ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS

Effect of Strategy Implementation on Performance of Bank of Abyssinia

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MASTER OF BUSINESS ADMINISTRATION

This is to certify that the thesis work entitled "**Effect of Strategy Implementation on Performance of Bank of Abyssinia"** was carried out by Ahmedin Ahmed Abdurahman under the supervision of Yohannes Workeaferahu (PHD). The thesis submitted to College of Business and Economics at Addis Ababa University in partial fulfillment of the requirement for the degree of Master of Business Administration complies with the regulation of the University.

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DECLARATION

I, the undersigned, declare that this study titled as "Effect of Strategy Implementation on Performance of Bank of Abyssinia" is the outcome of my own in-depth research. This study has not been submitted for a degree in any other university. It is submitted to Addis Ababa University College of Business and Economics in partial Fulfillment of the Requirement for the degree of Master of Business Administration in Management. All sources of materials used for the Research have been duly acknowledged, cited and referenced.

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STATEMENT OF CERTIFICATION

This is to certify that Ahmedin Ahmed Abdurahman has carried out his study under my supervision on the topic of Effect of Strategy Implementation on Performance of Bank of Abyssinia. This work is original in its nature and is acceptable for submission in partial fulfillment of the requirement for the award of Master of Business Administration Degree in Management.

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Name of Advisor	Signature	Date

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ABSTRACT

The main objective of this study was to assess the effect of strategy implementation on organizational performance of Bank of Abyssinia in Ethiopia. The study was theoretically guided the by Okumus Strategy Implementation and Key Variables Framework and Higgins 8S Framework. The study employed a survey research design. As a first step, descriptive statistical analysis was carried out. Correlation and Regression analysis was also carried out. Based on the data gathered and regression analysis done, the findings reveal that there is a positive relationship between Organizational Performance and Organizational Culture, Organizational Performance and Strategic Human Resource Allocation, and Organizational Performance and Organizational Communication in the case of Bank of Abyssinia. The findings of the regression analysis also reveal that there is an inverse relationship between Organizational Performance and Organizational structure. Additionally, based on a t-test at a 95% confidence interval, the findings also reveal that Organizational structure, Organizational Culture, and Strategic Human Resource Allocation had a significant relationship while Organizational Communication had a statistically insignificant relationship which indicates that although organizational communication affected organizational performance, it is not significant in explaining observed variations. Based on the findings, the study recommends that, given the significant role of Strategic Human Resource Allocation in the organizational performance of Bank of Abyssinia, the bank's leadership and management should pay increased attention to allocating sufficient human resources to implement the strategies and plans. The leadership and management should pay increased attention to assigning people in all functional areas with requisite skills and experience to carry out the tasks. Furthermore, the bank should ensure that the resources allocated are utilized effectively as per the organizational set objectives to improve the organizational performance of the Bank. The study also recommends Bank of Abyssinia leadership and management should pay increased attention to aligning the bank's strategy with the organizational culture of the bank. The leadership and management should strengthen the deliberate and formal process of culture formation within Bank of Abyssinia, enhance a culture of tolerating new ideas, flexibility, and adaptability when changes are necessary and foster a culture of innovativeness within the bank to enhance strategy implementation and achieve improved organizational performance.

Key Words: Bank of Abyssinia, Strategy Implementation

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Chapter One

1. Introduction

1.1. Background of the study

In today's dynamic and highly competitive business environment, strategic management practice can help an organization gain competitive advantage, improve market share and plan for its future. Organizations need to appreciate not only the importance crafting strategy but also effectively implementing strategies. Several studies have found, success for organization depends not only in selecting the right strategy but also effectively implementing the chosen strategy to achieve organizational objectives (Waititu, 2016).

Despite the growing acceptance of the importance of strategic management practice and strategy implementation to improve organizational performance, traditionally the focus has been on strategy formulation and little emphasis has been given to strategy implementation. A ten yearlong study identified that seven out of eight companies in a global sample of 1,854 large corporations failed to achieve profitable growth but 90% of the companies included in the research had a strategic plan. The study attributes the gap to lack of effective strategy implementation (Kabui, 2020).

Further, according to Kaplan and Norton, the focus should be on strategy implementation and they argue that most companies have ambitious plans for growth and develop good strategies, but few stand out at timely and effective strategy implementation. A Famous Harvard Business Review study on Fortune 500 companies' Strategy to performance gap found that companies typically realize only about 63% of their strategies potential value. Such a persistent gap between ambition and performance in most companies arises from a disconnect between strategy formulation and strategy implementation (Mankins & Steele, 2005).

In Ethiopian context, the concept and application of strategic management and strategy implementation is more relevant to the banking sector where banks are facing major internal and external challenges of intensifying competition, changing customer expectations and buying behaviors, rapid advances and disruptions in technological capabilities, more onerous regulatory requirements, and ever-changing demographics and economics (Bank of Abyssinia Banking Sector Assessment , 2021). Such shifts and dynamism in the financial sector create a compiling imperative for proactive planning and effective execution of business strategies.

Given this background and the importance of strategy implementation especially with in the banking sector, this study intends to delve deep and examine the various aspects of strategy implementation in the case of Bank of Abyssinia. Specifically, the study intends to assess the effect of strategy implementation on organizational performance of the bank and identify the factors contributing to the strategy to performance gap at bank of Abyssinia. As a first step, the study will define and clarify the concept of strategy implementation and organizational performance with the intention of creating a shared understanding of the concepts throughout the study. The background section of the study will proceed to providing a brief overview of the Ethiopian Banking Sector and Bank of Abyssinia.

Strategy Implementation

As noted earlier, Strategy implementation is an important component in strategic management process and an essential area of inquiry in the overall field of strategy. Various authors have defined Strategy Implementation in various ways. For Hrebiniak, Strategy Implementation entails executing the plans and strategies developed with the objective of accomplishing the long-term goals of the organization. It is an action phase converting the chosen strategy into the moves and actions so as to achieve the organizations objectives (Hrebiniak, 2013).

Strategy implementation is a crucial and important process in strategic management and it entails a process of organizing the resource available to a firm, and motivating the firm's employees to work towards the realization of objectives (Ouma, 2019). For Hrebiniak this involves matching the chosen strategy with the required resource by correctly configuring the organization from the structure, skills and culture in order to fit the strategy and also manage change so as to position the organization for a successful outcome (Hrebiniak, 2013). According to Kihara et al., strategy implementation process involves placing objectives, strategies, and policies into action through the development of programs, budgets, and procedures (Kihara, Bwisa, & Kihoro, 2016).

Strategy implementation can be much more difficult task than strategy formulation and during implementation, various challenges are encountered and need to be addressed if the strategy is to be realized (Njeru, Awino, & Adwet, 2017). Effective strategy implementation requires managers to consider a number of issues, including structural, cultural, and leadership concerns (Hitt, Ireland, & Hoskisson, 2011). According to Okumu twelve variables are important for strategy implementation. These include; environment, strategy formulation, organization's structure, leadership, organizational culture, outcome, operational planning, resource allocation, people (reward, training and management style), communication, control and feedback and External Partner Company (Kolek, 2017).

Given these contexts, while implementing the chosen strategy, business leaders take into consideration factors pertinent to strategy implementation. Chief among them is 1) What is the best way to organize the firm to accomplish its objectives 2) How should we allocate strategic resources to achieve our objective 3) The value system that will guide the firm towards its mission 4) The role of organizational communication in achieving objectives. This will form the heart of this particular research paper, as the research seeks to interrogate these key ideas and how they affect performance.

Organizational Performance

Measuring business performance continues to be a focus for strategy practitioners and researchers. Traditionally most of the managerial performance measures have been based on financial measures of performance and significant emphasis has been given to measures like return on assets (ROA) and return on equity (Gabriela, 2020). However contemporary understanding of the concept is a multi-dimensional one and organizational performance can be measured using both financial and no-financial outcomes (Kaplan & Norton, Using the Balanced Scorecard as a Strategic Management System, 2007).

The concept of performance forms the core of strategic management and measurement of it is critical in performance management. According to Priscah, performance is the resultant outcome of all operations and strategies of a firm (Echessa, Influence of strategy implementation on the performance of agribusiness firms in Nyanza region, Kenya, 2020). Abdi and Kinyua noted that performance demonstrates the ability of an organization to accomplish its mission by engaging in sound management practices, strong governance and persistent rededication to achieving the desired results (Abdi & Kinyua, 2018). This definition is further augmented by Upadhaya, et.al whereby the concept of organizational performance is defined as the productivity of an organization measured against its projected goals and objectives (Upadhaya, Munir, & Blount, 2014). Further, Simiyu & Kilikam highlight that organizational Performance reflects the financial capacity, significance, efficiency and effectiveness of the organization (Simiyu & Kilikam, 2020).

For Mutuku (Mutuku, Muathe, & James, 2019), three aspects of company results are important to be included in organizational performance namely financial performance, shareholders' return and product market performance. Kaplan & Norton pioneers of the balanced scorecard proposed measuring four aspects of an organizational performance encompassing financial, customer service and satisfaction index, organizational learning and growth and internal business processes (Kaplan & Norton, Using the Balanced Scorecard as a Strategic Management System, 2007). From these definitions, organizational Performance comes in different forms, based on who is meant to measure and for what. Simiyu & Kilikam conclude organizations in different industries require different measurements of performance to allow them to make decisions (Simiyu & Kilikam, 2020).

In conclusion, evaluating organizational performance and investigating the link between strategy implementation and performance is critical to informing management decision on best course of action. This notion is supported by Rabah who noted an effective organization is able to successfully use information of its past and current trends as well as knowledge of alternative strategies available to make decisions that will achieve the greatest benefit for the organization (Donna, 2018).

