communication types and practices used by the organization to guarantee its strategies deliver the intended impact, the efficiency of their communication practices and the engagement of the employees as a mediator.

The subject of this study is Hibret Bank. It focused on the branches in Addis Ababa located at the south and east districts. The remaining districts are excluded.

1.7 Limitations of the study

This research may face certain limitations. The study may be limited by using self-reported information, as people might unintentionally or intentionally skew their responses. The study is also limited geographically to the Addis Ababa south and east district branches of Hibret Bank. This study investigated the influence of employee communication on strategy execution, but didn't consider other factors like organizational structure and culture, leadership, or resource allocation and so on. Therefore, the findings should be interpreted with these limitations in mind.

1.8 Definition of Terms

Strategy: it is a goal-oriented action plan that highlights the necessity of establishing goals and ensuring that the strategy selected contributes to the general goals of the business (Coulter, 2012).

Strategy implementation: the process of converting a selected strategy into action to effectively carry out activities that help achieve strategic organizational goals and objectives (Dyer et al., 2020).

Communication: a process in which individuals exchange information using a shared system of symbols, signs, or behaviors (Merriam Webster English Dictionary)

Verbal Communication: the use of spoken words to convey meaning in face-to-face conversations, group discussions, and other settings.

Written Communication: the use of written words to deliver a message.

Efficiency of Communication: the skill to convey a clear message in the briefest timeframe possible (Williams, 2023).

Employee Engagement: degree of passion and commitment that employees exhibit towards their work.

1.9 Organization of the study

The study is structured into five chapters. Chapter one starts with a general overview of the research, encompassing the background, problem statement, research questions, objectives, significance, scope, and limitations. The second chapter includes review of theoretical and empirical literatures that support the research. The third chapter outlines the research methodology employed in this study. Chapter four presents the findings of the data analysis along with their interpretation and discussion. Finally, Chapter five contains the conclusions drawn from the research findings, followed by recommendations provided by the researcher.

CHAPTER TWO

2. Review of Related Literature

2.1 Introduction

In this chapter, a literature review in relation to strategy definition, stages and effective communication are presented. The first part of this chapter focuses on the concept of communication and strategy implementation and review of theoretical literature as well as relevant theories. The second part of this chapter covers the empirical review. The final part of this chapter states the hypothesis of the study and conceptual framework.

2.2 Strategy Definition

Organizational strategy is an important component of any successful organization since it helps to align a firm's strengths and resources with the opportunities and risks that exist in its environment (Porter, 1991). According to Coulter (2012), it is a goal-oriented action plan that highlights the necessity of establishing goals and ensuring that the strategy selected contributes to the general goals of the business. It is not sufficient to have a plan; it must be converted into action, which requires implementation. As defined by Andrews (1987), strategy is the guiding principles that shape a company's direction. This includes setting goals, determining how to achieve them, and defining the business areas it will operate in. It also encompasses the company's organizational structure, its impact on various stakeholders, and its intended contributions to society.

Chandler (1962) characterizes strategy as the process of determining long-term goals and objectives, and then allocating the resources required to accomplish those goals. Furthermore, effective organizational strategies should consider both internal strengths and external factors. Porter (1991) emphasizes the importance of a unified collection of objectives and strategies that match the firm's internal capabilities (strengths and weaknesses) with the external environment's opportunities and threats present in the industry. He aptly describes strategy as synchronizing a company with its surroundings, recognizing both the environment's conditions and the organization's competencies can change. Consequently, the objective of strategy is to uphold a dynamic equilibrium instead of a fixed one. Thompson Jr et al., (2020) emphasize that the goal of a well-crafted strategy is not short-term gains but instead sustainable success that supports long-term growth.

2.3 Strategic Management Stages

Strategic management breaks down into three key steps: figuring out the direction to go (formulation), putting the plan into action (implementation), and checking how well it's working (evaluation). Every stage is essential to the effective implementation of a company's strategic plans.

- 1. Strategy Formulation:** According to David (2011), the process of formulating a strategy lays the foundation for the success of an organization. It involves four key components: (1) clearly stating the firm's vision and mission; (2) conducting a SWOT analysis, which assesses the firm's internal strengths and weaknesses as well as external opportunities and threats; (3) establishing long-term goals; and (4) developing and then choosing the best strategic options.
- 2. Strategy Implementation:** Dyer et al (2020) define strategy implementation as the process of transforming a chosen strategy into operational steps to effectively execute tasks that help achieve the firm's strategic goals and objectives.
- 3. Strategy Evaluation:** David (2011) states that the three main steps in the strategy-evaluation process are: (1) assessing the internal and external components that constitute the basis of the existing strategies; (2) measuring performance; and (3) applying corrective measures.

2.4 Factors Affecting Strategy Implementation

The successful implementation of a strategy is a complex process that includes various stages such as planning, resource allocation, execution, and evaluation (Mintzberg, 2014). Throughout these stages, effective communication is important and ensures that the strategy is understood, embraced, and executed effectively.

Effective leaders are instrumental in strategy implementation as they communicate the strategic vision clearly, inspiring and aligning employees toward common goals (Yukl, 2013). This notion is supported by empirical evidence from a study conducted by Smith et al. (2019), which found a significant correlation between clear and consistent communication from leadership and successful strategy implementation.

Organizational culture, an essential element in strategy execution, is greatly influenced by communication dynamics. According to Schein (2010), a culture that promotes open and sincere communication creates an atmosphere that supports collaboration and innovation, which are crucial for successful strategy execution. Supporting this claim, Brown & Starkey (1994) discovered that organizations fostering a culture of open communication have higher success rates in strategy implementation.

Employee engagement is another crucial aspect of strategy implementation. According to Kotter (2012), engaging employees in the strategy implementation process is vital for promoting commitment and buy-in. This is supported by a report from Gallup (2020), which found that firms with high levels of employee engagement are more likely to achieve their strategic objectives. This underscores the significance of communication in engaging and mobilizing employees towards the successful implementation of organizational strategies.

The type of communication channels chosen can significantly impact the effectiveness of strategy communication (Daft & Lengel, 1986). Daft and Lengel's research suggests that different communication types have varying levels of reach and impact on different employee groups. For example, formal meetings may be effective for conveying detailed information to a smaller group, while emails can disseminate information widely but may lack personalization.

On the other hand, social media platforms offer interactive and engaging channels, particularly for younger generations in the workforce (Kock, 2005). In the digital age, the use of modern communication platforms for strategy communication has increased. Leveraging digital channels such as enterprise social media, intranet portals, and collaboration tools can enhance accessibility and engagement among employees (Kock, 2005). These platforms provide real-time updates, interactive features, and the ability to reach a wide audience quickly. Additionally, they offer opportunities for feedback and dialogue, creating a more dynamic and inclusive communication environment. Moreover, the choice of communication channels should align with the organization's culture and the preferences of its employees. A culture that embraces technology and encourages digital communication will likely benefit from utilizing modern platforms for strategy communication (Schein, 2010). For example, organizations with remote or dispersed teams may find digital channels essential for ensuring that all employees receive timely and consistent information.

Many other elements influence how a strategy is translated into action, including the company's structure, its systems for monitoring progress, a shared understanding of the plan, and strong leadership (Noble, 1999). Okomus (2003), as cited by Hussien (2022), categorized eleven factors that impact strategy execution into four groups by their significance and features. The first group concerns the substance of the strategy itself, focusing on how it was developed. The second group examines the environment surrounding the strategy, dividing it into external and internal aspects. The external environment considers unpredictability in the market, while the internal environment encompasses the company's structure, culture, and leadership. The third group, operational process elements, includes operational planning, assigning resources, personnel management, communication, and control mechanisms. These factors are the engines that drive the strategy forward. Finally, the fourth group, simply labeled "outcome," focuses on the results of the implementation phase. Between 70% and 90% of firms struggle to carry out their strategies effectively and frequently run into problems with execution efficiency (Kabeyi, 2019). Moreover, only 63% of anticipated financial goals that match strategic plans are met. Implementation obstacles are divided into two categories: out-of-control external issues and internal obstacles that are under the control of an organization. Kabeyi (2019) highlights the critical difficulties that organizations face, including the volatility of the global economy, resources scarcity, and political interference.

Strategies are greatly impacted by internal restrictions such as insufficient resources and support (Clark, 2017). According to Alamsjah's (2011) middle-level managers are likely to execute strategy more effectively when they receive support from the corporate culture or when there is a common understanding of internal practices within the company. It's essential for top management to provide middle-level managers with clear strategy and direction. Having a clear strategy alone is insufficient since middle-level managers must be informed of it before converting it into detailed implementation plans. Documenting failures and best practices will also provide insightful and thorough feedback on how the strategy is being executed. To guarantee successful execution, middle-level managers also need suitable performance-based awards.

A variety of resources, including money, people, infrastructure, and time, are needed for a strategy to be implemented successfully. Resource limitations, planning challenges, and resistance to change are some of the elements of implementing a strategy that might be challenging (Chron,

2020). It is common for firms to plan ahead but after planning, struggle with poorly executed strategies. When left on their own, people rarely finish the lengthier chores on their to-do lists and instead procrastinate them (Tawse et al., 2018).

Resistance to organizational change stands out as a primary internal barrier hindering strategy implementation (Rooke et al., 2010). If new procedures, methods, and attitudes are required for new strategies, internal opposition may arise if they are not clearly conveyed within the firm. Interestingly, Kraaijenbrink (2019) found that the most significant challenges organizations encounter during strategy execution have remained remarkably consistent over the past three decades. "Unclear communication" and "No or insufficient communication" consistently emerge as the leading two issues among a list of twenty key problems. According to the Chron (2020), management may reduce resistance through effective communication, which will help employees support strategic initiatives. Inadequate communication is highlighted as a major barrier to strategy implementation (Ramokgadi et al., 2019). Muller (2004) emphasizes that communication directly impacts strategy implementation through its influence on various key components. These include the people involved in the implementation process, the required resources, the organization's infrastructure, and the monitoring and evaluation procedures.

2.5 Communication's Role in Strategy Implementation

Alignment between organizational strategy and individual actions is essential for successful implementation. Effective communication channels facilitate this alignment by conveying strategic objectives, clarifying roles and responsibilities, and creating a shared understanding among stakeholders. Research by Simons (1995) emphasizes the importance of clear communication in aligning organizational activities with strategic goals. Furthermore, a study by Chen and Huang (2009) found that effective communication positively influences strategic alignment and enhances organizational performance. Solomon (2017), drawing upon Beer and Eisenstat (2000), emphasizes that effective communication of strategy is crucial for successful strategy execution. Poor communication of strategy to employees can hinder its implementation.

A carefully thought-out strategy must be effectively communicated to ensure its successful implementation. Engaging with employees is key, as effective communication ensures that everyone comprehends management's expectations, understands their tasks and deadlines, and is clear on the outlined plans and associated timelines (Van Buul, 2010). Van Buul (2010)

emphasizes the importance of effective communication in creating a healthy work environment, building trust, and inspiring employees to perform at their best and asserts that a communication gap hinders effective strategy implementation. To avoid this, information needs to reach all staff levels. Communication also enables management to monitor progress and receive feedback.

Strategy implementation often involves organizational change, which can evoke resistance and uncertainty among employees. It's important that employees know their roles and responsibilities in carrying out the organizational strategy and that management communicates the organization's vision, goals, and objectives to all employees (Mbaka & Mugambi 2014). Communication serves as a vital tool for managing change by providing transparency, addressing concerns, and engaging employees in the process. Kotter and Schlesinger (2008) assert that effective communication can mitigate resistance to change by creating a compelling narrative and involving stakeholders in decision-making. Similarly, a study by Oreg et al. (2011) underlines the role of communication in shaping employees' perceptions of change, thereby influencing their attitudes and behaviors during implementation.

The structure of communication networks within organizations significantly impacts the flow of information and decision-making processes. Research by Brass et al. (2004) suggests that communication networks marked by decentralization and openness promote information sharing and collaboration, leading to more effective strategy implementation. Conversely, centralized communication structures may impede the distribution of strategic information and hinder implementation efforts (Galbraith, 2006). According to Kotter et al. (2008), many organizations overlook the importance of ensuring that employees are aware of change and comprehend their role in implementing the strategy. This absence of communication can result in failed change initiatives. To avoid this, management must clearly define the roles and responsibilities of strategy implementers and communicate this to all employees. These findings emphasize the importance of cultivating communication environments that support strategy execution.

Leadership communication plays a crucial role in driving strategy implementation by setting the tone, inspiring commitment, and providing direction. According to research by Duan et al. (2016) transformational leadership communication positively influences employees' commitment to strategic goals and their willingness to exert effort in implementation. Furthermore, a study by Eisenhardt (1989) highlights the significance of leaders' communication style in shaping

organizational culture and facilitating strategic adaptation, which is essential for successful implementation in dynamic environments. Effective leaders not only convey vision, mission, and values but also optimize the implementation procedure to attain objectives (Andrew et al., 2011).

In an increasingly digitalized world, communication technologies have become integral to facilitating virtual collaboration and coordination in strategy implementation. Research by Powell et al. (2004) explores the impact of virtual communication tools on organizational effectiveness, pointing out their role in overcoming geographical barriers and improving information sharing. Similarly, a study by Watson-Manheim et al. (2002) underscores the importance of leveraging technology-mediated communication platforms to support distributed teams and facilitate real-time decision-making during strategy execution. Communication is a critical component in strategy implementation, facilitating the dissemination of strategic objectives, clarifying expectations, and fostering employee engagement. Free-flowing and honest communication channels enable workers to understand their roles, provide feedback, and participate in achieving organizational objectives (Yang et al. 2010).

2.6 Types of Communication

There are several types of communication that include verbal, non-verbal, and written.

2.6.1 Verbal Communication

Verbal/oral communication involves the use of spoken words to convey meaning in face-to-face conversations, group discussions, and other settings. It can also include utilizing technology such as telephones, group discussions (video conferencing, online meetings), and mass announcements (Andreev, 2023). Keiling (2023) states that verbal communication is efficient and is the most prevalent type of communication. Verbal communication, encompassing face-to-face discussions, meetings, and presentations, stands as a basis of organizational interaction (Zorlu & Korkmaz, 2021). Cooren et al. (2011) elaborate on the constitutive nature of verbal communication, positing that organizations are not mere products of communication but are fundamentally shaped and constituted through ongoing verbal interactions.

Effective verbal communication strategies, as underscored by Gallo (2022), are important in motivating and inspiring teams, promoting a shared vision, and aligning individuals toward common organizational goals.

2.6.2 Non-verbal communication

Non-verbal communication involves the use of body language, facial expressions, and gestures to convey meaning. It refers to communication that is wordless or without letter symbols, involving communicating messages through the physical environment and body movement instead of written or spoken language (Andreev, 2023). However, according to Mehrabian (1981), only 7% of the message's comprehension comes from the words the speaker uses, 38% comes from the way the words are delivered, and 55% comes from nonverbal communication.