1.2. Overview of Bank of Abyssinia

Established in 1996, Bank of Abyssinia (BoA) is now the second largest private bank in Ethiopia in terms of deposit Market Share. Bank of Abyssinia (BoA) commenced operation with 32 staff and an authorized and paid-up capital of Birr 50 million, and 17.8 million, respectively. As of June 2021, the bank had an authorized capital of Birr 5.5 billion and a staff size of 7000.

Bank of Abyssinia (BoA) currently provides domestic and international banking services to corporate and individual customers. As of June 2021, the bank had close to 6.4 million account holders with a total deposit balance of Birr 88.7 billion. During the same period, the Bank also had

72.6 billion total outstanding loans and advances to its customers (Bank of Abyssinia Banking Sector Assessment , 2021).

In providing domestic and international banking services to its corporate and individual customers, Bank of Abyssinia (BoA) employs an omni-channel service delivery model. In addition, BoA serves its customers with automated teller machine (ATM), point of service (POS) and mobile banking services. BoA also recently launched a virtual banking service, first of its kind in the Ethiopian banking industry.

Bank of Abyssinia (BoA) also continues to expand its geographical presence and increase its branches across the country. Starting with one branch in 1996, the bank has 602 operational branch networks as of June 2021. Currently the Bank stands first among the private banks in number of branch outlets.

BoA has made it a tradition to guide its operations through a strategic plan. At its inception, the bank has prepared a guiding paper entitled “The Bank of Abyssinia, Getting Started and Moving Forward”. Since then, the bank has prepared a Three-Year Strategic Programme for 1996 - 1999. In 1999 it launched its “Five Year Corporate Programme” covering the period July 1999 to June 2004. The Bank put into effect the second five-year strategic plan for the period 2004 to 2009 followed by the third Five Year Strategic Plan extended from 2009 to 2014.

In 2015, BoA appointed Deloitte to undertake a strategic planning and organizational transformation project. The strategic planning exercise intended to reform the bank’s business model and adopt standards consistent with the changing global banking community by devising a Five-Year Strategic Plan and organizational transformation project (Addis Fortune, 2022).

The aim of the research is to investigate whether the banks performance over the past few years is attributed to the implementation of the banks strategic plan. Further the report aims to assess which factors contributed the most to the performance of the bank.

1.3. Statement of the problem

Commercial banks in Ethiopia face challenges due to the dynamism of the environment in which they operate. Some of the challenges include intensifying competition, changing customer expectations and buying behaviors, rapid advances and disruptions in technological capabilities, more onerous regulatory requirements, and ever-changing demographics and economics. Despite these challenges faced by the commercial banks, generally, the Ethiopian banking industry is a growing one and the sector continues to diversify if product offerings and service quality (Bank of Abyssinia Banking Sector Assessment , 2021).

To successfully respond to dynamic and competitive environment, Ethiopian banks adopted strategic management practice and continue to put in place strategies that enhance their competitiveness. Today all Ethiopian banks have adopted strategic management practice and are involved in planning and implementing strategies to enable them achieve their organizational objectives and deliver superior performance.

As reflected in the background analysis, despite the growing acceptance of the importance of strategic management practice and strategy implementation to improve organizational performance, traditionally the focus has been on strategy formulation and little emphasis has been given to strategy implementation.

However, Numerous studies acknowledge that strategies frequently fail not because of inadequate strategy formulation, but because of insufficient implementation or breakdown during implementation (Mankins & Steele, 2005). Furthermore, strategy implementation is an integral part of strategic management process. This is because it translates written goals and plans into results that could improve the organization’s position. The process of strategy implementation has also been cited as the most important stage of the strategic management process since it determines organizational success or failure (Kilile, Munga, & Were, 2018).

Given the importance of strategy implementation especially with in the banking sector, this study intends to bridge the empirical knowledge gap by delving deep and examining the various aspects of strategy implementation taking Bank of Abyssinia a case. Specifically, the study intends to assess the effect of strategy implementation on organizational performance of the bank and identify the strategy implementation factors contributing to organizational performance at bank of Abyssinia.

1.4. Objective of the study

The general objective of the study is to investigate the effects of strategic implementation on performance of Bank of Abyssinia. Further, the following specific objectives will guide the study

- To assess the effect of organizational structure on performance of Bank of Abyssinia in Ethiopia
- To assess the effect of strategic human resource allocation on performance of Bank of Abyssinia in Ethiopia
- To assess the effect of organizational culture on performance of Bank of Abyssinia in Ethiopia
- To assess the effect of organizational communication on performance of Bank of Abyssinia in Ethiopia

1.5. Research Questions

This research study intends to answer the following research questions

- What is the effect of organizational structure on performance of Bank of Abyssinia in Ethiopia?
- What is the effect of strategic human resource allocation on performance of Bank of Abyssinia in Ethiopia?
- What is the effect of organizational culture on performance of Bank of Abyssinia in Ethiopia?
- What is the effect of organizational communication on performance of Bank of Abyssinia in Ethiopia?

1.6. Significance of the study

Currently most Ethiopian banks are partnering with local and international advisory firms and investing significant sums to formulate their strategies. Understanding the extent to which their strategies are implemented and assessing the impact on performance is an important endeavor to understand financial sector institution's strategic management practice.

Within this context, the proposed research is expected to have theoretical and empirical contributions to the academic and practical aspects of strategic management. Specifically

- The research will add to the body of knowledge on strategy implementation and organizational performance and will help readers have a deeper understanding of strategy implementation concept from Ethiopian banking perspective. The findings of the research will also feed into and serve as a basis for secondary source of data for those who want to pursue further investigation in this specific area.
- The research will help the management of back of Abyssinia and the academic community to assess the extent to which Bank of Abyssinia implemented it strategy and how it has impacted its performance
- The findings of this research will also help bank of Abyssinia understanding the key strategy implementation factors contributing the most to the banks performance and could help the banks future actions to improve its strategic management and strategy implementation practices

1.7. Scope of the study

- The scope of the study focuses on Bank of Abyssinia as a case and thus the findings of the study cannot be generalized to other organizations.
- The study is also focused on assessing the impact of strategy implementation on financial performance of the bank and excludes other performance metrics.
- The geographical scope of the research, the study focuses on Bank of Abyssinia Head Office and Grade 1 branches located on Addis Ababa

1.8. Organization of the Paper

This proposed research will be structured into five chapters. The first chapter documents the background of the research and the organization, articulates the research problem and objective of the study and the research scope and significance will be presented

The second chapter will be an in-depth review of pertinent literatures from secondary data and will be structured into two sub sections. The first sub section will take stock of the theoretical literature relevant to the subject under investigation and will review conventional and emerging theories applicable to strategy implementation and organizational performance. The second sub section will take stock of pertinent empirical analysis done in the past

Third chapter will delve deep into the methodology to be used by the study and will cover the research design, sampling techniques and methods of data analysis to be used in the research. While the fourth chapter will cover analysis of data gathered and will present the key findings based on the analysis of primary and secondary data gathered. The last chapter will document the conclusion of the research and will provide recommendations based on the analysis and findings of the study.

Chapter Two

2. Review of Related Literature

This chapter discusses scholarly literature relevant to strategy implementation and organizational performance. It reviews notable theoretical and empirical literatures related to strategy implementation and organizational performance. The chapter also presents conceptual framework on how the independent variable is linked to dependent variable and the research gap that exists.

2.1. Theoretical Literature

This section discusses the theoretical literature behind strategy implementation and organizational performance and focuses on the theoretical strategy implementation frameworks developed by various scholars to model the strategy implementation variables.

2.1.1. Resource based view of the firm

The resource-based view theory of the firm initially proposed by Penrose in 1959 and later further developed by among others by Birger Wernerfelt in 1984 is one of the most widely used strategic management theories. The resource-based view theory analyses a firm in terms of its internal resources and capabilities as means of gaining a competitive advantage (Simiyu & Kilikam, 2020). By internal resources and capabilities, it is meant as those tangible and intangible assets which are tied semi permanently to the firm (Kilile, Munga, & Were, 2018). Further A resource is said to be Valuable if it adds value to the firm to enable it exploit opportunities or mitigate against external threats.

The underlying premise for the resource-based view theory is that one organization differs from another because each organization possesses a unique set of tangible and intangible resources including assets and organizational capabilities. Each organization develops competencies and core capabilities from these resources, and these competencies and core capabilities become the source of the organizations competitive advantage (Dahir & Paul, 2019). The resource-based view (RBV) theory in essence suggests that organizations that own strategic resources have important competitive advantages over organizations that do not and that the company's possible advantages and weaknesses can be explained by its resources.

Further the resource-based view theory as one area of Strategic Planning Management studies was expanded by the work of Rumelt. He developed a strategic theory that was very similar to the resource-based theory, in which he described the firm as a bundle of productive resources. Rumelt concluded that such productive resources enable an organization to develop an appropriate strategic plan that takes into consideration available productive resources and assists in strategic decision making (Al Suwaidi, 2018).

In addition, according to the work of Clegg, RBV is described as an inside-out approach which looks the organizations internal factors rather than external orientation as a reason for long-term superior performance over competitors. According to Clegg, among others organization culture, human resources and intellectual property form as resources that could contribute to long-term superior performance over competitors (Ongong'a, Factors Influencing Strategy Implementation at Kenya Commercial Bank Limited In Kenya, 2014). Clegg, Barney and other authors argues that for a resource to have a competitive advantage, it should possess at least for key attributes which are valuable, rare, inimitable, and non-substitutable (VRIN) resources (Kyalo, 2015). The authors conclude that if an organization is to achieve a competitive advantage, it must acquire and control valuable, rare, inimitable, and non-substitutable (VRIN) resources.

In summary, the resource-based view theory is an important strategic management theory that continues to explain the role of internal resources to strategic management and organizational performance (Mulei, 2016). As such it is important for this study to consider and leverage the resource-based view theory in constructing the conceptual framework. Hence this study's conceptual framework will partly be informed and leverages the resource-based view theory.