2.6.3 Written Communication

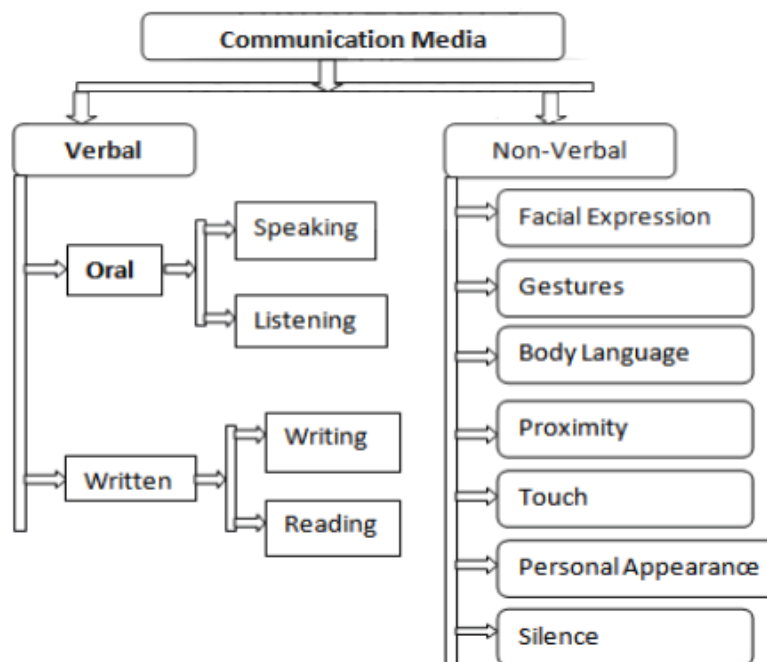
The use of written words to deliver a message is referred to as written communication. Written communication requires proficiency in reading and writing skills. It involves translating oral messages into alphabetic symbols, words, and sentences. Examples of written communication include letters, reports, notices, emails, SMS, messaging apps, and others (Andreev, 2023).

Written communication, including emails, reports, memos, and policy documents, serves as a formal channel for documentation, information dissemination, and knowledge management (Baldoni, 2021).

Cooren et al. (2011) further emphasize the foundational role of written communication in organizational structuring and maintenance. They highlight its significance in establishing organizational norms, procedures, and protocols. The Handbook of Organizational Rhetoric and Communication underscores the importance of written communication in implementation processes, by emphasizing its role in providing clarity and consistency in conveying strategic directives. Publisher (2015) writes that verbal communication occurs in real-time, whereas written communication allows the sender to craft the message over time. This makes written communication asynchronous, which means that the recipient can read it whenever they want, as opposed to a real-time conversation with some exceptions. The writer also claims another advantage is that many individuals can see written communication simultaneously, potentially reaching a larger audience than spoken words.

While various communication modalities exist in organizational contexts, their relevance to strategy implementation may vary. Zhao et al. (2022) develop a scale for measuring perceived

communication effectiveness in implementing strategies, shedding light on the critical role of audience perceptions in shaping implementation outcomes. However, their study finds non-verbal and electronic communication to be less effective than verbal or written communication in the context of strategy implementation. Similarly, Chirwa and Boikanyo (2022) uncover the positive correlation between effective verbal and written communication and successful strategy implementation, while other communication modalities demonstrate relatively less significance in their empirical investigation.



Source: The Business Communication (2013)

Figure 2.1: Types of Communication

2.7 Direction of Communication

Communication entails sharing information and creating mutual understanding among individuals or groups. It allows for the smooth exchange of critical information, ideas, and feedback, which is required for efficient operation and successful strategy implementation. Both vertical and horizontal communication are possible in this exchange. There are two directions in the vertical aspect: downward and upward (Robbins & Judge, 2012).

Downward communication entails the transmission of messages from higher levels of the organizational hierarchy to lower-level employees, encompassing directives, instructions, organizational policies, and strategic initiatives (Directions of Communication | Organizational Behavior and Human Relations, n.d.). It is also termed as "top-down" communication. Leaders and group supervisors use this type of communication to define objectives, deliver task directives, transmit organizational policies and procedures, and attract attention to issues that need to be addressed (Robbins & Judge, 2012). Downward communication stands as the most extensively utilized channel in firms. The primary weakness of downward communication is its unidirectional character, which fails to garner input from employees to a higher level in the organizational structure.

Conversely, upward communication serves as a feedback mechanism from lower levels to higher levels, creating a "bottom-up" flow. In this model, employees communicate their ideas, feedback, concerns, and suggestions upward through the organizational hierarchy. The primary purpose of upward communication is to provide employees with a voice and a means to express their thoughts and perspectives to management. It allows managers to gain insights into the challenges, needs, and aspirations of employees, as well as to receive feedback on organizational policies, procedures, and strategies.

Horizontal communication occurs laterally among individuals or departments at the same organizational level, promoting collaboration, coordination, and information exchange without hierarchical constraints (Directions of Communication | Organizational Behavior and Human Relations, n.d.). This informal communication technique was developed to bypass the vertical hierarchy and speed up action. Horizontal communication channels facilitate the resolution of interdepartmental conflicts, project coordination, and the dissemination of best practices and strengthens the coordination and collaboration between departments on the same level.

2.8 Channels of Communication

Channels are like arteries in the world of organizational communication; they convey messages and facilitate interpersonal relationships. They are the routes that information travels through as it is sent or received. Channels can be generally classified as formal or informal based on the level of formality.

Formal channels, established by management, are deliberate, planned routes for official communication between different positions. Formal announcements and messages are disseminated via formal channels or routes that have been established by the organization (Kaplana, 2014). Commands and instructions go down through these official channels, performance reviews and complaints go up, and horizontal cooperation thrives. The important information that travels through these formal channels include policies, processes, business strategies, strategic goals, yearly reports, and communication inside the organization. All organizational levels engage in this kind of deliberate, well-planned communication, whether it is between department managers and senior management, between entry-level workers and their supervisor, or amongst peers at a matching level (Gulam 2010).

Informal channels, on the other hand, avoid the organizational hierarchy and is more personal. These encounters among coworkers, which are shaped by relationships and common experiences, take place outside of the formal network. Informal communication considers each employee's unique socio-personal traits inside the company. It operates outside of the officially sanctioned channels and is primarily unofficial (Chirwa & Boikanyo, 2022). Although their routes are flexible and loose, they can be highly effective for specific kinds of communication. Grapevine is considered informal communication within and outside of a company. It connects various parts of the organization via information flow. Grapevine is driven by social ties rather than formal rules. Grapevine contributes to the organization's effective operation and benefit (Chirwa & Boikanyo, 2022).

2.9 Efficiency of Communication

Williams (2023) defines efficient communication as the skill to convey a clear message in the briefest timeframe possible. This form of communication necessitates concise delivery of information. It's important to distinguish efficient communication from effective communication, as the former emphasizes brevity and speed in message delivery.

To employ efficient communication effectively, individuals should prioritize conciseness and honesty, while making sure that what they convey is clear. Improving workplace communication is fundamental for sustaining high-quality working relationships and fostering employees' well-being. Plaza (2022) citing Adu-Oppong and Agyin-Birikorang (2014) state that it significantly impacts various facets of organizational life, including job satisfaction, productivity, and customer

service quality. Efficient communication in organizations entails the timely dissemination of relevant information to the right individuals or groups, facilitating smooth coordination, collaboration, and decision-making. Moreover, it involves eliminating barriers to communication, such as ambiguity, noise, and misunderstanding, to enhance productivity, reduce errors, and build a positive work environment. Ultimately, efficient communication enables organizations to achieve their goals and objectives more effectively by ensuring that information flows seamlessly across all levels and functions. It contributes to organizational success and performance.

2.10 Key Theories

2.10.1 Communication Theories

Communication theory offers valuable frameworks to understand the complexity of effective communication in organizational strategy implementation. This multidisciplinary field draws from linguistics, sociology, psychology, and anthropology, providing insights into how people, groups, and organizations communicate, share information, and influence one another (Wikipedia). Communication theory encompasses a wide range of perspectives that examine how information is transmitted, received, and understood within interpersonal, organizational, and mediated contexts.

Shannon-Weaver Model: developed by Claude Shannon and Warren Weaver, introduced in 1948, is a foundational concept in communication. It breaks down communication into five essential parts: a source, a transmitter, a channel, a receiver, and a destination (Wikipedia). Organizations can use this model to ensure that strategic goals and directives are effectively transmitted (sender), received and understood (receiver), and are not distorted by noise (distractions or misunderstandings). For example, during strategy rollout, leaders can communicate through multiple channels to minimize noise and ensure the clarity of their messages (Shannon & Weaver, 1949).

Social Learning Theory: One such theory, the social learning theory, posits that individuals learn novel behaviors by observing and imitating others, emphasizing how modeling and reinforcement shape communication behaviors (Bandura, 1977). In the context of strategy implementation, this theory suggests that leaders who effectively communicate the strategic vision serve as role models, influencing employees' behaviors and actions. By emphasizing consistent communication and

providing role models who embody strategic values, organizations can promote a culture that supports strategy execution

Cognitive Dissonance Theory: Cognitive dissonance theory explores how individuals manage conflicting beliefs or attitudes. When employees are presented with strategic changes that conflict with their existing perceptions, they may experience discomfort, leading to resistance. Effective communication strategies that address cognitive dissonance can help employees navigate and accept new strategies (Festinger, 1957).

Cultural Studies Theory: Communication is profoundly influenced by culture, as highlighted by cultural studies theory. This theory explores how ideology and power dynamics shape communication practices within organizations (Hall, 1977). In diverse work environments, understanding cultural nuances in communication is crucial for effective strategy dissemination and implementation (Gudykunst & Kim, 2003).

Social Exchange Theory: The social exchange theory posits that individuals take part in communication to maximize benefits and minimize costs (Leo, 2023). In the organizational context, this theory suggests that employees are more likely to support and engage in strategy implementation when they perceive it as beneficial to their personal goals or interests (Homans, 1958). Communication strategies that emphasize the mutual benefits of the strategy for both the organization and employees can be effective in that regard.

Social Penetration Theory: Relationship development in the context of strategy implementation can be understood through the social penetration theory. This theory suggests that as individuals disclose more personal information, relationships deepen (Jams, 2012). In the organizational setting, leaders who communicate openly and transparently about the strategy can promote trust and commitment among employees, facilitating successful implementation (Altman & Taylor, 1973).

Uncertainty Reduction Theory: Uncertainty reduction theory focuses on how individuals seek to reduce uncertainty in social interactions (Sus, 2023). During strategy implementation, employees may experience uncertainty about their roles, responsibilities, and the impact of changes. Effective communication strategies that provide clarity, information, and feedback can mitigate uncertainty and enhance employee engagement (Berger & Calabrese, 1975).

Uses and Gratifications Theory: The uses and gratifications theory sheds light on why individuals consume media and communication channels (Vinney, 2024). In the organizational context, employees may seek information about the strategy to understand its relevance to their work and goals (Katz et al., 1973). Communication strategies that cater to employees' needs for information and engagement can facilitate their support for the strategy.

While these theories offer valuable insights, it is essential to acknowledge their limitations. They often oversimplify complex communication processes and may not fully capture the nuances of real-world organizational communication (Deetz, 1995). Moreover, the applicability of these theories may vary across cultures and contexts, highlighting the need for contextual adaptation (Gudykunst & Nishida, 2001). Despite these challenges, an understanding of communication theories can guide organizations in developing tailored and effective communication strategies for successful strategy implementation.

2.10.2 Organizational Communication Theory

Organizational communication serves as the lifeblood of an organization, facilitating the exchange of information and ideas among individuals within a particular environment (Hahn et al., 2017). It encompasses the creation, transmission, and interpretation of messages within the organizational context, shaping the form and style of interaction within business, nonprofit, or governmental institutions. Effective organizational communication is fundamental to an organization's success, supporting coordination, collaboration, and informed decision-making (De Benedicto et al., 2018). This communication occurs through various channels, including formal avenues such as memos, reports, and meetings, as well as informal networks like conversations and social platforms. Moreover, communication can take different forms—vertical, horizontal, or diagonal—depending on the direction of the message flow. Organizational communication serves as a vital mechanism for gathering data and disseminating information among members of an organization. In a traditional model, it is viewed as a measurable and standardized activity that aids in the classification of information (De Benedicto et al., 2018). Research has consistently shown a strong correlation between effective communication processes and organizational efficiency, underscoring its significance in strategy implementation and overall organizational success.

Understanding organizational communication theories is crucial for effective strategy implementation. For instance, an organization with a bureaucratic communication structure may encounter challenges in agile strategy implementation due to rigid hierarchies and slow decision-making processes (De Benedicto et al., 2018).

While organizational communication theories offer valuable frameworks, they have limitations that must be considered. They often simplify complex communication processes within organizations, potentially overlooking individual differences and unique organizational contexts. These theories may not fully address obstacles to communication, such as cultural diversity, language barriers, and power dynamics, which can hinder effective strategy implementation (Gudykunst & Nishida, 2001).

2.10.3 Employee Engagement Theory

The theory of employee engagement posits that stimulating meaningful interactions with staff members is fundamental for the success, efficiency, and longevity of any organization (Robinson, 2022). It suggests that by providing employees with challenges, support, and inspiration, institutions can enhance employee satisfaction and productivity, leading to better performance and outcomes (Robinson, 2022). Employee engagement theory draws from various motivational theories to understand and promote engagement among employees, with significant implications for organizational strategies (Robinson, 2022).

William Kahn's research in 1990 laid the foundation for the theory of employee engagement, highlighting three key factors—meaningfulness, safety, and availability—that influence an employee's level of engagement at work. Meaningfulness refers to the extent to which employees perceive their work as meaningful and purposeful, motivating them to invest substantial effort. Safety involves creating a work environment where employees feel psychologically safe, free from criticism or consequences, fostering constructive feedback and active participation. Availability examines employees' mental and physical capacity to perform effectively, emphasizing the importance of realistic expectations and work-life balance (Robinson, 2022).

Employee engagement theory has significant implications for organizational strategies, particularly in terms of talent management, leadership, and organizational culture. Organizations that give precedence to employee engagement have a greater likelihood of attracting and retaining

top talent, encourage innovation and creativity, and achieve higher levels of productivity and performance (Robinson, 2022).

Effective communication fosters a sense of ownership and purpose among employees, making them more invested in the organization's goals. When employees feel well-informed and understand the organization's strategies, they are more likely to be engaged and contribute to their successful implementation (Aldoy & McIntosh, 2023). High levels of engagement in an organization may indicate that communication strategies are effective in conveying strategic objectives, building understanding, and motivating employees to take ownership of their roles in implementation processes.

Despite its widespread acceptance, employee engagement theory is not without limitations. Employee engagement lacks a universally agreed-upon definition, leading to conceptual ambiguity and varying interpretations across different studies and organizations (Macey & Schneider, 2008). Additionally, accurately measuring and quantifying employee engagement can be challenging for organizations, making it difficult to assess the effectiveness of engagement initiatives (Robinson, 2022).

2.11 Employee Engagement

Employee engagement refers to the degree of passion and commitment that employees exhibit towards their work. When employees are engaged, they tend to be more efficient and deliver superior performance (Smith, 2023). Savarimuthu and Jothi (2019) citing Kahn (1990), conceptualized employee engagement as the process of connecting employees to their work. In other words, it is how much an employee is invested in their job and the company's success. Schaufeli (2002) and Schaufeli and Bakker (2004) characterized it as a positive and fulfilling work-related mindset. This can be shown by their commitment, enthusiasm, and deep engagement with their job responsibilities and performance.

According to Savarimuthu and Jothi (2019), employee engagement can be categorized as follows:

- **Engaged:** Engaged employees are proactive contributors. They seek clarity on role expectations to surpass them and are intrinsically motivated to understand their company's objectives and their role within it. They regularly perform at a high level, putting their abilities and strengths to use every day.
- **Not Engaged:** Not-engaged employees focus primarily on tasks rather than broader goals and outcomes. They prefer clear directives to follow and complete tasks without focusing on the outcome. These employees may feel undervalued, lacking meaningful relationships with their managers or colleagues.
- **Actively Disengaged:** Actively disengaged employees are akin to "cave dwellers" who actively oppose organizational goals. They exhibit a pervasive negativity, undermining the efforts of their engaged colleagues. Their disagreement can significantly impair organizational operation and morale.

Employee engagement is crucial for organizations that aim to keep their valued employees. It cultivates a positive work atmosphere, boosts efficiency, and stimulates creativity.

2.12 Empirical Review

The implementation of strategy presents increasing challenges, particularly as one moves to lower levels within the organization. Research by Peng and Litteljohn (2001), in their study on three hotel chains and UK plcs, show that organizing processes and realization of objectives during strategy implementation are connected to communication. They also state that while effective communication is deemed fundamental for successful strategy implementation, it alone does not guarantee its effectiveness. Similarly, Brinkschröder, (2014) says that since there are a variety of ways to understand a strategy, reaching an agreement is essential to its implementation.

Furthermore, Köseoglu et al. (2020) in their study identifying key success factors for strategy formulation and implementation, stress the great importance of communication and personnel in strategy implementation, while emphasizing the essential role of effective communication at the organizational level to further what they considered a critical success factor for strategy implementation namely strategic consensus. This data for the study was collected through semi-structured questionnaires and face-to-face interviews. Their participants were selected based on convenience and only 21 interviews were conducted which would reduce generalizability and

impose statistical limitations causing the findings to be less reliable. The study also focuses on participants perception which would make the findings susceptible to personal biases. Li et al. (2008), in their review of 60 selected articles and research papers, emphasize the importance of organizational communication in supporting learning, training, and knowledge sharing during the implementation of strategies. The significance of interpersonal communication is highlighted by the coordination of numerous actors and their activities in the formulation and implementation of strategies (Heide, et al., 2002). Heide et al. (2002) in the case study in a Norwegian ferry-cruise company highlights communication issues arising from a lack of employee interaction and teamwork as significant obstacles in strategy implementation. The researchers collected data from the employees on board of one of the company's ships by using a structured set of questions that permitted open-ended responses. Empirical studies have examined the effects of communication strategies on organizational performance, revealing the influence of factors such as open-door policies, group efforts, and organizational structure on performance outcomes (Kibe, 2014).

Tailored communication strategies that align with organizational goals are crucial for driving performance improvements (Kibe, 2014). Rapert et al. (2002) underscores the pivotal role of strong communication networks, both formal and informal, in promoting strategic consensus within the organization, ultimately contributing to enhanced functional and organizational performance. They state that performance results linked to consensus and top-down communication highlight how crucial it is to have regular information flow and mutual understanding throughout the implementation phase. Forman and Argenti (2005) add to this idea by pointing out that businesses going through strategic transition show a particularly strong alignment between the execution of their strategy and their corporate communication function. They provide as an example of how FedEx, in its own transformation, successfully divided broad corporate objectives into concrete, targeted targets for several divisions entrusted with enacting change. Every "mini" communication strategy effectively conveyed the overall goal, guaranteeing targeted and effective execution. The study's generalizability to other sectors or organizations may be limited by the authors' choice to focus on multinational corporations that cover a variety of industries. The study's conclusions are also based more on subjective judgments than on objective measures. Further insights into employee engagement emphasize its role in driving sustainable success and competitive advantage (Clack, 2021).

2.13 Conceptual Framework

The independent variables in this study include the types of communication, mainly verbal communication and written communication, as well as efficiency of communication, and employee engagement. The dependent variable is strategy implementation. The hypothesized conceptual framework model depicts the relationship between the two variables.

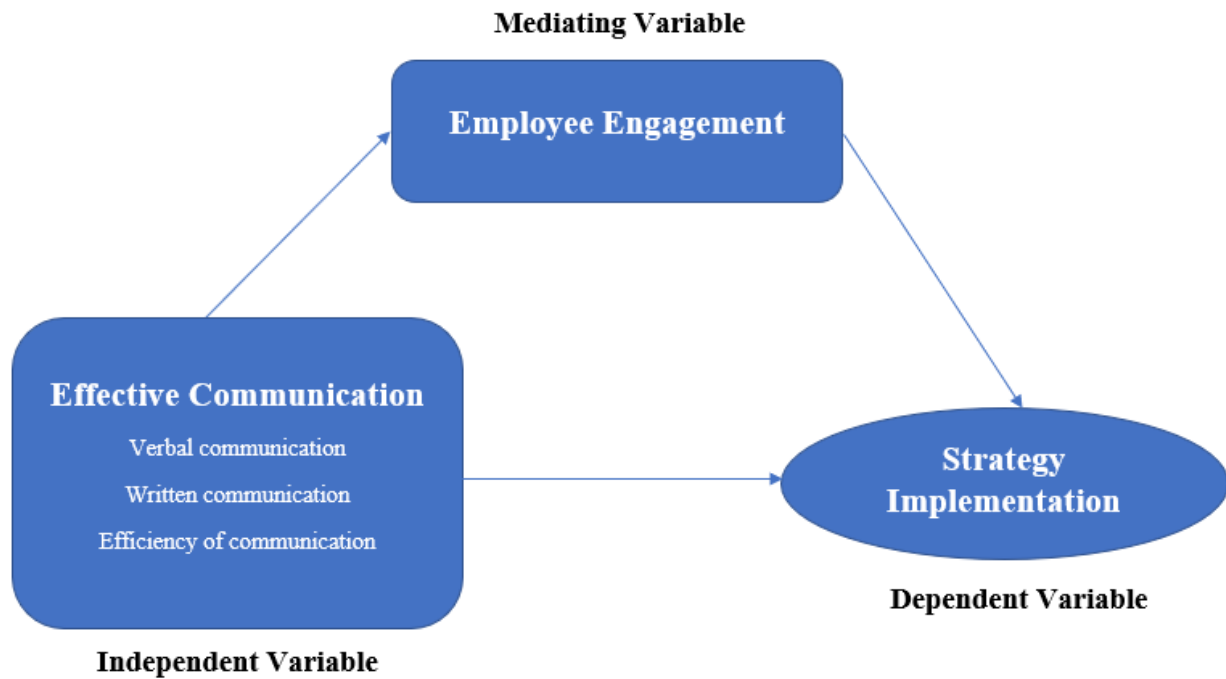


Figure 2.2: Conceptual framework – Own Study

2.14 Research Hypothesis

2.14.1 Communication and Strategy Implementation

Effective verbal communication is essential for aligning organizational activities with strategic goals. Research by Simons (1995) highlights the importance of clear communication in facilitating the alignment of organizational activities with strategic goals. Cooren et al. (2011) found that verbal communication plays a crucial role in organizing and shaping organizations. It highlighted that organizations are ‘talked’ into existence, emphasizing the power of verbal communication in shaping organizational structures and processes. This form of communication facilitates the coordination and control of activities within organizations, which makes its role pivotal (Cooren et al., 2011). This alignment is critical for successful strategy implementation as it ensures that all stakeholders understand their roles and responsibilities, leading to coordinated efforts towards common goals. Research by Harris and Nelson (2008) suggests that clear verbal communication of strategic goals enhances employee understanding and commitment.

H1: Verbal Communication has a Positive and Significant Relationship with Strategy Implementation

Written communication significantly impacts organizational performance by aligning communication practices with organizational objectives. Zalewska-Turzyńska (2017) emphasized that written communication significantly impacts organizational performance, with research highlighting its role in aligning communication practices with organizational objectives. This study discovered a lack of consensus between directors (managers) and employees in communication, along with inconsistency in the types of organizations and communication patterns (Zalewska-Turzyńska, 2017). This suggests that effective written communication strategies may vary across different levels of an organization and different types of organizations. The study’s findings are based on a specific cultural and organizational context (Poland), which may limit the generalizability of its results. According to Gioia and Chittipeddi (1991), written communication plays a critical role in ensuring consistency and clarity in the dissemination of strategic information. They argue that written documents serve as a reference point for employees, aligning their actions with organizational goals.

H2: Written Communication has a Positive and Significant Relationship with Strategy Implementation

Efficient communication is critical for strategy implementation. Chirwa and Boikanyo (2022) in their study conducted in two organizations operating in the service industry in Malawi identified three key communication aspects that positively influence strategy implementation: trustworthy communication, receiving feedback quickly, and adapting formal communication channels when needed. The study also found a negative relationship between informal communication and strategy implementation. Their study was focused on two organizations that provided financial consulting services. They targeted a total of 160 employees, 132 from the bank and 28 from corporate. Their study also found that credibility of communication was the most significant factor in strategy implementation. This underscores the importance of efficiency and credible communication in successfully implementing strategies. Efficient communication helps in reducing misunderstandings and ensuring that strategic directives are followed accurately, thereby enhancing organizational performance and the successful implementation of strategies. For example, organizations that streamline communication processes through technological tools or standardized protocols often report higher levels of operational efficiency and strategy implementation success (Macey & Schneider, 2008).

H3: Efficiency of Communication has a Positive and Significant Relationship with Strategy Implementation

2.14.2 Employee Engagement and Strategy Implementation

Employee engagement is a key determinant of organizational success and significantly influences strategy implementation. Gede and Huluka (2024) emphasized that strategies to strengthen employee engagement are essential for enhancing organizational effectiveness. Engaged employees are more likely to be committed to organizational goals, leading to better execution of strategies. Strategies to strengthen employee engagement are essential for enhancing overall organizational effectiveness (Gede & Huluka, 2024). This relationship underscores the importance of fostering a work environment that promotes employee engagement to achieve strategic objectives. In their meta-analysis of employee engagement and business outcomes, Harter, Schmidt, and Hayes (2002) found that engagement is significantly correlated with various

performance outcomes, including profitability, productivity, and customer satisfaction. They demonstrated that engaged employees are more aligned with organizational goals, which enhances their ability to contribute to strategy implementation. The authors emphasized that fostering employee engagement should be a strategic priority for organizations aiming to achieve successful strategy execution.

H4: Employee Engagement has a Positive and Significant Relationship with Strategy Implementation

2.14.3 Communication and Employee Engagement

Verbal communication facilitates clear and open interactions between employees and management. According to Shonubi and Akintaro (2016), interpersonal communication is vital for engagement as it involves continuous interactions. Effective verbal communication ensures that employees feel heard and valued, which boosts their engagement levels and commitment to the organization. Empirical evidence from Albrecht et al. (2015) supports the notion that regular and open verbal communication channels contribute to higher levels of employee engagement. Employees who receive consistent updates and feedback through verbal means are more likely to feel valued and engaged in the strategic process, thereby facilitating smoother strategy implementation. Bakker and Demerouti (2008) explored the job demand-resources model and its relation to employee engagement. They found that engaged employees have higher levels of energy and are more dedicated to their work, which positively impacts their ability to implement organizational strategies effectively. Their study provided evidence that engagement acts as a motivational resource that drives employees to achieve strategic objectives.

H5: Verbal Communication has a Positive and Significant Relationship with Employee Engagement

Zalewska-Turzyńska (2017) found that clear and consistent written communication helps in reducing misunderstandings and fosters a sense of security among employees regarding their roles and responsibilities. Effective written communication ensures that employees are well-informed about organizational goals and their contributions towards these goals, thereby increasing their engagement. Transparent written communication empowers employees with knowledge of

organizational goals and progress (Karanges et al., 2014). This sense of involvement contributes to a stronger sense of purpose, ultimately leading to higher employee engagement (Kimani, 2024).

H6: Written Communication has a Positive and Significant Relationship with Employee Engagement

Efficient communication ensures timely and accurate dissemination of information. Studies by Kotter (2012) highlight that efficient communication channels reduce delays and misunderstandings, thereby enhancing organizational agility and responsiveness. According to Kelvin-Iloafu's (2016) research, efficient and effective communication is the cornerstone that all organizations—regardless of size or structure—must be constructed upon. The survey outcome also showed that everyone agreed on the significance of communication for achieving organizational objectives. The study draws the conclusion that the ability to share knowledge between individuals was considered crucial for an organization's survival, growth, and very existence. The study's findings are based on a specific context. Consequently, the results may not be universally applicable to all organizations. When communication is efficient, employees receive the information they need without delays, which helps in maintaining their motivation and commitment to the organization.

H7: Efficiency of Communication has a Positive and Significant Relationship with Employee Engagement

2.14.4 Mediation Role of Employee Engagement

According to Ma (2022), open communication between all involved parties is crucial for effective strategy implementation. Engaged employees, facilitated by effective verbal communication, are more likely to understand and execute strategic goals, thus mediating the relationship between communication and strategy implementation. Frequent and clear verbal communication, especially two-way communication, builds trust and psychological safety (Men & Stacks, 2014). This in turn fosters perceived organizational support, positively linked to employee engagement (Rhoades & Eisenberger, 2002).

H8: Employee Engagement Mediates the Relationship between Verbal Communication and Strategy Implementation

Written communication ensures that employees are well-informed about strategic objectives and their roles in achieving them. When employees are engaged, they are more committed to executing these strategies effectively. This mediation effect is supported by the findings of Zalewska-Turzyńska (2017), which emphasize the importance of clear written communication in enhancing employee engagement and, subsequently, strategy implementation. Research by Ruck et al. (2017) underscores the importance of written communication in engaging employees across different organizational levels. They found that organizations that utilize clear and concise written communications about strategic initiatives are more likely to experience higher levels of employee involvement and commitment. This engagement, in turn, mediates the relationship between written communication effectiveness and successful strategy implementation outcomes.

H9: Employee Engagement Mediates the Relationship between Written Communication and Strategy Implementation

Employee engagement mediates the relationship between the efficiency of communication and strategy implementation by ensuring that employees are motivated and committed to achieving strategic goals. Chirwa and Boikanyo (2022) highlighted the importance of efficient communication in fostering employee engagement, which in turn, enhances the implementation of strategies. Efficient communication reduces misunderstandings and ensures that employees are aligned with organizational objectives, thus mediating the relationship between communication efficiency and strategy implementation. Engaged employees exhibit higher levels of motivation, commitment, and discretionary effort towards achieving organizational goals (Macey & Schneider, 2008). Empirical evidence from Saks (2006) suggests that efficient communication fosters a climate of trust and transparency, which are critical for building employee engagement. When employees perceive that communication flows smoothly and information is readily accessible, they are more likely to feel empowered and engaged in supporting organizational strategies.

H10: Employee Engagement Mediates the Relationship between Efficiency of Communication and Strategy Implementation

CHAPTER THREE

3. Research Methodology

3.1 Research Design

Research design serves as a blueprint for conducting a study, providing a systematic plan to collect relevant evidence with minimal expenditure of effort, time, and money (Babbie & Mouton, 2001; Kothari, 2004). This study employed a combination of descriptive and exploratory research designs to answer the research questions and achieve the objectives.