2.1.2. Higgins 8s Framework

The Higgins 8s Framework build on and improves on the McKinsey 7S Model of strategy implementation. Before reviewing the Higgins 8s Framework in detail, it's worth looking at the essence of the McKinsey 7S Model first, to understand the linkage with Higgins 8s Framework. The 7s model was first developed by McKinsey & Company consultants Tom Peters, Robert Waterman and Julien Philips with a help from Richard Pascale and Anthony G. Athos in the 1980s.

The model was initially developed to help managers better manage organizational changes with an underlying premise of that there are seven internal aspects of an organization that need to be aligned if it is to be successful. These seven key elements are Strategy, structure, systems; style; skills; staff and shared values. The elements are further categorized into hard elements (strategy, structure and systems) and soft elements (shared values, skills, style and staff) (Koyalkar & Gankar, 2018).

The McKinsey 7S Model can be a useful framework for analyzing organizations and their effectiveness by analyzing the seven key elements that make organizations successful or not. The model concludes that all the seven variables must be aligned for a successful strategic implementation (Patricia, 2014). Undeniably therefore, there are three-sided specific objectives of the study that are informed by the model namely structure, staff, culture reflected in shared values are the subject of inquiry and the study examines their effect on organizational performance of Bank of Abyssinia.

As indicated earlier, the Higgins 8s Framework build on and improves on the McKinsey 7S Model of strategy implementation. In 2005, Dr James M Higgins revised the original McKinsey's 7-S framework and developed the 8-S framework for implementing strategies in organizations. Higgins 8s framework expands on McKinsey's 7-S framework by adding one additional element that is strategic performance. Higgins also made adjustment to skills element and replaced it with Re-Sources. Higgins argued that in addition to skills, organization cannot successfully implement strategy without mobilizing other resources such as money, information, technology and time (Kihara M. P., 2016).

Higgins argued that all the seven factors of the original 7S model (Strategy and Purposes, Structure, Systems and Processes, Style, Staff, Resources and Shared values) must be aligned unidirectionally to enable optimal strategic performance. Higgins further explains that Strategic performance element of the framework is an outcome element and views strategic performance as a derivative and end result of the interaction of the other 7 elements of the McKinsey's 7-S framework (Strategy and Purposes, Structure, Systems and Processes, Style, Staff, Resources and Shared values). Additionally, the model views strategic Performance as the results obtained in an organization as a whole and can primally be measured in financial terms. However, the Balanced

Score Card is believed to be the best approach in measuring this kind of performance in an organization (Kerubo, 2019).

Regarding Re-source, the original 7S Model only incorporates skills. However, the Higgins 8-S framework replaced the ‘S’ of skills in the original McKinsey framework to re-Sources. Higgins argued that in today’s dynamic business environment, the ‘Skills’ element 7S Model, represents core organizational competencies and capabilities which fall under the category of ‘Strategy’ in the framework. Therefore, Higgins concluded that additional resources are also need which included resources such as finance, technology, information and any other necessary management system for successful strategy implementation (Echessa, Influence of strategy implementation on the performance of agribusiness firms in Nyanza region, Kenya, 2020).

In the 8-S framework, Dr James M Higgins emphasizes the importance of cross-functional way of thinking about strategy implementation. The cross-functional way of thinking refers to how an organization can achieve successful strategy implementation that revolves around aligning key organizational factors with strategy that is aligning the 8-S elements of the framework. Further the framework cross-functional way of thinking enables a manager to work more efficiently and effectively in managing the interlinked and cross-departmental and cross-functional duties and activities associated with strategy implementation.

The Higgin 8-S framework provides the framework for strategy implementation and enable management to efficiently and effectively manage across the strategy implementation process. The role of the Higgin 8-S framework in the research study is that it provides the basis from which the study’s variables were conceptualized which are key components of the framework and on which the study is centered on and examines influence on the performance of Bank of Abyssinia. The framework also helps the research study explain the needed alignment of internal elements that are the study’s variables that are structure, resources, culture and how this elements interaction leads to better strategic performance and successful strategy implementation. Therefore, Higgin 8-S framework is useful in understanding how the internal elements interact and work together in the strategy implementation process to achieve the desired performance.

2.1.3. Okumu's Strategy Implementation and Key Variables Framework

Fevzi Okumus in his published article developed a framework to implement strategies in organizations. The framework which is partly based on the works of other researchers and his own research, identifies 11 variables essential for successful strategy implementation. The identified variables are; strategy development, environmental uncertainty, organizational structure, organizational culture, leadership, operational planning, resource allocation, communication, people, control and the outcome (Okumus, 2003).

Okumu's Strategy Implementation and Key Variables Framework in addition to identifying the key variables essential to successful strategy implementation, it systematically groups the key variables in four broad categories. The systematic categorization helps to better understand the variables and how they affect strategy outcomes. These four categories are strategic content, strategic context, operational process and the outcome. Furthermore, the framework also identifies three new strategy implementation variables. These additional variables are multiple-project implementation factor which fall under "strategic content", organizational learning factor which fall under "internal context" and external partners factor which fall under "strategic process" (Kerubo, 2019).

Delving deep into the categories, the first category of Okumu's framework is Strategic Content. Strategic content encompasses primarily why and how strategy is initiated. Strategic content also includes the development of strategy where various issues are addressed like whether the new strategy conforms to the overall strategic direction of the firm, identification of aims of the new initiative, adequate knowledge and expertise in managing change and active participation of management at all levels in an organization (Kihara M. P., 2016).

strategic context which is the second category of Okumu's framework covers both the internal and external contexts in which strategy is developed and implemented. The external context focuses on the environmental uncertainty and more specifically the degree of uncertainty and changes in the task and general environments of the organization (Kihara M. P., 2016). Thus, the strategy must consider the external context and fit the strategy to the external context of the organization. Further, according to Okumu, the new strategy must fit and be in line with market conditions until it is fully implemented (Okumus, 2003).

The internal context refers to the configuration of organizational structure, culture and leadership among others. The internal context considers organizational structure in terms of its shape, division of labor, job duties and responsibilities, power distribution, decision making procedures, reporting relationships, information flow, coordination and cooperation between different levels of management, of activities, informal networks and politics (Kazm, 2010). The internal context of Okumu's framework heavily informs the independent variables of the study and chief among the independent variables under consideration is organizational structure and how it impacts organizational performance. The internal context also encompasses leadership which entails backing and involvement of senior executive in the process and organizational culture which relates to the understanding of the employees about how they do things within the organization. Informed by Okumu's framework, the study aims to evaluate the effect of organizational culture on performance of Bank of Abyssinia.

Okumu's third category is the operational process which includes operational planning, resources allocation, people, communication and control (Katamei, Omwono, & Wanza, 2015). Operational Planning entails initiating the project and the planning of implementation activities and tasks. It also includes participation and feedback from different levels of management and functional areas in preparing operational plans and implementing activities. The second element in the organizational process category is resource allocation. Regarding resource allocation, allocation ensures provision of time, financial, human and knowledge resources vital for strategy implementation. Okumu also notes that that chronic lack of resources, capital and capacity hinders effective strategy implementation (Ongong'a, Factors Influencing Strategy Implementation at Kenya Commercial Bank Limited In Kenya, 2014). Given the importance and emphasis on resource allocation, the study chose to include this variable to further investigate the its role on organizational performance of bank of Abyssinia.

Finally, the fourth group includes the outcome which is the intended and unintended results of the strategy implementation process (Okumus, 2003). Under this group the key focus is ensuring whether the strategy is implemented according to the plan and whether the initially determined objectives are met or not (Kihara M. P., 2016).

In conclusion, Okumu makes an insightful review of the available frameworks in strategy implementation and developed a strategy implementation framework partly based on the works of other researchers and his own research. Undoubtedly, Okumu’s strategy implementation framework is quite comprehensive as it attempts to take into consideration a wide array of variables and binds them into a compact model. Given the frameworks view that strategy implementation is non-linear and takes a well-rounded, robust and holistic approach to strategy implementation, this study’s conceptual framework will be heavily informed by Okumu’s Strategy Implementation and Key Variables Framework in assessing key variables and their impact on organizational performance of Bank of Abyssinia.

2.1.4. Concept of Organizational Performance and the Balanced Scorecard Model

Until recently the focus of organizational performance measurement has been financial measures of performance. Organizational financial performance refers to a measure of the change of the financial state of an organization, or the financial outcomes that results from management decisions and the execution of those decisions by members of the organization. Measures such return on assets (ROA), return on equity (RoE), and return on sales were used to measure performance of an organization (Gabriela, 2020).

However, organizational financial performance had a significant limitation in providing holistic view of an organization’s performance. Hence a paradigm shift was needed where the focus needed to shift from financial performance measurement approach to an approach that integrated both financial and non-financial measures. One reason for the need to make such shift is organizations have a variety of goals and objectives and hence it is more unlikely that a single measure will effectively assess organizational progress towards all of those goals and objectives (Abagissa, 2019). Furthermore, according to Kaplan and Norton, In the 1980’s, many executives were convinced that traditional measures of financial performance didn’t let them manage effectively and wanted to replace them with operational measures. To address these aforementioned challenges of measuring organizational performance from financial perspective only, the Balanced Scorecard was developed by Kaplan and Norton in 1992 (Kaplan, 2003). Today the Balanced Scorecard is one of the most widely used systems for measuring and managing organizational performance.

Kaplan and Norton argued that measuring the financial performance is not enough to affect the company's ability to create value. Hence Kaplan and Norton suggest organizations should track both financial and operational metrics (El-khatib & Al-khoury, 2019). This premise formed the basis for the development of the balanced scorecard framework. Hence the Balanced Scorecard, in addition to having the traditional financial measures that tell the results of actions already taken, the framework also includes other operational measures on customer satisfaction, internal processes, and the organization's innovation. These three additional perspectives of the BSC framework are also drivers of future financial performance (Kaplan & Norton, Using the Balanced Scorecard as a Strategic Management System, 2007). Overall, the BSC can be described as a set of measures across the four perspectives of financial, customer satisfaction, internal process and organization's innovation that gives top managers a fast but comprehensive view of the business. This approach also recognizes and distinguishes that organizations are accountable to various stakeholder groups, such as workers, suppliers, consumers, community and shareholders.