Descriptive research was utilized to analyze the existing practices under consideration. It facilitated the collection of a variety of data which enabled the study to achieve its objectives by accurately describing the situation as it exists. In addition to descriptive research, the study also employed an exploratory research design. Exploratory research is a methodological approach that investigates research questions that have not been extensively studied before (George, 2021). The research problem highlights the lack of existing knowledge regarding the role of effective communication in the implementation of organizational strategies with employee engagement playing a mediating role. The studies found focus on the relationship between communication and strategy implementation but do not give emphasis to employee engagement in this dynamic. Given that there is limited research on this specific topic, particularly in the context of developing countries like Ethiopia, an exploratory research design is appropriate. This design allows the researcher to investigate a relatively uncharted area, gathering preliminary data and insights.

3.2 Research Approach

Creswell (2020) categorizes research approaches into three fundamental types: quantitative, qualitative, and mixed methods. Quantitative research is a systematic scientific approach that relies on numerical data to investigate phenomena. It focuses on measuring objective characteristics such as attitudes, opinions, behaviors, and relationships between variables. This allows the researcher to quantify the "what" and "how much" of a phenomenon, often through statistical analysis. Given the research problem and objectives, a quantitative research approach based on a cross-sectional survey was deemed fitting for this study. Cross-sectional studies are observational in nature and analyze data collected from a population at a specific moment in time (Wang & Cheng, 2020). Cross-sectional method was used because this method offers the advantage of efficiently collecting

relevant data for the study by using questionnaires within a relatively short timeframe compared to other research methods. In this study, quantitative data were collected through structured questionnaires distributed among the target population.

3.3 Data Source and Collection Instruments

Both primary and secondary data sources were applied for this study. A cross-sectional survey questionnaire was used as the primary data collection instrument, which was distributed to employees working at Hibret Bank's Addis Ababa South and East district branches. The survey was administered using in-person paper-based surveys. The survey instrument consisted of closed ended questions with a five-point Likert scale questions. The scale used in this research is 1 = strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree. The questionnaire comprised questions related to the variables (verbal communication, written communication, efficiency of communication, employee engagement and strategy implementation). The questionnaire included questions that were partially adapted from the Organizational Communication Survey by Gubeladze (2014) and the Effect of Communication on Strategic Plan Implementation study by Hussien (2022), with some modifications to suit the current research context. Additionally, questions from The Role of Effective Communication in Successful Strategy Implementation study by Mwiza Chirwa (2022) were incorporated into the questionnaire after customization by taking into account the independent variables and mediating variable. Secondary data was collected through reviewing information available in books, organizational reports and documents provided by the company.

3.4 Background of the Organization

Hibret Bank is a pioneering private commercial bank in Ethiopia, founded on the principle of valuing diversity. Established on September 1, 1998, Hibret Bank in Ethiopia operates as a share company following the guidelines set forth in the Commercial Code of Ethiopia (1960) and Licensing and Supervision of Banking Business Proclamation No. 84/1994. Over the years, Hibret Bank has established itself as a pioneer by consistently introducing innovative financial solutions within the Ethiopian banking landscape. Their commitment to progress extends beyond individual products, as evidenced by their current strategic roadmap, Strategy 2030. As outlined on the bank's official website this comprehensive strategy prioritizes building a robust financial foundation for

the bank itself. But Strategy 2030's vision extends further, aiming to cultivate a mutually beneficial "ecosystem" that fosters collaboration and shared success among Hibret Bank, its customers, strategic partners, and all stakeholders.

As of November 2023, according to their 2022/2023 annual report, Hibret Bank operates over 470 branches and sub-branches, employs over 4706 individuals, serving over 20 million customers, and is now the preferred bank by big international and local businesses, non-governmental organizations, and institutions. Hibret Bank on their official website state that they serve individuals, businesses and institutions with a diverse array of banking options including deposit accounts, loans, foreign exchange, and trade finance.

3.5 Target Population

The study aims to investigate the influence of effective communication on the successful implementation of organizational strategies.

The target population for this study is the managerial and clerical employees of Hibret Bank's two districts: the South and East districts. The choice of these two districts was made to manage the scope of the study effectively.

In the South district, there are 56 branches with a total of 374 employees at the time of the study. In the East district, there are 63 branches with a total of 460 employees resulting in a total population of 834 employees across the two districts. It's important to note that only managerial and clerical employees were included in the study. Non-clerical employees were not included as they do not fall within the scope of this research. Non-clerical staff typically occupy roles with less direct involvement in day-to-day branch operations and strategic implementation. This refinement resulted in a target population concentrated on managerial and clerical employees, the personnel most directly engaged in communication processes and strategic execution at the branch level. The choice of focusing on managerial and clerical employees is based on the assumption that these groups of employees play a significant role in the communication process and the implementation of organizational strategies.

3.6 Sampling Technique and Sample Size Determination

In this study, a cluster sampling technique based on geographical location was employed to select a representative sample of bank branches from the total of 119 branches. Cluster sampling involves

dividing the population into naturally occurring groups (clusters) and randomly selecting a sample of these clusters for further investigation (Thomas, 2023). This method was deemed appropriate for several reasons. The bank's branches are geographically dispersed, making a simple random sample impractical and potentially expensive (Voxco, 2021). By focusing on geographically defined clusters, the logistical challenges associated with data collection, such as travel time and costs, were minimized. Cluster sampling is known for its cost-saving benefits, especially when dealing with geographically dispersed populations (Thomas, 2023). Given limited budget constraints, this approach allowed for the acquisition of a representative sample size while optimizing resource allocation.

The use of cluster sampling aligns with previous studies in the banking sector. For instance, Cyree et al. (2019) employed a similar approach when analyzing bank financial statements, demonstrating the effectiveness of this method in bank research.

By using Yamane's (1967) sample size calculation method with a 95 % confidence level, the study sample became 270.

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

Where:

N: population size =834

n: sample size

e: acceptable sample error = 5 %

The confidence level of 95% and precision rate of 5 %

Thus,

$$n = \frac{834}{1 + 834 (0.05)^2}$$

$$\underline{n = 270}$$

The clusters were formed based on geographical location of the branches. Once they were formed, the clusters chosen to be a part of the study were randomly selected, which were 9 clusters in total.

The questionnaires were then distributed, to the employees in the branches in the selected clusters, which were 42 in total.

Table 3.1: Questionnaire distribution

Cluster	No. of Branches	Questionnaires distributed
1	6	36
2	3	19
3	4	20
4	6	33
5	6	46
6	3	16
7	4	14
8	6	48
9	4	38
Total	42	270

Source: Own survey (2024)

3.7 Validity and Reliability

3.7.1 Validity

Validity refers to the accuracy of a method or tool in measuring what it is supposed to measure, representing the degree to which scores from a measurement reflect the intended variable. In quantitative studies, validity is defined as the accuracy with which a concept is measured (Heale & Twycross, 2015). To ensure validity in this research, the questionnaire was designed based on previous studies and related literature. Additionally, a pilot test was conducted with 27 respondents before distributing the questionnaire, and feedback from the pilot test was incorporated to refine the questionnaire before its final distribution to respondents.

3.7.2 Reliability

Reliability serves as a metric to assess the consistency of results or data produced by a research instrument across multiple trials (Green, 2003). This consistency is measured through Cronbach's Alpha, which measures the degree to which an instrument gives consistent results and the extent

to which items in a set are interrelated. The interpretation of Cronbach's Alpha results, as outlined by George and Mallery (2003), is presented below:

Table 3.2 Reliability test scale

RANGE	RANKING
$0.9 < \alpha < 1.0$	Excellent
$0.8 < \alpha < 0.9$	Good
$0.7 < \alpha < 0.8$	Acceptable
$0.6 < \alpha < 0.7$	Questionable
$0.5 < \alpha < 0.6$	Poor
$0.0 < \alpha < 0.5$	Unacceptable

Source: George and Mallery (2003) Cronbach's Alpha interpretation index

Cronbach's alpha coefficients of 0.7 or above are acceptable (Tavakol & Dennick, 2011).

Accordingly, the reliability analysis of the study is depicted below:

Table 3.3: Reliability Analysis (Cronbach's Alpha)

Variables	No. of Items	CHRONBACH'S ALPHA
Verbal Communication	3	0.802
Written Communication	3	0.745
Efficiency of Communication	6	0.834
Employee Engagement	5	0.892
Strategy Implementation	7	0.747
Overall	24	0.891

Source: Own survey SPSS output (2024)

The table above shows the results were all found to be above 0.7, which is acceptable. The overall Cronbach alpha coefficient for all items is 0.891. Hence, the data collected for this study reveals high reliability.

3.8 Data Collection Procedure

First a letter requesting cooperation was received from Addis Ababa University. Then that was presented to the director of the human capital center of excellence department at Hibret Bank HQ. The researcher then received a letter from Hibret Bank HQ requesting the cooperation of branch managers involved in the study. The researcher then distributed the questionnaires in person to the branches that were selected for the study. Both the request for cooperation letters from the university and the bank were presented to the branch managers or assistant branch managers depending on their availability. A total of 270 questionnaires were distributed, 200 were filled out correctly and returned, resulting in a response rate of approximately 74%. The data analysis was conducted for the 200 responses and findings were presented.

3.9 Data Analysis

In this study, both descriptive and inferential statistical techniques were utilized to analyze the collected data comprehensively. Descriptive statistics, including frequency distribution, mean, and standard deviations, were employed to provide an overview of respondents' demographic information and explore the impact of the independent variable on the dependent variable.

Tables were utilized to present the frequency distributions of the data, facilitating a clear understanding of the distribution patterns. The Statistical Package for the Social Sciences (SPSS) version 27 was used as the analytical tool due to its widespread use in quantitative data analysis.

For inferential statistics, correlation and multiple linear regression methods were employed using the SPSS software to investigate correlation and causal relationships between variables employee communication (independent variable) and strategy implementation (dependent variable). The Pearson product-moment correlation coefficient (r) was used to quantify the strength and direction of the relationship between variables, with values ranging from -1.0 to +1.0. A positive correlation indicates a positive relationship between variables, while a negative correlation suggests a negative relationship. The significance level was set at 95%, with an alpha value of 0.05.

3.10 Research Model Specification

Regression serves as a model to understand the relationship between a dependent variable and a set of independent variables. The Baron and Kenny (1986) model was used as a framework to investigate mediation.

Model 1

H1: Verbal communication has a positive and significant relationship with strategy implementation

H2: Written communication has a positive and significant relationship with strategy implementation

H3: Efficiency of communication has a positive and significant relationship with strategy implementation

$$Y = \alpha_1 + a_1X_1 + a_2X_2 + a_3X_3 + \epsilon_y \dots\dots\dots \text{Model 1}$$

Where: Y = Strategy Implementation, X₁ = Verbal Communication, X₂ = Written Communication, X₃ = Efficiency of Communication, α₁ = intercept of Strategy Implementation, a₁, a₂, a₃ = coefficients, ε_y = the random error.

Model 2

H5: Verbal communication has a positive and significant relationship with employee engagement

H6: Written communication has a positive and significant relationship with employee engagement

H7: Efficiency of communication has a positive and significant relationship with employee engagement

$$M = \alpha_2 + b_1X_1 + b_2X_2 + b_3X_3 + \epsilon_m \dots\dots\dots \text{Model 2}$$

Where: M = Employee Engagement, X₁ = Verbal Communication, X₂ = Written Communication, X₃ = Efficiency of Communication, α₂ = intercept of employee engagement, b₁, b₂, b₃ = coefficients, ε_m = the random error.

Model 3

H8: Employee engagement mediates the relationship between verbal communication and strategy implementation

H9: Employee engagement mediates the relationship between written communication and strategy implementation

H10: Employee engagement mediates the relationship between efficiency of communication and strategy implementation

$$Y = \alpha_4 + c_1X_1 + c_2X_2 + c_3X_3 + dM + \epsilon_y \dots \dots \dots \text{Model 3}$$

Where: Y = Strategy Implementation, X₁ = Verbal Communication, X₂ = Written Communication, X₃ = Efficiency of Communication, M = Employee Engagement, α₄ = intercept of Strategy Implementation, c₁, c₂, c₃, d = coefficients, ε_y = the random error.

Model 4

H4: Employee engagement has a positive and significant relationship with strategy implementation

$$Y = \alpha_3 + eM + \epsilon_y \dots \dots \dots \text{Model 4}$$

Where: Y = Strategy Implementation, M = Employee Engagement, α₃ = intercept of Strategy Implementation, e = coefficient, ε_y = the random error

3.11 Ethical Considerations

In this study, ethical guidelines for research were adhered to by obtaining informed consent from participants before data collection ensuring confidentiality and anonymity. Participants were clearly advised that participation was voluntary and were free to withdraw at any stage of the research process. The data collected was securely stored and used only for research purposes.

CHAPTER FOUR

4. Data Presentation, Analysis and Discussion

4.1 Introduction

This chapter aims to analyze, interpret, and discuss the collected data, relating the findings to the key concepts outlined in the literature review and addressing the research questions posited in Chapter One. The primary objective is to explore the relationship between employee communication and strategy implementation. The chapter primarily focuses on presenting, interpreting, and discussing the survey data gathered, which has been analyzed utilizing descriptive and regression analysis techniques through SPSS V27.

4.2 Sample and Response Rate

For the purpose of the study, 270 questionnaires were distributed to the employees of the branches of Hibret Bank. Out of the 270 questionnaires distributed, 200 were filled out correctly and returned, resulting in a response rate of approximately 74% which according to Mugenda & Mugenda (2003) is adequate for analysis. However, 56 questionnaires were not returned. Additionally, 14 questionnaires were rejected due to poor data quality, such as incomplete or inaccurate responses.

4.3 Demographic Information

In this segment of the study, the demographic information of the participants was thoroughly examined using descriptive statistics, specifically frequencies and percentages. Demographic factors such as age, gender, and education, along with work experience and job positions of the respondents, were analyzed.

Table 4.1: Analysis of Demographic Data

		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	108	54	54	54
	Female	92	46	46	100
	Total	200	100	100	
Age	20-30	132	66	66	66
	31-40	57	28.5	28.5	94.5

	41-50	9	4.5	4.5	99
	Above 50	2	1	1	100
	Total	200	100	100	
Highest educational level	College Diploma	17	8.5	8.5	8.5
	BA/BSC	135	67.5	67.5	76
	MA/MSc	48	24	24	100
	Total	200	100	100	
Work experience (in years)	Less than 5 years	104	52	52	52
	6-10 years	67	33.5	33.5	85.5
	11-15 years	24	12	12	97.5
	Above 15 years	5	2.5	2.5	100
	Total	200	100	100	
Job position	Branch Manager	14	7	7	7
	Assistant Branch Manager	19	9.5	9.5	16.5
	S. Customer Service Officer	26	13	13	29.5
	Customer Service Officer	61	30.5	30.5	60
	J. Customer Service Officer	54	27	27	87
	Auditor	14	7	7	94
	Loan Officer	10	5	5	99
	Quality Assurance Officer	2	1	1	100
	Total	200	100	100	

Source: Own survey SPSS output (2024)

The sample comprises 54% males and 46% females. The near-equal gender distribution suggests that the findings are likely representative of both male and female perspectives on communication and strategy implementation within the organization. This balance helps ensure that the study's conclusions are not biased toward one gender.

Regarding age distribution, the majority of respondents (66%) fall within the 20-30 age group. About 28.5% are in the 31-40 age bracket, while 4.5% belong to the 41-50 age group. Only 1% of respondents are above 50 years old. The predominance of younger employees (20-30 years) indicates that the insights and conclusions might reflect the attitudes, preferences, and experiences of a younger workforce.

In terms of educational level, 67.5% of the sample hold a BA/BSC degree, while 24% have obtained a MA/MSc degree. Only 8.5% have a College Diploma. The high level of education among respondents suggests a workforce that is likely capable of understanding and implementing complex strategies. This educational background may mean that respondents can provide more informed and insightful responses regarding effective communication practices.

The distribution of work experience at Hibret Bank among respondents indicates that 52% have less than 5 years of experience, 33.5% have between 6-10 years of experience, 12% have between 11-15 years of experience, and only 2.5% have more than 15 years of experience. The majority of respondents have relatively less work experience (less than 5 years). This distribution indicates that most respondents are relatively new to the organization, which may affect their familiarity with existing communication channels and strategies. This may affect the perceived challenges and effectiveness of communication strategies.

Among the respondents, 30.5% are Customer Service Officers, 27% are Junior Customer Service Officers, 13% hold Senior Customer Service Officer positions, and 9.5% are Assistant Branch Managers. Additionally, 7% of respondents are Branch Managers and 7% are Auditors, while 5% serve as Loan Officers. Quality Assurance Officers represent only 1% of the sample. The diversity in job positions allows the study to capture a wide range of perspectives on communication and strategy implementation. Different roles within the bank may have varying communication needs and levels of engagement, influencing how strategies are perceived and implemented across the organization.

4.4 Descriptive Statistics of Variables

Table 4.2: Descriptive Statistics for Verbal Communication

Code	Item	N	Mean	Std. Deviation
VC_1	Verbal communication (e.g., meetings, phone calls) significantly facilitates understanding of the organization's strategic goals and objectives and how my individual tasks contribute to achieving them.	200	3.55	1.088
VC_2	Verbal communication (e.g., meetings, phone calls) effectively conveys updates on the progress of strategic plan implementation.	200	3.72	1.051

VC_3	Verbal communication significantly contributes to the successful implementation of the organization's strategic objectives.	200	3.81	0.943
Overall		200	3.69	0.871
Valid N (listwise)		200		

Source: Own survey SPSS output (2024)

Mean value Legend: ≥ 4.5 = Very High, 3.51-4.51= High, 2.51-3.5= Moderate, 1.51-2.5= Low; < 1.5 = Very Low (Creswell, 2012)

Regarding “Verbal Communication”, respondents were asked three questions in which the mean scores fall in the range of 3.51-4.51. The item VC_3 has the highest mean of 3.81 which shows a strong agreement among respondents. This suggests that the respondents view verbal communication as a significant contributor to the successful implementation of the organization’s strategic objectives. Following that VC_2 and VC_1 have a mean of 3.72 and 3.55 respectively which implies that the respondents believe that verbal communication is highly effective in conveying the implementation of the strategic plan and the respondents perceive verbal communication as a significant facilitator in understanding the organization’s strategic objectives and how their individual tasks contribute to achieving these objectives.

The overall mean is 3.69 with standard deviation of 0.871. This suggests that, on average, respondents perceive verbal communication as highly effective in understanding and implementing the organization’s strategic objectives and there is a small variability of responses.

Table 4.3: Descriptive Statistics for Written Communication

Code	Item	N	Mean	Std. Deviation
WC_1	Written communication materials (e.g., emails, reports, memos) significantly facilitates understanding of the organization's strategic goals and objectives and how my individual tasks contribute to achieving them.	200	3.36	1.134
WC_2	Written communication materials (e.g., emails, reports, memos) effectively conveys updates on the progress of strategic plan implementation.	200	4.13	0.902
WC_3	Written communication materials significantly contribute to the successful implementation of the organization's strategic objectives.	200	3.30	1.032

Overall		200	3.59	0.743
Valid N (listwise)		200		

Source: Own survey SPSS output (2024)

Regarding “Written Communication”, respondents were asked three questions. The highest mean score is 4.13 for WC_2 which indicates that the respondents believe that written communication materials are highly effective in conveying updates on the progress of strategic plan implementation. This is followed by WC_1 with a mean of 3.36 and WC_3 with a mean of 3.30. This suggests that respondents perceive written communication materials as moderately effective in facilitating their understanding of the organization’s strategic goals and objectives, and how their individual tasks contribute to achieving these goals as well as its contribution to the successful implementation of the organization’s strategic objectives.

The overall mean is 3.59 with standard deviation of 0.743 which shows that respondents highly agree that written communication is effective in understanding and implementing organizational strategies with a small variability of responses.

Table 4.4: Descriptive Statistics for Efficiency of Communication

Code	Item	N	Mean	Std. Deviation
EC_1	The implementation progress and updates of strategic plans are regularly and efficiently communicated to all Branch managers and staff.	200	3.73	0.945
EC_2	The communication within my organization provides me with crucial information regarding the company's strategy.	200	3.82	0.876
EC_3	The communication within my organization provides me with accurate and timely information about the company's strategy.	200	3.97	0.850
EC_4	My organization has an efficient communication system that facilitates the implementation of the company’s strategy.	200	3.69	0.999
EC_5	Regular feedback and progress reports on the implementation of my Branch’s strategic plan are provided.	200	3.08	0.987
EC_6	Communication within the company promotes a cohesive and collaborative approach towards achieving strategic goals.	200	3.37	1.090

Overall		200	3.61	0.572
Valid N (listwise)		200		

Source: Own survey SPSS output (2024)

The table above depicts the mean and standard deviations for the 6 questions on “Effective Communication”. The items EC_1 – EC_4 are in the range of 3.51-4.5 while items EC_5 and EC_6 are in the 2.51-3.5 range. EC_1 with a mean of 3.73 indicates significant agreement among respondents. This suggests that the respondents believe that the organization efficiently communicates the progress and updates of strategic plans to all branch managers and staff. This shows a strong perception that communication in this regard is clear and regular.

EC_2 has a mean of 3.82, there is substantial agreement here as well. Respondents feel that communication within the organization provides them with crucial information about the company's strategy. This indicates a strong perception that communication within the organization is effective in disseminating strategic information.

EC_3 has the highest mean of 3.97 which indicates that the respondents highly agree that the communication within their organization provides them with accurate and timely information about the company's strategy. This implies a strong level of trust in the accuracy and timeliness of strategic information communicated.

EC_4 with a mean of 3.69 indicates a high level of agreement, similar to the previous points. Respondents believe that their organization has an efficient communication system that aids in implementing the company’s strategy. This suggests a perception that the communication methods are effective in supporting strategy implementation.

EC_5 and EC_6 have a mean of 3.08 and 3.37 respectively. This shows that there is a moderate level of agreement for both items. Respondents are somewhat divided on whether regular feedback and progress reports on the implementation of their Branch’s strategic plan are provided. This suggests some room for improvement in the frequency and clarity of progress reporting.

There is also some division among respondents on whether communication within the company promotes a cohesive and collaborative approach towards achieving strategic goals. This indicates that while some perceive the communication as fostering collaboration, others may not feel as strongly about this aspect.

The overall mean value is 3.61 indicating strong agreement. This suggests that respondents perceive the efficiency of communication within their organization regarding strategic plans and implementation as well as crucial information about the company's strategy to be at a high level. The standard deviation of 0.572 indicates similarity between employee responses.

Table 4.5: Descriptive Statistics for Employee Engagement

Code	Item	N	Mean	Std. Deviation
EE_1	Employees in my Branch are actively engaged and well-informed about the organization's strategy.	200	3.68	1.036
EE_2	The communication within my organization has helped employees gain a clear understanding of how their contributions aid in achieving the company's strategic goals.	200	4.24	0.810
EE_3	The communication in my organization has helped me understand my roles and responsibilities and actively participate in the implementation of the company's strategy.	200	3.25	0.995
EE_4	The communication within my organization has provided me with clear expectations regarding my deliverables and encouraged my active involvement in fulfilling them.	200	2.44	1.021
EE_5	I believe that our organization encourages collaboration and active employee involvement in strategy implementation.	200	3.00	1.012
Overall		200	3.32	0.655
Valid N (listwise)		200		

Source: Own survey SPSS output (2024)

The table above depicts the mean and standard deviations for the 5 questions on “Employee Engagement”. The highest mean belongs to item EE_2, with its value being 4.24. The majority of respondents feel that communication within their organization has helped employees gain a clear understanding of how their contributions aid in achieving the company's strategic goals.

This indicates a strong perception that communication is effective in linking individual contributions to broader strategic objectives. This is followed by EE_1 with a mean value of 3.68 showing significant agreement among respondents. Respondents believe that employees in their branch are actively engaged and well-informed about the organization's strategy. This suggests a

positive perception of employee engagement and understanding of strategic goals within the branch.

EE_3 has a mean of 3.25 signifying a moderate level of agreement among respondents on whether the communication within their organization has helped them understand their roles and responsibilities and actively participate in strategy implementation. This suggests there may be room for improvement in clarifying roles and encouraging active participation.

EE_4 has a mean value of 2.44 which indicates a low agreement among the respondents. This shows that a significant number of respondents do not feel that communication within their organization has provided them with clear expectations regarding their deliverables and encouraged their active involvement in fulfilling them. This highlights an area where communication may be lacking in terms of setting clear expectations.

EE_5 has a mean value of 3.00 and that shows that the agreement among respondents is moderate. This indicates that while some perceive a culture of collaboration and active employee involvement in strategy implementation being encouraged, others may not feel as strongly about this aspect of organizational communication.

The overall mean of 3.32 suggests that respondents, on average, have a moderate level of agreement regarding employee engagement aspects related to communication within their organization about the company's strategy. The standard deviation of 0.655 indicates similarity between employee responses.

Table 4.6: Descriptive Statistics for Strategy Implementation

Code	Item	N	Mean	Std. Deviation
SI_1	I possess a clear understanding of my organization's vision, mission, goals, and strategies.	200	2.98	1.063
SI_2	The organization is making progress towards achieving its strategic goals.	200	3.31	1.008
SI_3	I recognize that my work contributes to the achievement of the company's goals and objectives.	200	2.70	1.111
SI_4	The company's strategy has contributed positively to the organization's financial performance.	200	3.74	0.909
SI_5	I believe in the necessity of executing the company's strategy for the good of my Branch.	200	3.94	0.806
SI_6	I fully agree with the rationale for the implementation of the company's strategic plan.	200	2.81	0.999

SI_7	Overall, I consider the company's implementation of its strategy to be successful.	200	3.90	0.956
Overall		200	3.34	0.510
Valid N (listwise)		200		

Source: Own survey SPSS output (2024)

The table above depicts the mean and standard deviations for the items under “Strategy Implementation” with SI_5 having the highest mean of 3.94. This shows that there is a significant level of consensus among majority of respondents where they believe in the necessity of executing the company’s strategy for the good of their branch. This indicates a strong alignment with the company's strategic direction.

This is followed by SI_7 and SI_4 with a mean of 3.90 and 3.74 respectively. This also shows a strong consensus among the respondents. The majority of respondents consider the company’s implementation of its strategy to be successful and they believe that the company’s strategy has contributed positively to the organization’s financial performance. This indicates a strong perception of the effectiveness and success of the company's strategy execution and that the strategic decisions made by the company have been beneficial.

The mean values of SI_1, SI_2, SI_3, SI_6 fall into the moderate range.

SI_1 has a mean value of 2.98 showing that respondents have a moderate understanding of their organization’s vision, mission, goals, and strategies. SI_2 has a mean value of 3.31 showing that there isn’t strong agreement or disagreement on whether the organization is making progress towards achieving its strategic goals. SI_3 has the lowest mean score of 2.70. It shows that respondents moderately recognize that their work contributes to the achievement of the company’s goals and objectives. SI_6 has a mean value of 2.81 and it shows that respondents moderately agree with the rationale for the implementation of the company’s strategic plan.

This means that they may understand the rationale behind the strategic plan but might not fully align with it or feel strongly about it.

The overall mean of 3.34 indicates a moderate level of agreement among respondents regarding strategy implementation. Employees generally recognize their role in achieving company goals, believe in the necessity of executing the strategy, and see a positive impact on financial performance. However, there is room to improve understanding of the company's vision and strategy, as well as the rationale behind the strategic plan and perception of its successful

implementation. The standard deviation of 0.510 shows that there isn't much difference in responses.

Table 4.7: Descriptive Statistics Summary

Variables	N	Minimu m	Maximu m	Grand Mean	Std. Deviation
Strategy Implementation	200	2.70	3.94	3.3393	.51006
Verbal Communication	200	3.55	3.81	3.6950	.87062
Written Communication	200	3.30	4.13	3.5950	.74339
Efficiency of Communication	200	3.08	3.97	3.6092	.57166
Employee Engagement	200	2.44	4.24	3.3210	.65460
Valid N (listwise)	200				

Source: Own survey SPSS output (2024)

The table above shows the summary of the mean and standard deviation of the variables along with their respective minimum and maximum value. Strategy Implementation has a mean value of 3.3393 (STD=.51006). Verbal communication has the highest mean of 3.6950 (STD=.87062) and the lowest mean belongs to employee engagement with a value of 3.3210 (STD=.65460).

Efficiency of communication has a mean of 3.6092 (STD=.57166) and written communication 3.5950 (STD=.74339).

The results suggest that the employees moderately agree in their perception of the successful implementation of strategy. There is a highly agree on verbal and written communication being effective and important in strategy understanding and execution.

The high efficiency score in communication highlights the organization's ability to swiftly disseminate strategic information. While employee engagement is moderately high, there is room to further improve it to ensure that employees remain involved and aligned with strategic goals.

Overall, the organization's strong communication helps with strategy implementation, with potential areas for improvement in strategy implementation effectiveness and employee engagement.

4.5 Correlation Analysis

Correlation analysis is used to assess the strength and direction of the linear relationship between the variables. Understanding the correlation coefficient is crucial for assessing how strong the linear relationship is between variables (Saunders, 2009). It ranges from -1 to +1.

+1: Perfect positive correlation - When one variable increases, the other variable increases in direct proportion.

0: No correlation - There is no linear connection between the two variables.

-1: Perfect negative correlation - As one variable increases, the other variable decreases proportionally.

The correlation coefficient's proximity to either +1 or -1 indicates the strength of the relationship between the variables. A correlation coefficient of 0 denotes no linear correlation between them. (Saunders, 2009).

Table 4.8: Correlation matrix of dependent and independent variables

		SI	VC	WC	EC	EE
SI	Pearson Correlation	--				
	N	200				
VC	Pearson Correlation	.524**	--			
	Sig. (2-tailed)	.000				
	N	200	200			
WC	Pearson Correlation	.632**	.409**	--		
	Sig. (2-tailed)	.000	.000			
	N	200	200	200		
EC	Pearson Correlation	.730**	.565**	.704**	--	
	Sig. (2-tailed)	.000	.000	.000		
	N	200	200	200	200	
EE	Pearson Correlation	.726**	.452**	.695**	.698**	--
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	200	200	200	200	200
**. Correlation is significant at the 0.01 level (2-tailed).						