Furthermore, the balanced scorecard in addition to being a tool of performance management, the framework is used to translate organization's mission and strategy into a holistic set of performance measures that lays a strong foundation for strategic measurement system. Hence application of the framework involves four processes which are; clarification and translation the vision, communicating the strategy, business planning and target setting as well as strategic feedback and learning. Scholars and practitioners that champion the wide use of balanced score card argue that that the BSC approach provides a powerful means for translating a firm's vision and strategy into a tool that effectively communicates strategic intent and motives performance against established strategic goals (Mutai, 2014).

Today, the balanced scorecard is strategic planning and management system used extensively in the businesses worldwide to align business operations to the vision, mission, goals and strategy of the organization, monitor organizational performance against strategic goals and improve internal and external communications (Mutinda, 2014). A growing number of organizations in Ethiopia are also using the balance scorecard as strategic planning and management system (Abagissa, 2019). The BSC framework is most widely used in the Ethiopian Banking and insurance industry. The BSC was first adopted by Commercial Bank of Ethiopia (CBE) in 2009. Following CBE, most banks have adopted the BSC frameworks strategic planning and performance management system.

Bank of Abyssinia also adopted the BSC framework in 2015 and has been in use by the bank to measure and manage organizational performance since then (Mamo & Lemma, 2015).

The BSC framework for all is merits is not without its limitations as a robust strategic planning and management system. Researchers in the field highlight that there is limited causal link between some of the suggested areas of measurements in the BSC. Some scholars also highlight that the advantage of checking just a small set of number measures became disadvantage when the right numbers are not selected (Salem, Hasnan, & Osman, 2012). Additionally, most of the time balanced scorecards require managers and team members to report information, which means logging data. At times this can be tedious and can get in the way of doing the work required to meet objectives.

In conclusion, despite some of the limitations, the framework offers a strong means of performance measurement and management. As a result, BSC is widely accepted and in use by numerous private and public sector organizations across the globe. Due to its wide acceptance and effectiveness, the Harvard Business Review proclaimed the balanced scorecard (BSC) as one of the 75 most influential ideas to the twentieth century (Salem, Hasnan, & Osman, 2012). The formwork is also gaining popular and wide application in Ethiopia especially in the financial sector. Given this background, it's important to assess organizational performance through the lens of BSC and the study's conceptual framework will be informed by the framework.

2.2. Empirical Literature Review

The role of strategy implementation on organizational is an important aspect of strategic management that elicits growing research interest among scholars and practitioners. This can be attributed to the growing acceptance and mainstreaming of strategic management practice to enhance organizational performance (Plance, 2015). The empirical literature review section summarizes the empirical findings of various studies assessing the role of strategy implementation on organizational performance. More specifically, the empirical literature review section discusses other studies which have been done relating the influence of the independent variables for this study (organizational structure, organizational culture, strategic human resource allocation and organizational communication) and their impact on the dependent Variable (organizational performance) in line with the objective of the study and conceptual framework outlined in the previous section. This section also provides a synopsis of the empirical studies with the objective of identifying research gaps.

2.2.1. Organizational Structure

Organizational Structure is one of the key aspects considered in the McKinney's 7 S and Okumu's Strategy Implementation and Key Variables Framework. Organizational structure represents how an organization is organized and structured in terms of business units and divisions. Considered as one of the hard elements of the 7S model, it changes with the growth or change of strategy in the organization (Kolek, 2017). The organizational structures incorporate a network of roles and relationships and usually help in the process of ensuring that collective effort is explicitly organized to achieve specified ends (Rotich & Odero, 2016).

Dr. Gladys and Collins carried out a study investigating the factors influencing strategy implementation on the performance of commercial banks in Kenya with particular reference to Co-operative Bank of Kenya (Rotich & Odero, 2016). Particularly the study also sought to determine the effects of organization structure on strategy implementation and how it impacts the performance of the Co-operative Bank. The study employed a descriptive cross-sectional research design and using stratified proportionate random sampling technique and questionnaires, collected quantitative and qualitative data from 91 respondents in various managerial level. The study found that majority of the respondents by 58.3% indicated that organizational structure affects the strategy implementation in the organization to a great extent, 41.7% indicated that organizational structure affects the strategy implementation in the organization to a very great extent. This is an indication that the organizational structure affects the strategy implementation in Co-operative Bank to a great extent.

Another study by Seid Hantiro and Rugami Maina sought to determining the influence of strategy implementation practices and performance of county government in Kenya with a particular focus on Tana River County (Hantiro & Maina, 2020). The study investigated the effects of organization structure on strategy implementation and how it impacts the performance Tana River County. Descriptive survey research design was used and primary data was collected from 66 respondents selected using proportionate stratified sampling method. The study found that communication, Organizational structure, Resource allocation, Organizational culture explained 34.9% of the performance of Tana River County and that organizational structure had a positive and significant effect on organizational performance of Tana River County.

Additional study by Mukira (2013) investigating the effects of strategic plan implementation on organizational Performance found that Organizational structure had a significant positive influence on organization performance and accounted for 36.7% of the total variation in strategic performance of Nakuru Water and Sanitation Services Company (NAWASSCO). The study used a cross sectional survey design and used a structured questionnaire to gather data from 115 respondents representing both the management and employees of NAWASSCO. The study also used both descriptive statistics and inferential statistics (regression analysis and correlation analysis) to analyze the data and reach its conclusion (Gitonga, 2013).

On the other hand, another study by Jacinta Waititu investigating the relationship between Strategy Implementation and Performance in Commercial Banks Kenya noted that organization structure as instituted results in decrease in strategic implementation performance (Waititu, 2016). Additional study conducted by Felistus et.al concluded that organizational structure had a positive but insignificant influence on organizational performance of Kenyan Ministry of Tourism (Kilile, Munga, & Were, 2018). The study employed descriptive research design and used both descriptive statistics and inferential statistics (regression analysis and correlation analysis) to analyze the data and reach its conclusion.

Overall, the most empirical studies investigating the impact of organizational structure on the on organizational performance of financial sector and public sector institutions conclude that organizational structure has a positive and significant influence organizational performance. However, the studies differ on what extent organizational structure accounted for variation in organizational performance. This study aims investigate and determine the role of organizational structure on organizational performance at Bank of Abyssinia.

2.2.2. Organizational Culture

Organizational culture the second independent variable under the study touch on organizational aspects including the dominant norms, values and beliefs, both the conscious and unconscious symbolic acts in use by the organization. Furthermore, organizational culture considers the leadership style of managers, how they spend their time, what demands they ask of employees and how they make decisions among other things (Simiyu & Kilikam, 2020).

A study by Jacinta investigating the relationship between Strategy Implementation and Performance in Commercial Banks Kenya sought to determine the relationship between organization cultures as practiced in the banks and strategy implementation success (Waititu, 2016). The study employing a descriptive and quantitative design and collecting data from 191 banks top management respondents and analyzing the data using descriptive and inferential statistics methods, summarized the relations between organizational culture and performance. The study found that Kenyan banks that invested heavily in innovation in effective communication systems, functional organization structure and culture recorded high level of strategic implementation performance. Specifically, the study found Organization Culture, Leadership, Organization Structure and Communication explained 49.6 % of the variation in strategy implementation performance.

Another study by Diana Kolek examining the relationship between organization cultures and performance in 100 SMEs in Kenya also found a positive and significant relationship between organizational culture and performance. The study found that 41.2% of the variation in organizations performance was explained by the variations in structure, leadership and culture (Kolek, 2017).

However, another study by Felistus Kilile et al. also examined the relationship between organization cultures and performance state owned corporations in the electricity sub - sector in Kenya found that culture had a positive but insignificant influence on performance (Kilile, Munga, & Were, 2018).

Overall, the most empirical studies investigating the impact of organizational culture on the on organizational performance of financial sector and public sector institutions have mixed conclusion on the significance of organizational culture to performance.

2.2.3. Strategic Human Resource Allocation

In recent times, the link between organizational performance and human resource practices has garnered greater attention from researchers with some research indicating that strategic human resource practices increase a firm's competitive edge in large companies. In line with this, a study by Kilile et al empirically examined the relationship between Strategic Human Resource Allocation and organizational performance at The Ministry of Tourism in Kenya (Kilile, Munga, & Were, 2018). The study adopted a descriptive research design and respondents were sampled using stratified sampling technique. Using descripting and inferential analysis, the study found resources strategies had a positive and significant influence on organization performance.

As part of assessing effect of strategic management practices on organizational performance of Kenyan Power Company, Dahir and Paul also investigated the role of strategic human resource allocation on organizational performance (Dahir & Paul, 2019). The study by Amal employed descriptive research design and used stratified random sampling to collected data from 250 employees working in the organization. The study found a positive and significant relationship between organizational performance and Strategic human resource allocation.

Overall findings from empirical studies corresponds to the resource-based view of the firm which provides a theoretical connection between Human Resource practices and organizational performance. This study aims to further investigate the link taking Bank of Abyssinia as a case.

2.2.4. Organizational Communication

Organizational communication and its role in organizational performance also continues to garner the attention of researchers. One such study by Jacinta investigated the role of communication while assessing the relationship between Strategy Implementation and Performance in Commercial Banks in Nairobi County Kenya (Waititu, 2016). The study using a descriptive and quantitative methods found that there exists positive and significant relationship between communication and organizational performance. Further, most respondents strongly agreed that, communication systems as implemented influence strategy implementation and that, some failure in internal communication has led to failure in change implementation.