Source: Own survey SPSS output (2024)

The table above shows the correlation matrix between the dependent and independent variables. Based on the results we can conclude that:

Verbal Communication has a moderate positive correlation with Strategy Implementation with a Pearson correlation coefficient of 0.524 and a significance level of 0.00, which means the relationship is highly significant. This suggests that as verbal communication increases, strategy implementation tends to improve.

The remaining variables (Written Communication, Efficiency of Communication and Employee Engagement) have a strong positive correlation with Strategy Implementation with their Pearson correlation coefficients being 0.632, 0.730, 0.726 respectively, and a significance level of 0.00, which means the relationships are highly significant. This means that improvements in these areas are likely to have a positive impact on Strategy Implementation.

However, the strongest correlations are seen with Efficiency of Communication and Employee Engagement, suggesting these areas might be particularly important for improving Strategy Implementation.

4.6 Regression Analysis

Regression analysis is a statistical tool used to estimate relationships between dependent and independent variables. It helps determine the strength of these relationships between independent and dependent variables, and assessing the capacity of independent variables to predict the dependent variable. In other words, regression allows researchers to grasp the relationship between changes in the dependent variable and changes in independent variables, while keeping other independent variables constant. It's a technique to identify which variables truly have an impact. While there are various types of regression analysis, they all fundamentally investigate how one or more independent variables influence a dependent variable.

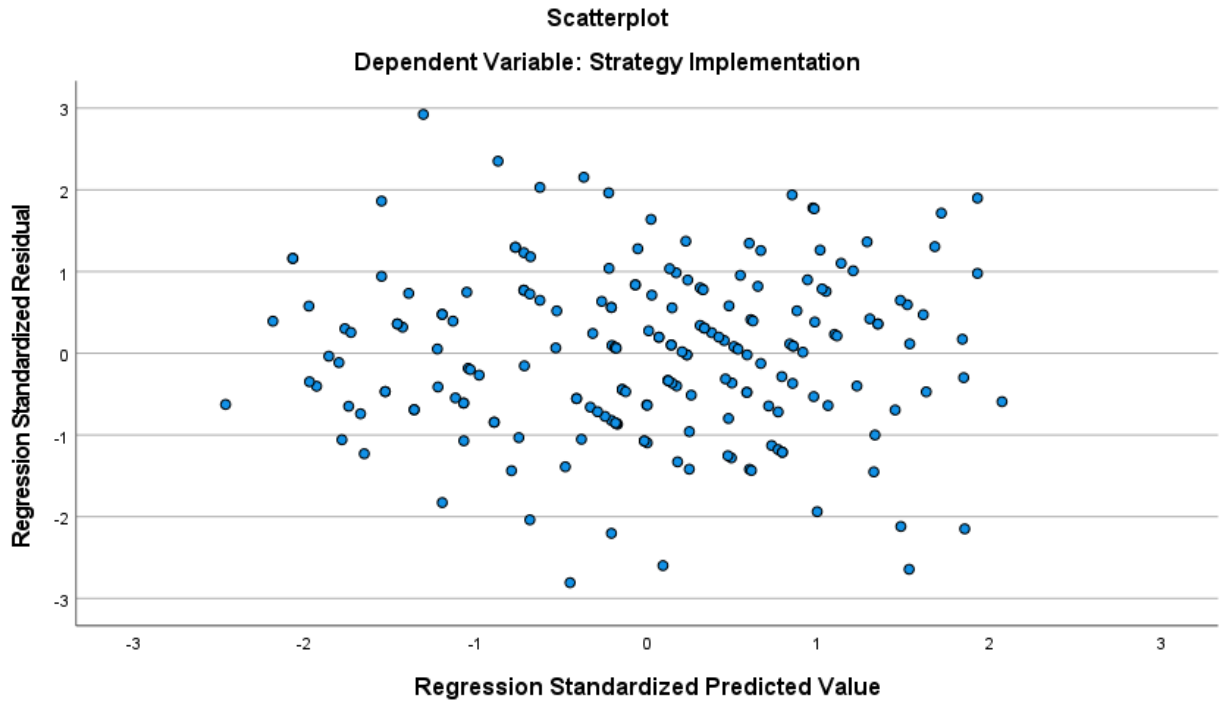
4.6.1 Diagnostic Tests of Assumptions of Classical Linear Regression Model (CLRM)

4.6.1.1 Homoscedasticity Test

In regression analysis, this assumption states that the variance of the residuals should be consistent across all explanatory variables in a multiple regression model. Heteroscedasticity occurs when the variance of residuals varies across the range of measured values. A fan or cone-shaped pattern

in the residuals plot suggests heteroscedasticity, violating regression assumptions. In this study, a scatter plot test was employed to check for the absence of heteroscedasticity.

Upon examining the figure below, it can be seen that the residuals' plots exhibit consistent variance and are evenly distributed. This absence of heteroscedasticity satisfies a crucial assumption of regression analysis, ensuring the validity of the results.



Source: Own survey SPSS output (2024)

Figure 4.1: Homoscedasticity Test

4.6.1.2 Autocorrelation Test

The Durbin-Watson statistic is a widely used test for autocorrelation in a dataset, typically calculated using statistical software. The test result ranges from 0 to 4, where a value around 2 indicates very low autocorrelation. A value closer to 0 suggests stronger positive autocorrelation, while a value closer to 4 indicates stronger negative autocorrelation. In this study, the computed Durbin-Watson value is provided below.

Table 4.9: Durbin Watson for Autocorrelation Test

Model	Durbin-Watson
1	2.000

Source: Own survey SPSS output (2024)

The table above displays the Durbin-Watson test result using SPSS, which calculated it as 2. This falls within the acceptable range, indicating no violation of the autocorrelation assumption. Thus, we can conclude that the assumption is satisfied.

4.6.1.3 Multicollinearity Test

Correlation between variables is expected, but the presence of perfect multicollinearity violates the assumption that one explanatory variable's variation cannot be entirely explained by another. To test this, the researcher employed the variance inflation factor (VIF) and collinearity tolerance. A VIF value of 1 suggests no correlation between variables. Values between 1 and 5 indicate moderate correlation, while values above 5 indicate a significant degree of multicollinearity, leading to poorly estimated coefficients (Frost, 2021).

Another method to assess multicollinearity in multiple regression is through Tolerance Levels. A low tolerance level indicates a high degree of multicollinearity. According to Gujarati (2004), a variable with a TOL value less than 0.1 suggests a potential multicollinearity issue.

Table 4.10: VIF and Tolerance Statistics for Multicollinearity Test

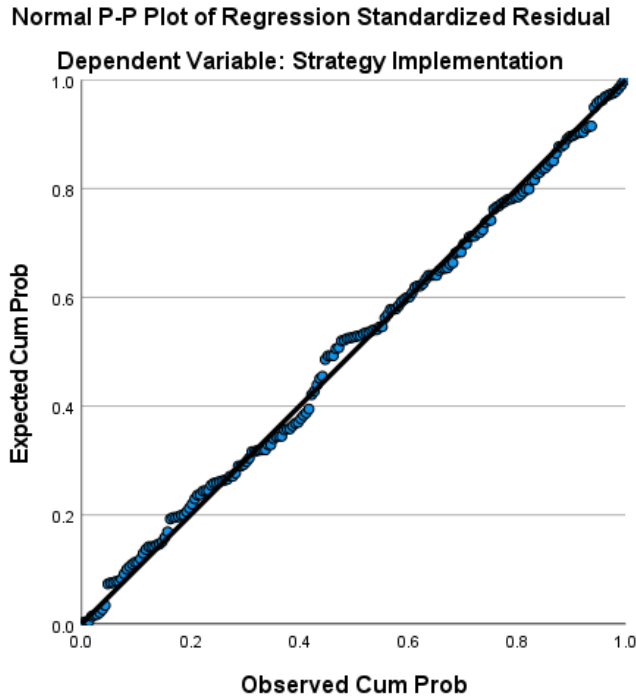
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Verbal Communication	0.681	1.469
	Written Communication	0.505	1.982
	Efficiency of Communication	0.413	2.424
a. Dependent Variable: Strategy Implementation			

Source: Own survey SPSS output (2024)

In the collinearity statistics table above, the VIF for each regressor is below 5, and all tolerance values are above 0.1. These results indicate the absence of multicollinearity issues in the model.

4.6.1.4 Linearity Test

Linear regression analysis requires a proportional relationship between the dependent and explanatory variables. (Darlington, 1978).



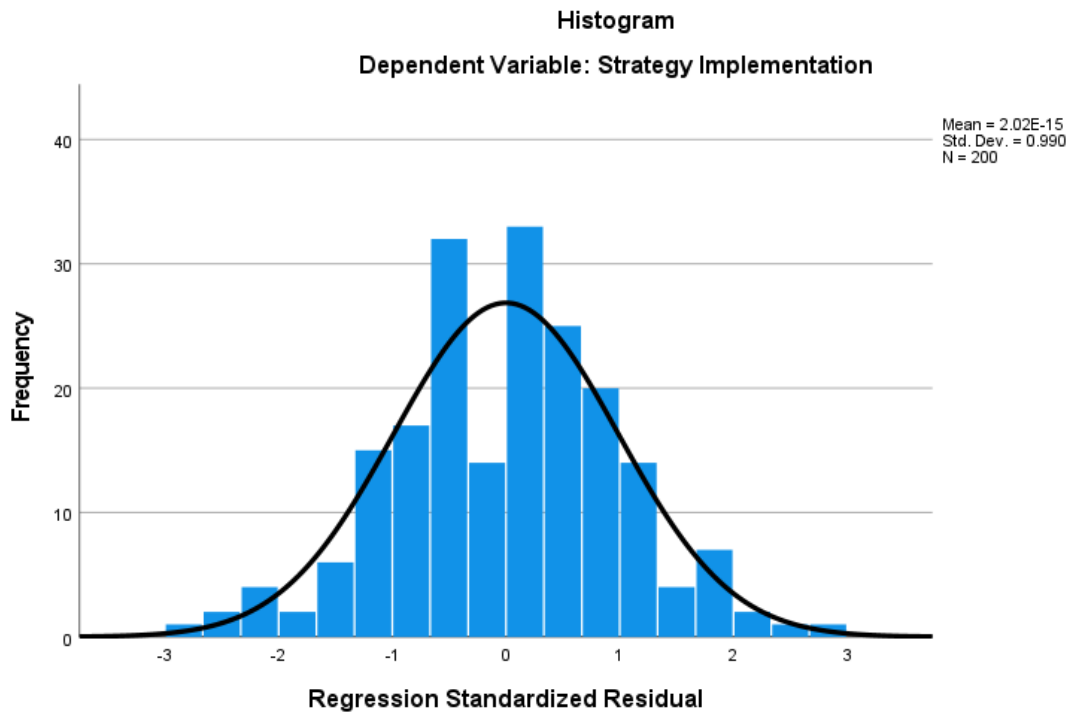
Source: Own survey SPSS output (2024)

Figure 4.2: Linearity Test

The figure above illustrates a linear relationship between the independent variables (IV) and the dependent variable (DV) in the regression, showing a straight-line pattern. This normally distributed plot confirms that the Linearity assumption is met.

4.6.1.5 Normality Test

The Classical Linear Regression Model assumes that the error term's distribution is normal. Skewness and kurtosis are statistical tools used to assess if the data meets this normality assumption. Kurtosis refers to the thickness of the tails in a distribution, with extreme scores compared to a normal distribution. Skewness, on the other hand, measures symmetry; data is symmetric if it appears similar on both sides of its center point. After conducting skewness and kurtosis tests, the results falling within the acceptable range of -1.0 to +1.0 implies that the data is normally distributed.



Source: Own survey SPSS output (2024)

Figure 4.3: Normality Test

4.6.2 Regression Model

Regression serves as a model to understand the relationship between a dependent variable and a set of independent variables. To examine the link between independent and dependent variables, regression analyses were utilized. The R square value, regression coefficients (Beta coefficient), and p-values for significant connections are presented. According to Baron and Kenny's (1986) model for testing mediation, four conditions must be satisfied for a variable to be considered a mediator. These conditions are as follows:

- ✓ The independent variables must be significantly related to the dependent variable in Model 1.
- ✓ The independent variables must be significantly related to the mediator in Model 2.
- ✓ The mediator must be significantly related to the dependent variable in Model 3.
- ✓ The independent variables' effect on the dependent variable must be weaker in Model 3 than in Model 1

Model 1: Regression Analysis Results

Table 4.11: Regression Analysis Results-Model 1

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.760 ^a	.578	.571	.33392		
a. Predictors: (Constant), Efficiency of Communication, Verbal Communication, Written Communication						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.918	3	9.973	89.439	.000 ^b
	Residual	21.855	196	.112		
	Total	51.773	199			
a. Dependent Variable: Strategy Implementation						
b. Predictors: (Constant), Efficiency of Communication, Verbal Communication, Written Communication						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.888	.153		5.800	.000
	Verbal Communication	.094	.033	.161	2.858	.005
	Written Communication	.159	.045	.232	3.556	.000
	Efficiency of Communication	.424	.064	.475	6.578	.000
a. Dependent Variable: Strategy Implementation						
Source: Own survey SPSS output (2024)						

The R Square value of 0.578 suggests that approximately 57.8% of the variance in Strategy Implementation can be explained by the independent variables in the model. The Adjusted R Square (0.571) accounts for the number of predictors in the model, indicating a slight decrease but still a strong explanatory power of the model. The standard error of the estimate (0.33392) provides a measure of the average distance that the observed values fall from the regression line. The ANOVA table shows that the overall regression model is statistically significant ($F = 89.439$, $p = 0.000$). This indicates that the independent variables (Verbal Communication, Written

Communication, Efficiency of Communication) collectively have a significant effect on Strategy Implementation.

Coefficients

1. **Constant (Intercept):** The intercept ($B=0.888$, $p = 0.000$) is the expected value of Strategy Implementation when all independent variables are zero. This value is significant and indicates the baseline level of Strategy Implementation.
2. **Verbal Communication:** The coefficient for Verbal Communication ($B=0.094$, $p = 0.005$) is positive and significant. Holding other factors constant, when verbal communication increases by 1%, the success of strategy implementation increases by 9.4%. The standardized coefficient ($Beta = 0.161$) indicates a moderate effect size.
3. **Written Communication:** The coefficient for Written Communication ($B=0.159$, $p = 0.000$) is positive and significant. Holding other factors constant, when written communication increases by 1%, the success of strategy implementation increases by 15.9%. The standardized coefficient ($Beta = 0.232$) shows a moderate to strong effect size.
4. **Efficiency of Communication:** The coefficient for Efficiency of Communication ($B=0.424$, $p = 0.000$) is positive and highly significant. Holding other factors constant, when efficiency of communication increases by 1%, the success of strategy implementation increases by 42.4%. The standardized coefficient ($Beta = 0.475$) indicates a strong effect size.