Another study by Donna also investigated the role of communication in organizational performance among institutions of higher learning in Kiambu county in Kenya (Donna, 2018). The study by Donna also adopted descriptive study design of cross section in nature and targeted a sample of 174 respondents. The study also concluded that organizational performance was significantly influenced by organizational communication of the strategy.

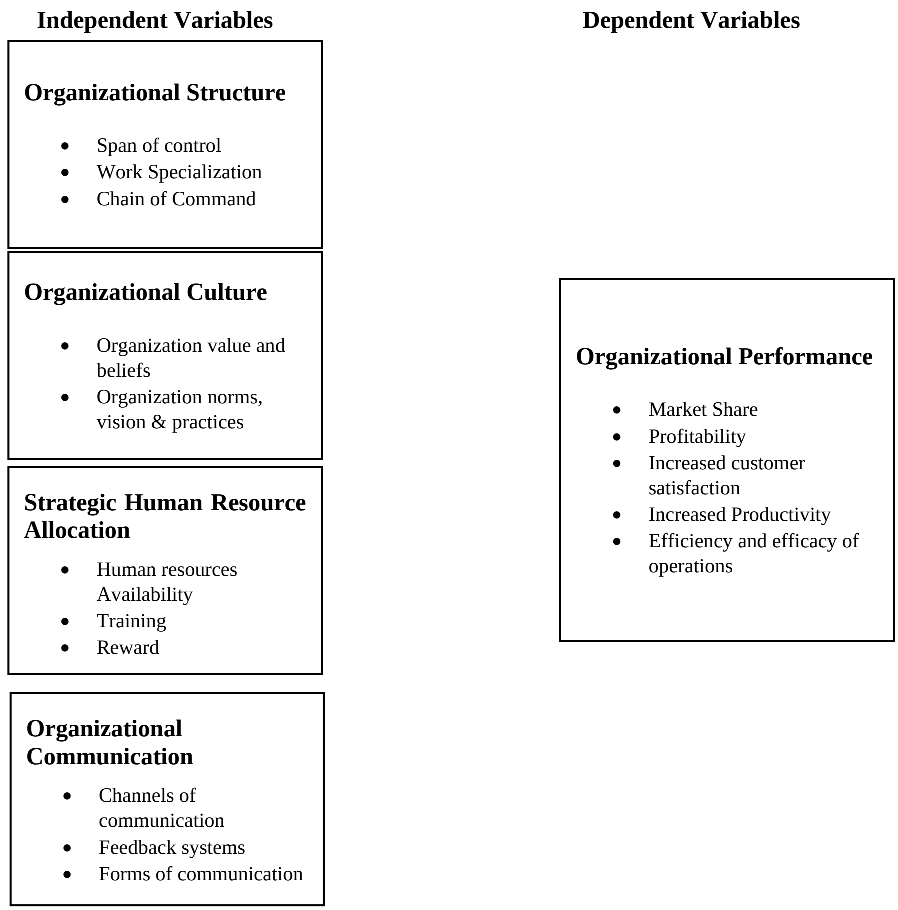
2.3. Conceptual Framework and Research Hypothesis

According to Robson, a conceptual framework can be described as a written or visual presentation that explains the things to be studied like the key factors, concepts or variables and their presumed relationship among them. The conceptual framework can explain the relationship among variables to be studied either graphically or in a narrative form (Kihara M. P., 2016). Further, according to Eve, the conceptualization of variables in any academic study is important because it forms the basis for testing hypothesis and coming up with generalizations in the findings of the study (Wakesho & Gichinga, 2019).

The proposed study is influenced by the Higgins 8-S framework, where the key variables influencing organizational performance are interlinked and aligned, and Okumu's strategy implementation framework as a lens in developing a suitable conceptual framework that explains the effects of strategic implementation on organizational performance of Bank of Abyssinia

The conceptual framework to investigate the effect of strategic implementation on organizational performance of Bank of Abyssinia is presented below. Figure 1 shows the relationship between independent variables and dependent variable of the study. The dependent variable is the organizational performance which is determined by the independent variables which includes the organizational structure, organizational culture, resource allocation and communication. Conceptual framework adopted from the work of Hantiro and Maina (Hantiro & Maina, 2020).

Figure 1: Conceptual Framework



In line with the above conceptual framework four hypotheses are proposed:

Hypothesis 1: Bank of Abyssinia organizational structure influences the performance of the bank

Hypothesis 2: Bank of Abyssinia organizational culture influences the performance of the bank

Hypothesis 3: Bank of Abyssinia strategic human resource allocation influences the performance of the bank

Hypothesis 4: Bank of Abyssinia organizational communication influences the performance of the bank

Chapter Three

3. Research Methodology

This chapter explains the research methodology adopted for the study. Particularly the chapter describes the research design for the study, the sampling design, and the data collection techniques to be used by the study. Finally, the chapter describes the data analysis and presentation method that will be used by the study to best meet the research objectives of the study.

3.1. Research Design

The study proposed survey research design for this study. Survey research was used to carry out this research since its aim is to determine the impact of strategic management on organizational performance (Onikoyi, Ajayi, Aje, Raheem, & Akintayo, 2021).

Hence, the survey research design was appropriate and fitting for the study as it will enable the researcher to find out how strategy implementation practices influence the performance of Bank of Abyssinia through the use of survey questionnaire.

3.2. Target Population and Sampling

The target population for the study included Bank of Abyssinia's managerial Executive and Top Management, Middle Management and lower management staff from Head Office and branches located in Addis Ababa, Ethiopia. The management staff structure at Bank of Abyssinia is composed of three categories. Top and Executive Management which includes Bank of Abyssinia's Chief Officers and Directors, Middle Management is comprised of comprising of functional heads and senior managers and Lower management comprising of lower grade branch managers and functional team leaders.

The study proposes a stratified random sampling design. Stratified random sampling design is selected because it allows the population to have an equal chance of being selected in the different strata. Bank of Abyssinia's three management levels form the strata. In Addis Ababa, there are

2982 employees in which 2441 are clerical and the other 384 managerial staffs. According to Nyanaro and Bett, sample size of at least 25% and more was sufficient for such study (Nyanaro & Bett, 2018). Hence, the sample size 96 respondents are selected.

3.3. Data Collection

The proposed study will rely on primary data to be collected using structured questionnaire. Structured questionnaire is chosen to enable participants respond to identical questions and the respondent comprised Bank of Abyssinia’s top, middle and lower management staff. Structured Questionnaire enables the researcher to collect accurate and pertinent data for the study while offering an advantage of collecting data more efficiently in terms of researcher time, energy, and costs. The questionnaire is adopted from the work of Jacinta Waititu (Waititu, 2016) who undertook similar study in Kenya. The study will also adopt a drop and pick later method to administer the questionnaire to the respondents. Additionally construct validity was met extensive review of theoretical as well as empirical literature that is relevant to the set of research variables in this study and formed the basis for revision and modification of the research instrument thereby enhancing its validity.

3.4. Data Analysis and Presentation

The study will analyze the quantitative data collected from primary sources using both descriptive and inferential statistical analysis methods. First, descriptive statistics percentages, means and standard deviation will used to summarize the data and present it in tables form for comparison and analysis. Correlation and regression analysis will be used to model, examine, and explore the relationships between the dependent variable which is organizational performance against the four independent variables which are Organizational Structure, Organizational Culture, Strategic Resource Allocation and Organizational communication. Analysis of Variance (ANOVA) will also be used to determine the linear relationship among the variables under investigation.

The quantitative data collected from primary sources will be compiled in Microsoft Excel and will be analyzed using SPSS version 23 software. After data analysis is completed, the final report will be compiled in Microsoft Word.

Chapter Four

4. Results and Findings

4.1. Introduction

This chapter presents the results established from the data analysis done. The chapter will present the results and findings based on the data collected and the data analysis done following the study objectives and research questions. The chapter will first present the response rate and profile of respondents followed by results and findings from the descriptive analysis conducted. Finally, the chapter will present the results and findings from regression analysis conducted to assess the influence of strategy implementation on organizational performance.

4.2. Response Rate

The research issued a total of 96 questionnaires to Bank of Abyssinia management staff and a total of 86 were questionnaires filled and returned giving a response rate of 87.5%. According to Mugenda and Mugenda (2010), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. This means that the response rate for this study was excellent and therefore adequate for data analysis and interpretation. This was sufficient for the study as indicated in table 1 below.

Table 1: Response Rate

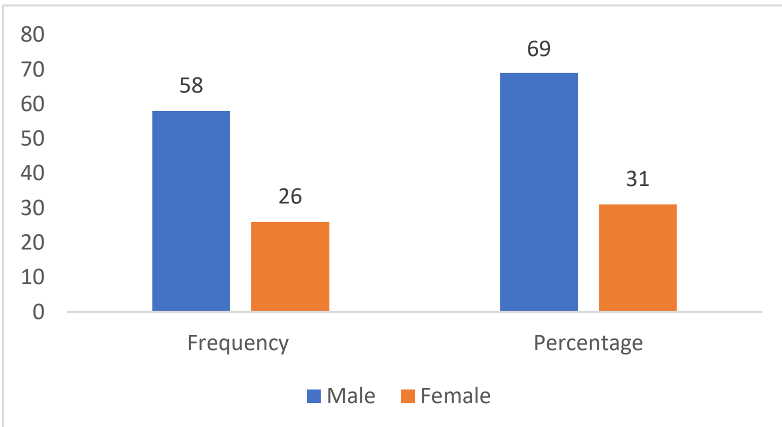
Variable	**Frequency**	**Percentage**
Filled and returned	84	87.5%
Non-response	12	12.5%
Total	96	100%

4.3. Respondent Profile and Demographics

Gender Profile of Respondents

Analysis was also carried out on the gender composition of respondents to consider the gender aspects of the study. The result established that the majority of respondents accounting for 69% were male while 31% were female as shown in figure 1. This implies that issues of gender representation are considered in the study.