Model 2: Regression Analysis Results

Table 4.12: Regression Analysis Results-Model 2

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.758 ^a	.574	.568	.43044		
a. Predictors: (Constant), Efficiency of Communication, Verbal Communication, Written Communication						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.958	3	16.319	88.080	.000 ^b
	Residual	36.314	196	.185		

	Total	85.272	199			
a. Dependent Variable: Employee Engagement						
b. Predictors: (Constant), Efficiency of Communication, Verbal Communication, Written Communication						
Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.297	.197		1.505	.134
	Verbal Communication	.059	.042	.079	1.394	.165
	Written Communication	.354	.058	.402	6.133	.000
	Efficiency of Communication	.424	.083	.371	5.106	.000
a. Dependent Variable: Employee Engagement						
Source: Own survey SPSS output (2024)						

The R Square value of 0.574 suggests that approximately 57.4% of the variance in Employee Engagement can be explained by the independent variables in the model. The Adjusted R Square (0.568) takes into account the number of predictors in the model and slightly adjusts the R Square value down, but it still indicates strong explanatory power. The standard error of the estimate (0.43044) provides a measure of the average distance that the observed values fall from the regression line. The ANOVA table shows that the overall regression model is statistically significant ($F = 88.080$, $p = 0.000$). This indicates that the independent variables (Verbal Communication, Written Communication, Efficiency of Communication) collectively have a significant effect on Employee Engagement.

Coefficients

1. **Constant (Intercept):** The intercept ($B=0.297$, $p = 0.134$) is not statistically significant ($p > 0.05$), indicating that the baseline level of Employee Engagement is not significantly different from zero when all independent variables are zero.
2. **Verbal Communication:** The coefficient for Verbal Communication ($B=0.059$, $p = 0.165$) is positive but not statistically significant ($p > 0.05$), suggesting that Verbal Communication does not have a significant effect on Employee Engagement in this model.
3. **Written Communication:** The coefficient for Written Communication ($B=0.354$, $p = 0.000$) is positive and significant. Holding other factors constant, when written

communication increases by 1%, Employee Engagement increases by 35.4%. The standardized coefficient (Beta = 0.402) shows a strong effect size.

4. **Efficiency of Communication:** The coefficient for Efficiency of Communication (B=0.424, p = 0.000) is positive and highly significant. Holding other factors constant, when efficiency of communication increases by 1%, Employee Engagement increases by 42.4%. The standardized coefficient (Beta = 0.371) indicates a strong effect size.

Model 3: Regression Analysis Results

Table 4.13: Regression Analysis Results-Model 3

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.799 ^a	.638	.630	.31015		
a. Predictors: (Constant), Employee Engagement, Verbal Communication, Written Communication, Efficiency of Communication						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.016	4	8.254	85.808	.000 ^b
	Residual	18.757	195	.096		
	Total	51.773	199			
a. Dependent Variable: Strategy Implementation						
b. Predictors: (Constant), Employee Engagement, Verbal Communication, Written Communication, Efficiency of Communication						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.801	.143		5.602	.000
	Verbal Communication	.077	.031	.131	2.500	.013
	Written Communication	.056	.045	.081	1.230	.220
	Efficiency of Communication	.300	.064	.336	4.709	.000
	Employee Engagement	.292	.051	.375	5.675	.000
a. Dependent Variable: Strategy Implementation						
Source: Own survey SPSS output (2024)						

The R Square value of 0.638 suggests that approximately 63.8% of the variance in Strategy Implementation can be explained by the independent variables and the mediator. The Adjusted R Square (0.630) accounts for the number of predictors in the model and slightly adjusts the R Square

value down, but it still indicates strong explanatory power. The standard error of the estimate (0.31015) provides a measure of the average distance that the observed values fall from the regression line. The ANOVA table shows that the overall regression model is statistically significant ($F = 85.808$, $p = 0.000$). This indicates that the independent variables and the mediator collectively have a significant effect on Strategy Implementation.

Coefficients

1. **Constant (Intercept):** The intercept ($B=0.801$, $p = 0.000$) is significant, indicating the baseline level of Strategy Implementation when all independent variables and the mediator are zero.
2. **Verbal Communication:** The coefficient for Verbal Communication ($B=0.077$, $p = 0.013$) is positive and significant. Holding other factors constant, when verbal communication increases by 1%, the success of strategy implementation increases by 7.7%. The standardized coefficient ($Beta = 0.131$) indicates a small but significant effect.
3. **Written Communication:** The coefficient for Written Communication ($B=0.056$, $p = 0.220$) is not statistically significant ($p > 0.05$), suggesting that Written Communication does not have a significant effect on Strategy Implementation when Employee Engagement is included in the model.
4. **Efficiency of Communication:** The coefficient for Efficiency of Communication ($B=0.300$, $p = 0.000$) is positive and significant. Holding other factors constant, when efficiency of communication increases by 1%, the success of strategy implementation increases by 30%. The standardized coefficient ($Beta = 0.336$) shows a strong effect size.
5. **Employee Engagement:** The coefficient for Employee Engagement ($B=0.292$, $p = 0.000$) is positive and highly significant. Holding other factors constant, when employee engagement increases by 1%, the success of strategy implementation increases by 29.2%. The standardized coefficient ($Beta = 0.375$) indicates a strong effect size.

Mediation Analysis

To determine the mediation effect, compare the coefficients from Model 1 and Model 3:

- **Model 1:**

- Verbal Communication: $B=0.094$, $p = 0.005$
- Written Communication: $=0.159$, $p = 0.000$
- Efficiency of Communication: $B=0.424$, $p = 0.000$
- **Model 3:**
 - Verbal Communication: $B=0.077$, $p = 0.013$
 - Written Communication: $B=0.056$, $p = 0.220$
 - Efficiency of Communication: $B=0.300$, $p = 0.000$
 - Employee Engagement: $B=0.292$, $p = 0.000$

1. **Verbal Communication:** The effect of Verbal Communication on Strategy Implementation is reduced but remains significant when Employee Engagement is included. Since Verbal Communication does not have a significant effect on Employee Engagement (Model 2), Employee Engagement cannot mediate the relationship between Verbal Communication and Strategy Implementation.
2. **Written Communication:** The effect of Written Communication on Strategy Implementation becomes non-significant when Employee Engagement is included, indicating full mediation.
3. **Efficiency of Communication:** The effect of Efficiency of Communication on Strategy Implementation is reduced but remains significant, indicating partial mediation.

Model 4: Regression Analysis Results

Table 4.14: Regression Analysis Results-Model 4

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.726 ^a	.527	.524	.35182		
a. Predictors: (Constant), Employee Engagement						
ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.265	1	27.265	220.279	.000 ^b
	Residual	24.508	198	.124		
	Total	51.773	199			
a. Dependent Variable: Strategy Implementation						
b. Predictors: (Constant), Employee Engagement						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.461	.129		11.333	.000
	Employee Engagement	.565	.038	.726	14.842	.000

a. Dependent Variable: Strategy Implementation
Source: Own survey SPSS output (2024)

The R Square value of 0.527 suggests that approximately 52.7% of the variance in Strategy Implementation can be explained by Employee Engagement alone. The Adjusted R Square (0.524) takes into account the number of predictors in the model and slightly adjusts the R Square value down, but it still indicates strong explanatory power. The standard error of the estimate (0.35182) provides a measure of the average distance that the observed values fall from the regression line. The ANOVA table shows that the overall regression model is statistically significant (F = 220.279, p = 0.000). This indicates that Employee Engagement has a significant effect on Strategy Implementation.

Coefficients

1. **Constant (Intercept):** The intercept (B=1.461, p = 0.000) is significant, indicating the baseline level of Strategy Implementation when Employee Engagement is zero.
2. **Employee Engagement:** The coefficient for Employee Engagement (B=0.565, p < 0.001) is positive and highly significant. Suggesting that when employee engagement increases by 1%, the success of strategy implementation increases by 56.5%. The standardized coefficient (Beta = 0.726) indicates a strong effect size.

4.7 Hypothesis Testing

Hypothesis 1 (H1): Verbal Communication has a positive and significant relationship with Strategy Implementation

- **Model 1 Regression (IV to DV):**
 - B=0.094, p=0.005

The coefficient for verbal communication is significant ($p = 0.005$), thus we reject the null hypothesis and accept that verbal communication has a positive and significant relationship with strategy implementation. This aligns with research suggesting clear communication helps align employee efforts with strategic goals (Simons, 1995; Cooren et al., 2011). In their study Harris and Nelson (2008) found that verbal communication, such as face-to-face meetings and presentations, enhances clarity and immediate feedback, which are crucial for aligning employees with strategic goals. Verbal communication allows for real-time feedback, clarification, and adaptation. When employees discuss strategies openly, they can address challenges, share insights, and collectively work toward successful implementation.

Hypothesis 2 (H2): Written Communication has a positive and significant relationship with Strategy Implementation

- **Model 1 Regression (IV to DV):**
 - $B=0.159, p=0.000$:

The coefficient for written communication is significant ($p = 0.000$), thus we reject the null hypothesis and accept that written communication has a positive and significant relationship with strategy implementation. This result is consistent with findings from Gioia and Chittipeddi (1991), who argued that written communication ensures consistency and clarity in disseminating strategic information. Ruck et al. (2017) also found that clear and concise written communications are crucial for enhancing employee understanding and commitment to strategic initiatives. This suggests clear and consistent written communication helps employees understand their roles and contribute to strategic goals (Zalewska-Turzyńska, 2017; Köseoglu et al., 2020). The strong positive relationship between written communication and strategy implementation highlights the importance of clear, concise written instructions. When strategy documents are well-crafted, employees can refer to them consistently. Written communication ensures consistency across teams, reduces ambiguity, and clarifies roles. Effective strategy documents guide decision-making, resource allocation, and execution.

Hypothesis 3 (H3): Efficiency of Communication has a positive and significant relationship with Strategy Implementation

- **Model 1 Regression (IV to DV):**
 - $B=0.424, p=0.000$

The coefficient for efficiency of communication is significant ($p = 0.000$), thus we reject the null hypothesis and accept that efficiency of communication has a positive and significant relationship with strategy implementation. This finding is supported by Kotter (2012), who emphasized that efficient communication processes reduce misunderstandings and delays, enhancing the organization's ability to implement strategies effectively. Furthermore, Saks (2006) found that efficient communication fosters a climate of trust and transparency, which are critical for successful strategy implementation. Efficient communication accelerates decision-making, resource allocation, and task execution. When communication channels are efficient, teams can adapt swiftly to changes, allocate resources effectively, and address implementation challenges promptly.

Hypothesis 4 (H4): Employee Engagement has a positive and significant relationship with Strategy Implementation

- **Model 4 Regression (Mediator to DV):**
 - $B=0.565, p=0.000$

The coefficient for Employee Engagement is significant ($p = 0.000$), thus we reject the null hypothesis and accept that Employee Engagement has a positive and significant relationship with Strategy Implementation. This result aligns with numerous studies highlighting the critical role of engagement in strategy execution. For instance, Harter, Schmidt, and Hayes (2002) found that engaged employees exhibit higher productivity, which directly contributes to successful strategy implementation. Similarly, Schaufeli and Bakker (2004) found that engaged employees are more likely to go beyond their job requirements, supporting organizational strategies more effectively. Engaged employees are more likely to embrace change, collaborate, and take ownership of their roles. Their commitment translates into sustained effort and resilience during strategy implementation.

Hypothesis 5 (H5): Verbal Communication has a positive and significant relationship with Employee Engagement

- **Model 2 Regression (IV to Mediator):**
 - $B=0.059, p=0.165$

The coefficient for Verbal Communication is not significant ($p = 0.165$), thus we fail to reject the null hypothesis and cannot conclude that Verbal Communication has a significant relationship with Employee Engagement. This result contrasts with some studies that suggest a strong link between verbal communication and engagement. For instance, Men (2014) found that leadership communication, including verbal interactions, significantly influences employee engagement by fostering a sense of trust and inclusion. The discrepancy in findings could be due to differences in organizational contexts.

Hypothesis 6 (H6): Written Communication has a positive and significant relationship with Employee Engagement

- **Model 2 Regression (IV to Mediator):**
 - $B=0.354, p=0.000$

The coefficient for Written Communication is significant ($p = 0.000$), thus we reject the null hypothesis and accept that Written Communication has a positive and significant relationship with Employee Engagement. This aligns with Welch (2011), who found that well-crafted written communications, such as emails and reports, can significantly boost employee engagement by providing clear information and expectations. Well-written communication fosters transparency, trust, and clarity. Employees appreciate clear instructions, feedback, and updates. Employees who feel informed and valued are more likely to be engaged.

Hypothesis 7 (H7): Efficiency of Communication has a positive and significant relationship with Employee Engagement

- **Model 2 Regression (IV to Mediator):**
 - $B=0.424, p=0.000$

The coefficient for Efficiency of Communication is significant ($p = 0.000$), thus we reject the null hypothesis and accept that Efficiency of Communication has a positive and significant relationship

with Employee Engagement. This is consistent with findings by Bakker and Demerouti (2008), who demonstrated that efficient communication reduces stress and uncertainty among employees, thereby enhancing their engagement levels. Efficient communication involves timely, streamlined interactions. When communication channels are effective, employees receive relevant information promptly, which could lead to better engagement.

Mediation Analysis

To determine the mediation effect, we compare the coefficients from Model 1 and Model 3.

Model 1 Regression (IV to DV):

- Verbal Communication: $B=0.094$, $p = 0.005$
- Written Communication: $B=0.159$, $p = 0.000$
- Efficiency of Communication: $B=0.424$, $p = 0.000$

Model 3 Regression (IV and Mediator to DV):

- Verbal Communication: $B=0.077$, $p = 0.013$
- Written Communication: $B=0.056$, $p = 0.220$
- Efficiency of Communication: $B=0.300$, $p = 0.000$
- Employee Engagement: $B=0.292$, $p = 0.000$

Hypothesis 8 (H8): Employee Engagement mediates the relationship between Verbal Communication and Strategy Implementation

The effect of Verbal Communication on Strategy Implementation is reduced (from $B=0.094$ to $B=0.077$) but remains significant when Employee Engagement is included. However, since Verbal Communication does not have a significant effect on Employee Engagement ($B = 0.059$, $p = 0.165$), Employee Engagement cannot mediate the relationship between Verbal Communication and Strategy Implementation. In contrast Hartnell et al. (2011) found that a supportive organizational climate, which includes clear communication and open dialogue, fosters employee engagement and innovation. This suggests that effective verbal communication could create an

environment where employees feel valued and empowered to contribute, leading to higher engagement and ultimately, improved strategy implementation.

Hypothesis 9 (H9): Employee Engagement mediates the relationship between Written Communication and Strategy Implementation

The effect of Written Communication on Strategy Implementation becomes non-significant (from $B=0.159$ to $B=0.056$) when Employee Engagement is included, indicating full mediation. This suggests that engagement fully explains the relationship between written communication and strategy success. This mediation effect is supported by Albrecht et al. (2015), who noted that written communication enhances engagement, which in turn drives strategic outcomes. Engaged employees actively utilize well-written communication to execute strategies effectively.