Figure 2:Gender Profile of Respondents

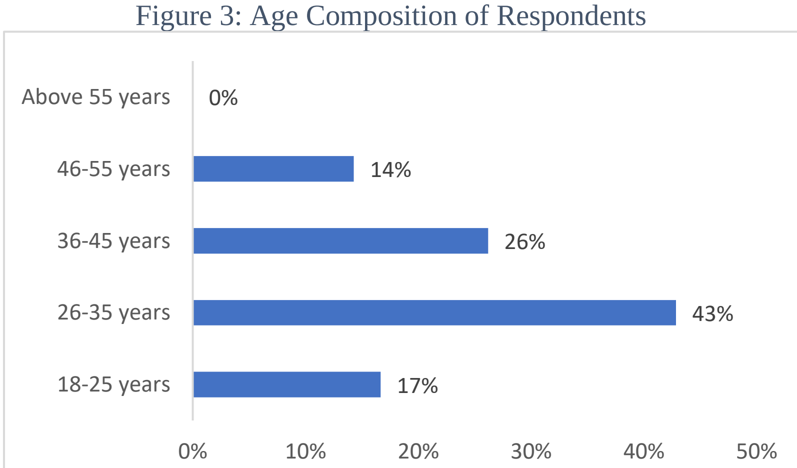


Source: Author's Computation of data collected using Excel, (2023)

Age Composition of Respondents

The study also analyzed the age composition of respondents across five age group categories. According to the analysis, 43% of respondents fall between the age of 26 and 35 while 26% of the respondents fall between the ages of 36 and 45 years of age. The age composition of respondents is also presented in figure 2 below. The result reflects the age diversity of respondents

Figure 3: Age Composition of Respondents

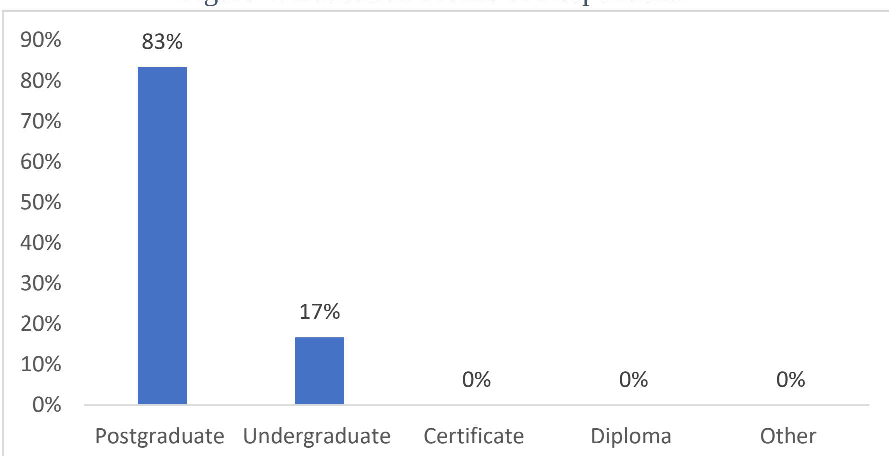


Source: Author’s Computation of data collected using Excel, (2023)

Education Profile of Respondents

The study also assessed the education profile of respondents. In analyzing the respondent’s education profile, the result established that the majority of respondents were postgraduate degree holders accounting for 83%, and undergraduates were 17%. The result is to be expected given the data collection for the study was limited to lower, middle, and top management of the bank. The result also implies that the respondents were well-educated enough to comprehend the questions asked. The summary education profile of respondents is presented in figure 3 below

Figure 4: Education Profile of Respondents

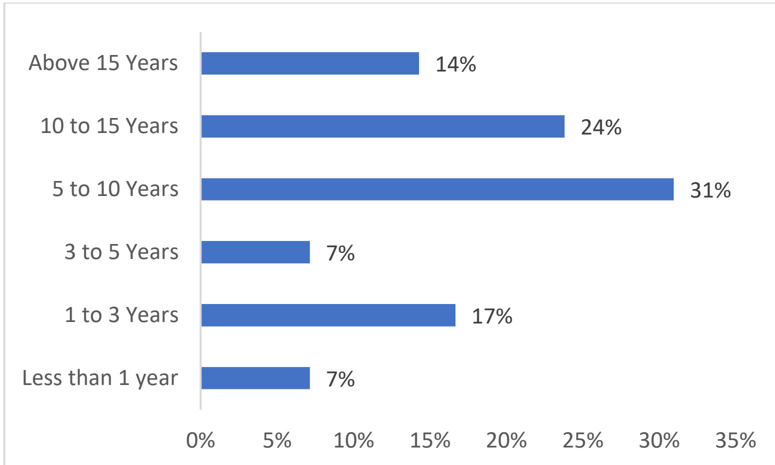


Source: Author’s Computation of data collected using Excel, (2023)

Respondents Years of Experience with the Bank of Abyssinia

The study also took into consideration and assessed the Respondent's Years of Experience with the Bank of Abyssinia. The result established 24% of respondents have 10 to 15 years of experience working for the Bank of Abyssinia, 31% of respondents have 5 to 10 years of experience working for the Bank of Abyssinia and 14% of respondents have above 15 years of experience working for Bank of Abyssinia. The age respondents’ years of experience with the Bank of Abyssinia across the 6 categories are presented in figure 4 below. The result reflects the representation of responses from management staff with diverse years of experience working at the Bank of Abyssinia.

Figure 5: Respondents Years of Experience with the Bank of Abyssinia

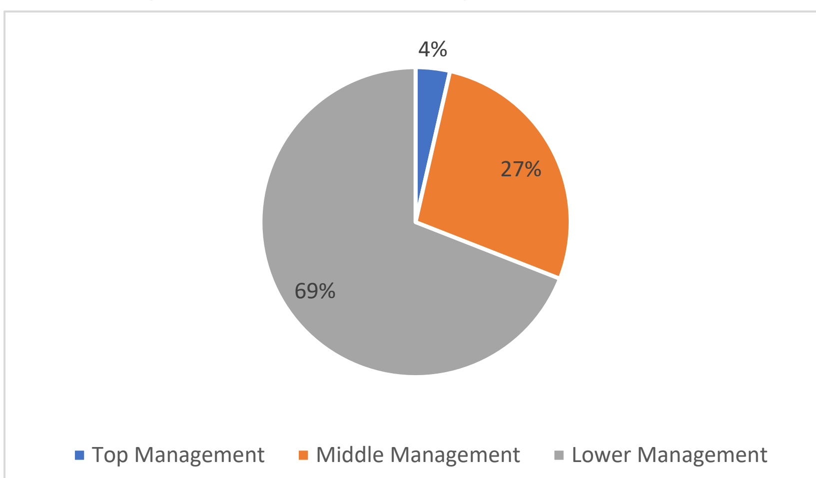


Source: Author's Computation of data collected using Excel, (2023)

Respondents Management Level

The study also took into consideration and assessed the management level of respondents in line with the research sampling design. Accordingly, the result established 4% of respondents were top management, 27% were middle management, and 69% were lower management as presented in the figure below. The result reflects the representation of management levels in the data gathered and analyzed.

Figure 6: Respondents Management Level



Source: Author's Computation of data collected using Excel, (2023)

4.4. Influence of Organizational Structure on Strategy Implementation

The first objective set to establish how organizational structure influences strategy implementation and organizational performance of the Bank of Abyssinia in Ethiopia. Respondents were asked a set of questions to indicate to what extent they agree or disagree with the statement. Using a five-point Likert scale where 1 - Strongly Disagree 2 - Disagree 3 - Neutral 4 - Agree 5 - Strongly Agree

Descriptive Analysis of Organizational Structure

The findings from the descriptive analysis revealed that Bank of Abyssinia creates an appropriate structure to match the strategy (m=4.17, sd=0.656) and is governed by a clear system of rules and regulations (m=4.19, sd=0.591). It was also revealed that the bank structure allows for quick decisions (m=3.79, sd=0.808) and is flexible enough to allow changes to be affected quickly (m=3.76, sd=0.816).

Furthermore, the findings revealed that BoA structure affects the bank's performance (m=4.00, sd=0.850). It was also established that the organizational structure improves employee efficiency (m=4.02, sd=0.806). The findings from the descriptive analysis are presented in Table 2 below;

Table 2: Descriptive Analysis of Organizational Structure and Performance

Variable	1	2	3	4	5	M	sd
Bank of Abyssinia revises and creates appropriate structures to match the changes in strategy requirements	0	2	7	62	29	4.17	0.656
Bank of Abyssinia is governed by a clear system of rules, regulations, policies and procedures	0	0	10	62	29	4.19	0.591
Bank of Abyssinia has a central command center that oversees strategy implementation	0	0	26	45	29	4.02	0.744
Bank of Abyssinia strategic work activities are well coordinated across sections, departments and divisions of the bank	0	5	10	64	21	4.02	0.711
Bank of Abyssinia structure allows quick decisions and feedback	0	7	24	52	17	3.79	0.808

Bank of Abyssinia has a well-designed reporting authority and employees know to whom they report to	0	0	17	62	21	4.05	0.619
Structures in our bank are flexible enough to allow changes to be affected quickly and timely	0	7	26	50	17	3.76	0.816
The structure of the bank affects the organizational performance of the bank	2	2	14	55	26	4.00	0.850
The structure of the bank improved the organizational performance of the bank.	0	2	7	64	26	4.14	0.643
The organizational structure helps the employees become more efficient.	0	7	10	57	26	4.02	0.806

Key: 1=Strongly Disagree; 2= Disagree; 3=Neutral; 4=Agree; 5=Strongly Agree; M=Mean; sd= Standard Deviation

4.5. Influence of Organizational Structure on Strategy Implementation

The second objective is to establish how organizational culture influence strategy implementation and organizational performance of Bank of Abyssinia in Ethiopia. Respondents were asked a set of questions to indicate to what extent they agree or disagree with the statement. Using a five-point Likert scale where 1 - Strongly Disagree 2 - Disagree 3 - Neutral 4 - Agree 5 - Strongly Agree

Descriptive Analysis of Organizational Culture

The findings from the descriptive analysis establish that organizational culture formation is a deliberate and formal process. (m=3.71, sd=0.737). The analysis also found that individuals and teams have clearly defined goals that relate to the goals and mission of the bank (m=3.81, sd=0.828).