Hypothesis 10 (H10): Employee Engagement mediates the relationship between Efficiency of Communication and Strategy Implementation

The effect of Efficiency of Communication on Strategy Implementation is reduced (from $B=0.424$ to $B=0.300$) but remains significant, indicating partial mediation. This suggests that while efficiency directly impacts strategy implementation, part of its effect is mediated through employee engagement. This partial mediation is supported by Macey and Schneider (2008), who found that efficient communication processes directly improve performance but also enhance engagement, further contributing to strategic success. Engaged employees actively utilize efficient communication channels, contributing to overall implementation effectiveness.

Table 4.15: Summary of Hypothesis Testing Results

Hypothesis	Description	Supported
H1	Verbal Communication has a positive and significant relationship with Strategy Implementation	Yes
H2	Written Communication has a positive and significant relationship with Strategy Implementation	Yes
H3	Efficiency of Communication has a positive and significant relationship with Strategy Implementation	Yes
H4	Employee Engagement has a positive and significant relationship with Strategy Implementation	Yes

H5	Verbal Communication has a positive and significant relationship with Employee Engagement	No
H6	Written Communication has a positive and significant relationship with Employee Engagement	Yes
H7	Efficiency of Communication has a positive and significant relationship with Employee Engagement	Yes
H8	Employee Engagement mediates the relationship between Verbal Communication and Strategy Implementation	No
H9	Employee Engagement mediates the relationship between Written Communication and Strategy Implementation	Yes (full)
H10	Employee Engagement mediates the relationship between Efficiency of Communication and Strategy Implementation	Yes (partial)

Source: Own survey SPSS output (2024)

4.8 Discussion

The results revealed a generally positive perception of communication for both verbal and written methods. Respondents indicated that verbal communication is highly effective in conveying the implementation plan (VC_2, mean = 3.72) and understanding strategic objectives (VC_1 & VC_3, mean = 3.55 and 3.81 respectively). This aligns with research by Cooren et al. (2011) who emphasized the importance of clear and regular communication within organizations. It is also consistent with Hrebiniak's (2006) findings, which showed that organizations with clear and consistent verbal communication had higher success rates in strategy implementation. Hrebiniak (2006) found that verbal communication was particularly effective in real-time discussions, ensuring immediate clarity and understanding among employees.

Written communication materials were also perceived as valuable, particularly for conveying updates on strategic plan progress (WC_2, mean = 4.13). This finding is consistent with Zalewska-Turzyńska's (2017) study which highlighted the effectiveness of written materials in keeping employees informed. However, written materials were viewed as less effective in facilitating understanding of goals and individual contributions (WC_1, mean = 3.36 & WC_3, mean = 3.30). Lewis (2007) found similar results in his study, where written communication was critical for ensuring stakeholders were informed and aligned with strategic objectives, yet often fell short in ensuring comprehensive understanding. Lewis's study highlighted that while written documents were useful for updates and record-keeping, they required more clarity and alignment with

employee needs to be fully effective. This suggests that written communication may benefit from being more targeted and aligned with employee needs.

Employees agreed that communication efficiently disseminates progress updates (EC_1, mean = 3.73) and strategic information (EC_2, mean = 3.82). This aligns with research by Kibe (2014) who emphasized the link between communication strategies and organizational performance. Furthermore, employees perceived the communication system as efficient in supporting strategy implementation (EC_4, mean = 3.69). This suggests that the communication channels being used are generally functional. However, there was a moderate level of agreement regarding the frequency and clarity of progress reporting (EC_5, mean = 3.08). Similarly, some employees felt communication did not strongly promote a collaborative approach towards achieving strategic goals (EC_6, mean = 3.37). Markos and Sridevi (2010) found that organizations with effective communication practices reported higher levels of employee engagement and organizational commitment. Their study indicated that clear and frequent communication of progress and strategic information was essential in keeping employees engaged and committed to the organizational goals. These findings highlight areas where communication can be enhanced to ensure timely updates, clear expectations, and cultivate a more collaborative work environment. Employees felt communication helped them understand their contributions to strategic goals (EE_2, mean = 4.24), which aligns with research by Gede & Huluka (2024) on the positive impact of employee engagement on organizational performance.

Additionally, a high percentage of respondents believed employees were actively engaged and informed about the organization's strategy (EE_1, mean = 3.68). This suggests that communication is fostering a sense of ownership and engagement with the strategic direction. However, there was a need for improvement in communication clarity regarding roles and responsibilities (EE_3, mean = 3.25). A significant portion of respondents felt communication did not provide clear expectations for deliverables and active involvement (EE_4, mean = 2.44). This is concerning as research by Clack (2021) emphasizes the importance of clear communication for employee engagement. Markos and Sridevi (2010) similarly found that gaps in communication clarity led to decreased employee engagement and understanding of strategic goals. Their findings underscore the importance of clear role definitions and expectations in enhancing employee engagement and involvement. Finally, employee perceptions were divided on whether communication fostered a

culture of collaboration (EE_5, mean = 3.00). This suggests that efforts are needed to strengthen communication practices that promote teamwork and shared ownership of strategic goals.

This study also examined employee perceptions of strategy implementation within the organization. The results revealed a generally positive sentiment towards the company's strategy. A strong agreement was observed on the importance of executing the strategy for the branch's benefit (SI_5, mean = 3.94), indicating strong alignment with the company's direction (Andrews, 1987). This aligns with research by Chirwa & Boikanyo (2022) who emphasized the importance of effective communication in successful strategy execution.

Furthermore, a significant portion of respondents agreed that the company's strategy is successful (SI_7, mean = 3.90) and contributes positively to financial performance (SI_4, mean = 3.74). This suggests a strong perception of the strategy's effectiveness (Dyer et al., 2020). These findings are consistent with studies by Alamsjah (2011) and Brinkschröder (2014) who identified successful strategy implementation as a key factor in achieving positive organizational outcomes.

However, there was room for improvement in employee understanding of the company's vision, mission, goals, and overall strategy (SI_1, mean = 2.98). Hrebiniak (2006) found that organizations with clear communication of their strategic objectives had higher success rates in implementation. His study indicated that while employees often understood the rationale behind strategic plans, there was a need for better communication to enhance their understanding and agreement with the strategic direction. Similarly, the moderate mean score for SI_6 (mean = 2.81) suggests that while employees may understand the rationale behind the strategic plan, they might not fully agree with it or feel strongly about it. This highlights the importance of clear communication regarding the strategic decision-making process (Forman & Argenti, 2005).

There wasn't a strong consensus on whether the organization is making progress towards achieving strategic goals (SI_2, mean = 3.31). This finding aligns with research by Clark (2017) who identified strategy implementation as a challenging stage in strategic management. Further investigation into potential roadblocks and improvement strategies might be necessary. Employee recognition of their contribution to achieving company goals (SI_3, mean = 2.70) also scored moderately. This suggests a need for improved communication to emphasize the connection between individual work and the organization's strategic objectives (Hrebiniak, 2005). When employees see the link between their efforts and the bigger picture, they tend to be more engaged (Robinson, 2022).

The study underscores the significant impact of communication and employee engagement on strategy implementation. Verbal communication facilitates clarity and real-time feedback in strategy discussions, yet it does not significantly influence employee engagement, contrasting with findings by Men (2014) on leadership communication. In contrast, written communication plays a crucial role, as evidenced by Welch (2011), whose findings indicate that well-crafted written communications enhance employee engagement by providing clear information and expectations. Efficiency in communication processes, supported by Kotter (2012) and Bakker and Demerouti (2008), not only directly enhances strategy implementation but also fosters a climate of trust and transparency critical for organizational success. Employee engagement emerges as a pivotal factor in strategy execution, corroborating studies by Harter, Schmidt, and Hayes (2002) and Schaufeli and Bakker (2004), which emphasize its role in boosting productivity and fostering commitment among employees. The mediation analyses reveals that while verbal communication's impact on strategy implementation remains direct, written communication's effect is fully mediated by employee engagement. This mediation effect is consistent with Albrecht et al. (2015), highlighting the active role of engaged employees in leveraging written communications to execute strategies effectively. Efficient communication channels partially mediate their impact through employee engagement, emphasizing their dual role in enhancing performance and fostering organizational alignment.

CHAPTER FIVE

5. Conclusion and Recommendation

5.1 Conclusion

Effective communication is widely recognized as a cornerstone of organizational success, particularly in the field of strategy implementation. The ability to convey strategic objectives, disseminate crucial information, and foster employee engagement through communication channels is paramount for achieving organizational goals. This study seeks the complex relationship between communication dynamics and strategy implementation, examining how various communication variables influence the implementation of organizational strategies and how employee engagement mediates.

All three communication variables, verbal, written, and efficiency, demonstrate a positive and significant relationship with successfully implementing strategies. This reinforces the notion that effective communication across all forms is crucial for achieving strategic goals. The study also confirms that employee engagement plays a positive and significant role in strategy implementation. Engaged employees are more likely to be invested in achieving the organization's strategic objectives. Interestingly, verbal communication doesn't directly influence employee engagement. This could be due to various factors, such as the quality of verbal communication or employee preferences for other communication styles. However, written communication and efficiency of communication do have a positive and significant relationship with employee engagement. Clear, concise, and well-structured communication contributes to a more engaged workforce. While verbal communication directly impacts strategy implementation, employee engagement fully mediates the relationship between written communication and strategy implementation. This suggests that written communication influences strategy execution by fostering employee engagement. The effect of communication efficiency on strategy implementation is partially mediated by employee engagement, implying a direct and indirect influence. These findings highlight the importance of effective communication in all its forms for successful strategy implementation. Organizations should develop communication strategies that ensure clear and efficient information flow. This not only leads to direct strategy execution but

also fosters employee buy-in through written communication and communication efficiency, ultimately leading to successful strategy implementation.

5.2 Recommendations

- **Prioritize all forms of communication:** Implement strategies that emphasize effective verbal, written, and efficient communication across all levels of the organization. Training programs on clear and concise communication could be beneficial.
- **Leverage written communication for engagement:** Utilize well-structured written communication methods (e.g., reports, emails) to not only convey information but also foster employee engagement.
- **Focus on communication efficiency:** Streamline communication processes to ensure timely and clear information flow. This can involve utilizing the right communication channels for specific messages and avoiding information overload.
- **Investigate verbal communication and engagement:** Further research is needed to understand why verbal communication doesn't directly influence engagement. This could involve exploring the quality of verbal communication or employee preferences.
- **Tailor communication strategies:** Consider the specific needs and preferences of the workforce when developing communication plans. Some employees might prefer more verbal interaction, while others might thrive with written communication.

5.3 Suggestions for Further Research

Impact of Communication Technologies: Future research could explore how new communication technologies like social media, instant messaging, and virtual collaboration tools influence the effectiveness of strategy implementation. This could provide insights for organizations in the digital era.

Cross-Cultural Communication: With businesses becoming more global, it's essential to understand how cultural differences affect communication and strategy implementation. Future studies could investigate how cultural aspects influence communication preferences and outcomes in diverse organizational contexts.

Communication Training and Development Programs: Another potential research area is assessing the effectiveness of communication training and development programs on strategy implementation outcomes. This could involve evaluating the impact of communication skills training and leadership development initiatives on employee engagement and performance.

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APPENDIX: Questionnaire



ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
Department of Management
MBA Program
A questionnaire to be filled by employees

Dear Respondent,

This questionnaire is designed to gather important information for the study of **The Influence of Effective Communication on Employee Engagement and the Successful Implementation of Organizational Strategies: The Case of Hibret Bank Addis Ababa South and East District Branches**. You were selected as a possible participant because you work at Hibret Bank. Your participation is entirely voluntary and your responses will remain anonymous. It's important that you share your genuine views as it will help ensure the accuracy and validity of the research findings. I kindly ask that you fill out the questionnaire truthfully and I appreciate your help in advance. Thank you!

For any questions and clarifications, do not hesitate to contact the researcher through the following addresses:

Email:

Mobile:

Thank you in advance for your time and cooperation!!

Section A: Personal Information

1. Gender

1. Male 2. Female

2. Age

1. 20-30 2. 31-40 3. 41-50 4. Above 50

3. Highest educational level

1. College Diploma 2. BA/BSC 3. MA/MSc 4. PhD

4. Your work experience at Hibret Bank (in years)

1. Less than 5 years 2. 6-10 years 3. 11-15 years 4. Above 15 years

5. Job position _____

Section B: Types of Communication

Rate the extent to which you agree/disagree with the following statements by marking “√” on a scale of 1-5 where:

1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

No	Verbal communication	1	2	3	4	5
VC 1	Verbal communication (e.g., meetings, phone calls) significantly facilitates understanding of the organization's strategic goals and objectives and how my individual tasks contribute to achieving them.					
VC 2	Verbal communication (e.g., meetings, phone calls) effectively conveys updates on the progress of strategic plan implementation.					
VC 3	Verbal communication significantly contributes to the successful implementation of the organization's strategic objectives.					

No	Written communication	1	2	3	4	5
WC 1	Written communication materials (e.g., emails, reports, memos) significantly facilitates understanding of the organization's strategic goals and objectives and how my individual tasks contribute to achieving them.					
WC 2	Written communication materials (e.g., emails, reports, memos) effectively conveys updates on the progress of strategic plan implementation.					
WC 3	Written communication materials significantly contribute to the successful implementation of the organization's strategic objectives.					

Section C: Efficiency of Communication

Rate the extent to which you agree/disagree with the following statements by marking “√” on a scale of 1-5 where:

1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

No	Efficiency of Communication	1	2	3	4	5
EC 1	The implementation progress and updates of strategic plans are regularly and efficiently communicated to all Branch managers and staff.					
EC 2	The communication within my organization provides me with crucial information regarding the company's strategy.					
EC 3	The communication within my organization provides me with accurate and timely information about the company's strategy.					
EC 4	My organization has an efficient communication system that facilitates the implementation of the company's strategy.					
EC 5	Regular feedback and progress reports on the implementation of my Branch's strategic plan are provided.					
EC 6	Communication within the company promotes a cohesive and collaborative approach towards achieving strategic goals.					

Section D: Employee Engagement

Rate the extent to which you agree/disagree with the following statements by marking “√” on a scale of 1-5 where:

1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

No	Employee Engagement	1	2	3	4	5
EC 1	Employees in my Branch are actively engaged and well-informed about the organization's strategy.					
EC 2	The communication within my organization has helped employees gain a clear understanding of how their contributions aid in achieving the company's strategic goals.					
EC 3	The communication in my organization has helped me understand my roles and responsibilities and actively participate in the implementation of the company's strategy.					
EC 4	The communication within my organization has provided me with clear expectations regarding my deliverables and encouraged my active involvement in fulfilling them.					
EC 5	I believe that our organization encourages collaboration and active employee involvement in strategy implementation.					

Section E: Strategy Implementation

Rate the extent to which you agree/disagree with the following statements by marking “√” on a scale of 1-5 where:

1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

No	Strategy Implementation	1	2	3	4	5
SI 1	I possess a clear understanding of my organization's vision, mission, goals, and strategies.					
SI 2	The organization is making progress towards achieving its strategic goals.					
SI 3	I recognize that my work contributes to the achievement of the company's goals and objectives.					
SI 4	The company's strategy has contributed positively to the organization's financial performance.					
SI 5	I believe in the necessity of executing the company's strategy for the good of my Branch.					
SI 6	I fully agree with the rationale for the implementation of the company's strategic plan.					
SI 7	Overall, I consider the company's implementation of its strategy to be successful.					

Thank you very much for your cooperation!