Furthermore, the findings revealed that understanding the bank's value statements or values/culture aid in strategy implementation (m=4.10, sd=0.529). It was also established that organizational culture improves organizational performance (m=3.88, sd=0.735). The findings from the descriptive analysis of Organizational Culture and Performance are presented in Table 3 below;

Table 3: Descriptive Analysis of Organizational Culture and Performance

Variable	1	2	3	4	5	M	sd
Organizational culture formation is a deliberate and formal process with in Bank of Abyssinia.	0	5	31	52	12	3.71	0.737
Bank of Abyssinia people are flexible and adaptable when changes are necessary	2	2	24	55	17	3.81	0.828
At Bank of Abyssinia, individuals and teams have clearly defined goals that relate to the goals and mission of the bank.	0	0	7	67	26	4.19	0.548
Employee attitudes and strategic goals and objectives are in strong harmony and this enhances strategy implementation	0	2	14	76	7	3.88	0.547
The bank adheres to its mission, vision and values all the time and these aids in effective strategy implementation	0	2	10	67	21	4.07	0.636
The bank has clear vision, mission and values among employees throughout the organization	0	0	17	43	40	4.24	0.722
At Bank of Abyssinia, there is tolerance of new ideas and this enhances strategy implementation	0	2	33	48	17	3.79	0.746
I rate highly the motivation to maintain and support the implementation of strategic initiatives by the entire staff of Bank of Abyssinia	0	0	19	71	10	3.90	0.529
The understanding of the bank's value statements or values/culture aid in strategy implementation success	0	0	10	71	19	4.10	0.529
The organization culture of the bank influence strategy implementation	0	0	14	60	26	4.12	0.629
The organization culture of the bank improves strategy implementation	0	5	19	60	17	3.88	0.735

Key: 1=Strongly Disagree; 2= Disagree; 3=Neutral; 4=Agree; 5=Strongly Agree; M=Mean; sd= Standard Deviation

4.6. Influence of Strategic Human Resource Allocation on Strategy Implementation

The third objective is to establish how strategic human resource allocation influence strategy implementation and organizational performance of Bank of Abyssinia in Ethiopia. Again, respondents were asked a set of questions to indicate to what extent they agree or disagree with the statement. Using a five-point Likert scale where 1 - Strongly Disagree 2 - Disagree 3 - Neutral 4 - Agree 5 - Strongly Agree

Descriptive Analysis of Strategic Human Resource Allocation

The findings from the descriptive analysis of Strategic Human Resource Allocation and Performance established that the bank has allocated sufficient human resources to implement the strategies and plans (m=3.88, sd=0.798) and the bank has the people with the required skill and experience in all functional areas (m=3.83, sd=0.725). Additionally, the findings established that the resources allocated by the bank are utilized effectively as per the organizational set objectives in the strategic plan (m=4.00, sd=0.728)

The majority of respondents revealed that strategic human resource allocation of the bank influences strategy implementation (m=4.07, sd=0.773) and it improves organizational performance (m=3.98, sd=0.776). The overall findings from the descriptive analysis of strategic human resource allocation and performance are presented in Table 4 below;

Table 4: Descriptive Analysis of Strategic Human Resource Allocation and Performance

Variable	**1**	**2**	**3**	**4**	**5**	**M**	**sd**
The bank has allocated of sufficient human resources to implement the strategies and plans.	0	5	24	50	21	3.88	0.798
We have people in all functional areas with requisite skills and experience to carry out the tasks	0	2	29	52	17	3.83	0.725
The resources allocated are utilized effectively as per the organizational set objectives in the strategic plan	0	5	33	48	14	3.71	0.769
The Bank has well trained human resource to support strategic implementation	0	2	19	55	24	4.00	0.728

The strategic human resource allocation of the bank influence strategy implementation	0	2	19	48	31	4.07	0.773
The strategic human resource allocation of the bank improves strategy implementation	0	0	31	40	29	3.98	0.776

Key: 1=Strongly Disagree; 2= Disagree; 3=Neutral; 4=Agree; 5=Strongly Agree; M=Mean; sd= Standard Deviation

4.7. Influence of Organizational Communication on Strategy Implementation

The fourth and final objective is to establish how organizational communication influences strategy implementation and organizational performance of Bank of Abyssinia in Ethiopia. Again, respondents were asked a set of questions to indicate to what extent they agree or disagree with the statement. Using a five-point Likert scale where 1 - Strongly Disagree 2 - Disagree 3 - Neutral 4 - Agree 5 - Strongly Agree

Descriptive Analysis of Organizational Communication

Most respondents agreed that Bank of Abyssinia vision is shared among the employees from time to time (m=4.29, sd=0.669) and that there is a deliberate program to explain the goals and objectives of the bank to foster a good relationship between management and employees (m=3.83, sd=0.848). Additionally, most respondents also agree that the strategic plan is regularly communicated (m=3.71, sd=0.964) and that the bank gives adequate information before a new strategy is implemented (m=3.74, sd=0.852).

Furthermore, the result revealed that most respondents agree organizational communication of the bank improves strategy implementation (m=4.02, sd=0.601) and organizational communication helps the employees at Bank of Abyssinia become more efficient (m=4.00, sd=0.581)

Table 5: Descriptive Analysis of Organizational Communication and Performance

Variable	**1**	**2**	**3**	**4**	**5**	**M**	**sd**
Bank of Abyssinia vision is shared among the employees from time to time	0	2	5	55	38	4.29	0.669
There is a deliberate program at Bank of Abyssinia to explain the goals and objectives of the Bank in order to foster acceptability and	0	5	31	40	24	3.83	0.848

good relationship between employees and the management							
Bank of Abyssinia strategic plan is regularly communicated to bank staff and all relevant departments	2	7	29	40	21	3.71	0.964
Bank of Abyssinia gives adequate information before a new strategy is implemented	0	5	38	36	21	3.74	0.852
It is the culture of Bank of Abyssinia to give feedback, whether positive or negative to employees	2	2	38	48	10	3.60	0.793
Strategic change implementation is communicated effectively within Bank of Abyssinia's departments which enhances strategy implementation	0	2	24	60	14	3.86	0.679
At Bank of Abyssinia, the extent to which communication practices are adaptable to emergencies is very good	2	0	26	55	17	3.83	0.789
The extent to which the subordinates are responsive to downward directive communication is very good	2	2	31	52	12	3.69	0.806
The bank's effectiveness at evaluating the impact of changes and feedback is down to well-structured communication systems	0	2	31	60	7	3.71	0.632
The organization communication of the bank influence strategy implementation	0	0	12	74	14	4.02	0.514
The organization communication of the bank improves strategy implementation	0	0	17	64	19	4.02	0.601
The organizational communication helps the employees become more efficient.	0	2	10	74	14	4.00	0.581

4.8. Correlation of Independent Variables with Organizational Performance

A Pearson correlation analysis was done to establish the relationship between Organizational Structure, Organizational Culture, Strategic Human Resource Allocation, Organizational Communication, and Organizational Performance. The result established a positive relationship between the dependent variable (Organizational Performance) and the independent variable (organizational Structure, Organizational Culture, Strategic Human Resource Allocation, and Organizational Communication).

Specifically, the result established organizational Structure (r=0.238, p=0.029), Organizational Culture (r=0.459, p=0.000), Strategic Human Resource Allocation (r=0.238, p=0.029), and Organizational Communication (r=0.459, p=0.000), had a significant correlation with organizations performance as indicated in table 6.

Table 6: Correlation of Independent Variables with Organizational Performance

	OrgPer	OrgStr	OrgCul	SHRA	OrgComm
OrgPer	1.0000				
OrgStr	0.2379 0.0293	1.0000			
OrgCul	0.4593 0.0000	0.6290 0.0000	1.0000		
SHRA	0.4739 0.0000	0.6174 0.0000	0.5315 0.0000	1.0000	
OrgComm	0.4400 0.0000	0.5817 0.0000	0.6941 0.0000	0.7253 0.0000	1.0000

Key

OrgPer = Organizational Performance

OrgStr = Organizational Structure

OrgCul = Organizational Culture

SHRA = Strategic Human Resource Allocation,

OrgComm = Organizational Communication

4.9. Regression Analysis

4.9.1. Tests of Regression Assumptions

4.9.1.1 Test for Normality

The study conducted normality test using the Shapiro-Wilk test since it considered a reliable test for normality. Using the Shapiro-Wilk test P-value of greater than or equal to 0.05 indicates that the data was normally distributed. On the other hand, a P-value of less than or equal to 0.05 indicates that the distribution was not normally distributed and that the distribution would be rejected at 5 percent level of significance with the null hypothesis for test being that the data is normally distributed. The results for the Shapiro-Wilk test done using STATA on all variable is presented below;

	Shapiro-Wilk	
	Statistic	Sig.
Organizational Structure	0.98290	0.32976
Organizational Culture	0.97843	0.17094
Strategic Human Resource Allocation	0.98896	0.69867
Organizational Communication	0.97954	0.20216

The table above presents the tests results for all variables. Using Shapiro-Wilk tests of normality, all four variables had P-values greater than 0.05. that is, organizational structure, organizational culture, strategic human resource allocation and organizational communication have P-values greater than 0.05. Therefore, the finding of the test failed to reject the null hypotheses and concludes that the data sets for the four variables are normally distributed.

4.9.1.2 Test for Multicollinearity

The study used the Variance Inflation Factors (VIF) and its reciprocal-the tolerance to test for multicollinearity. The objective of the test was to ensure that there is no collinearity of the predictor variables having some explanatory power over each other. Using the Variance Inflation Factors test, VIF of greater than 10 indicates the presence of multicollinearity. Multi-collinearity reduces the reliability of multiple regressions models because the standard error of coefficients increases with increase in collinearity. The study computed the Variance Inflation Factors (VIF) using STATA procedure and the findings are presented below

Variables	Tolerance	VIF
Organizational Structure	0.600598	1.67
Organizational Culture	0.522061	1.92
Strategic Human Resource Allocation	0.494409	2.02
Organizational Communication	0.395812	2.53

From the above table, all the predictor variables tolerances and VIFs greater than 0.1 and less than 10 respectively, which shows there is there was no multicollinearity between the predicator variables which are organizational structure, organizational culture, strategic human resource allocation and organizational communication.

4.9.1.3 Test for Homoscedasticity

The study used Breush-Pagan test variables Heteroscedasticity. The Breush-Pagan test determined whether variance of errors from the regression was contingent upon the values of the independent variables. The study tests the null hypothesis of constant variance between the error term and alternative. A P-value of less than 0.05 would indicate heteroscedasticity (a constant variance does not exist in the error term); thus, null hypothesis would be rejected at 5 percent level of significance. Breush-Pagan test results computed using STATA is presented below;

	Breusch Pagan Test	
Model 1	Chi	P-Value
	5.64	0.2275

The study findings show that demonstrates that the P values for the Breusch pagan test is greater than 0.05. Therefore, the null hypothesis that the residuals are homoscedastic is not rejected at five per cent level of significance

4.9.2. Model Summary

The research analyzed the relationship between the dependent variable (organization performance) against other core factors (Organizational Structure, Organizational culture, strategic human resource allocation, and Organizational communication). The results showed that the R2 value was 0.325 and the adjusted R2 was 0.291 hence 29.1% of the variation in the organization's performance was explained by the variations in Organizational Structure, Organizational culture, strategic human resource allocation, and Organizational communications as illustrated in table 7.

Table 7: Model Summary

Source	SS	df	MS		
				Number of obs	= 84
				F (4, 79)	= 9.53
Model	6.71204397	4	1.67801099	Prob > F	= 0.0000
				R-squared	= 0.3255
Residual	13.9099798	79	.176075694	Adj R-squared	= 0.2913
Total	20.6220238	83	.248458118	Root MSE	= .41961

4.9.3. ANOVA Analysis

An ANOVA analysis was done between (organization performance) against other core factors (Organizational Structure, Organizational culture, strategic human resource allocation, and Organizational communication) at a 95% confidence level, the F critical was 9.53 and the P value was (0.000) therefore it is significant. The results are illustrated below in table 8.

Table 8: ANOVA Analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.712	4	1.678	9.53	0.0000
	Residual	13.910	79	.176		
	Total	20.622	83			
A. Dependent Variable: Organizational performance						
B. Predictors: (Constant), Structure, Culture, Strategic human resource allocation, Communication						

4.9.4. Model Summary Coefficient of Organization Performance and Co-Factors

The regression equation illustrated below established that taking all factors into account (Organizational Structure, Organizational culture, strategic human resource allocation, and Organizational communication) and all other factors held constant organization performance increases by 1.396.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

$$Y = 1.396 - 0.349X_1 + .629X_2 + 0.424X_3 + 0.027X_4$$

Where:

Y is the dependent variable (organization performance);

β_0 is the regression constant;

β_1, β_2, β_3 and β_4 are the coefficients of independent variables;

X_1 is the organizational structure;

X_2 is Organizational Culture;

X_3 is Strategic Human Resource Allocation;

X4 is Organizational Communication; and

ε is the error term.

Based on the data gathered and regression analysis done, the findings establish that there is a positive relationship between Organizational Performance and Organizational Culture, Organizational Performance and Strategic Human Resource Allocation, and Organizational Performance and Organizational Communication in the case of Bank of Abyssinia. The findings of the regression analysis also establish that there is an inverse relationship between Organizational Performance and Organizational structure. Additionally, based on a t-test at a 95% confidence interval, the finding the established Organizational structure, Organizational Culture, and Strategic Human Resource Allocation had a significant relationship while Organizational Communication had a statistically insignificant relationship which indicates that although organizational communication affected organizational performance, it is not significant in explaining observed variations. Overall, the findings of the study and the Coefficient of Organization Performance and Co-Factors are summarized in table 9 below

Table 9: Coefficient of Organization Performance and Co-Factors

Model	B	Std. Error	t	Sig
Constant	1.396	.594	2.35	0.021
Organizational Structure	-0.349	.160	-2.19	0.032
Organizational Culture	.629	.220	2.86	0.005
Strategic Human Resource Allocation	.424	.145	2.93	0.004
Organizational Communication	.027	.176	0.15	0.878

The findings of the regression analysis based on the data gathered for Bank of Abyssinia are consistent with similar studies of Felistus Kilile, et al. (2018), Diana Anyango Kolek (2017), and Dr. Gladys Rotich and Collins Odero (2016) which investigated the influence of strategy implementation on organizational performance and found a positive relationship between Organizational Culture, Strategic Human Resource Allocation, Organizational Communication, and Organizational. The findings of the relationship between organizational structure and organizational performance are also consistent with a similar study carried out by Jacinta Waititu (2016) which investigated the relationship between Strategy Implementation and Performance in Commercial Banks in Kenya and found that organization structure as instituted results in a decrease in strategic implementation and organizational performance.

4.10. Chapter Summary

The fourth chapter presented the results and findings of the study. The first section provided an analysis of the demographic data of the respondents and analyzed respondents' gender, age, management level, and years of experience working for the bank among others. The second section presented the findings of the descriptive analysis and descriptive statistics such as mean, standard deviation, and frequency distribution were analyzed. The second section presented the results of the descriptive analysis between organizational structure, organizational culture, strategic human resource allocation, organizational communication, and organizational performance. The last section of the study used inferential analysis including correlation and regression analysis to analyze the relationship between the independent variables which are organizational structure, organizational culture, strategic human resource allocation, organizational communication, and the dependent variable organizational performance. In chapter five these results will be summarized and relevant conclusions and recommendations of the study will be presented.

Chapter Five

5. Summary of Findings, Conclusion and Recommendations

5.1. Summary of Findings

The main objective of this study was to investigate the effects of strategic implementation on the performance of Bank of Abyssinia. The study was informed by a descriptive survey research design. The study used a sample of 96 respondents sampled from the top, middle, and lower management staff of the bank and adopted a stratified random sampling design which enabled the study to ensure the population is evenly sampled.

The study utilized structured questionnaires to collect primary data from respondents. The data gathered was evaluated using descriptive, and inferential statistics. Microsoft Excel, SPSS 25, and STATA 17 were used to code and analyze the data collected. As a first step, the respondent demographics were analyzed which found 69% of the respondents were male and 83% of the respondents have a postgraduate degree. Secondly, descriptive statistical analysis was carried out. Lastly, regression and correlation analysis were employed in this study to establish the relationship between the independent variables which are organizational structure, organizational culture, strategic human resource allocation, and organizational communication, and the dependent variable organizational performance.

The specific objectives of the study were; to determine the effect of organizational structure on the performance of Bank of Abyssinia in Ethiopia, to establish the effect of strategic human resource allocation on the performance of Bank of Abyssinia in Ethiopia, to evaluate the effect of organizational culture on performance of Bank of Abyssinia in Ethiopia and to determine the effect of organizational communication on performance of Bank of Abyssinia in Ethiopia. Considering these objectives, the study findings can be summarized as follows:

Strategic Human Resource Allocation was found to play a significant role in determining the organizational performance Bank of Abyssinia. That is the bank allocating sufficient human resources to implement the strategies and plans and having people in all functional areas with requisite skills and experience to carry out the tasks and that the resources allocated are utilized effectively as per the organizational set objectives leads to improved organizational performance.

Organizational Culture was found to play a positive role in determining the organizational performance Bank of Abyssinia. This indicates that the bank has a deliberate and formal process culture formation, people are flexible and adaptable when changes are necessary and individuals and teams having clearly defined goals that relate to the goals and mission of the bank lead to improved organizational performance.

On the other hand, organizational communication had a positive but statistically insignificant effect on organizational performance in the case of Bank of Abyssinia. While Organizational Structure had a statistically significant and negative effect on organizational performance in the case of Bank of Abyssinia.

The findings are consistent with similar studies of Felistus Kilile, et al. (2018), Diana Anyango Kolek (2017), and Gladys Rotich and Collins Odero (2016) which investigated the influence of strategy implementation on organizational performance and found a positive relationship between Organizational Culture, Strategic Human Resource Allocation, Organizational Communication, and Organizational. The findings of the relationship between organizational structure and organizational performance are also consistent with a similar study carried out by Jacinta Waititu (2016) which investigated the relationship between Strategy Implementation and Performance in Commercial Banks in Kenya and found that organization structure as instituted results in a decrease in strategic implementation and organizational performance.

5.2. Conclusions

From the findings of the study, it was concluded that strategy implementation and improved organizational performance significantly depend on Strategic Human Resource Allocation at Bank of Abyssinia and is important in determining the Bank of Abyssinia's organizational performance. Hence the bank needs to allocate sufficient human resources to implement the strategies and plans and assign people in all functional areas with requisite skills and experience to carry out the tasks to enhance the organizational performance of the bank.

Furthermore, it was concluded that the success of strategy implementation and improved organizational performance also depends on Bank of Abyssinia's ability to put emplace and strengthen a deliberate and formal culture formation process. Additionally, for Bank of Abyssinia strategy to be successfully implemented and lead to enhanced organizational performance, the bank's strategy must fully be aligned with the organizational culture of the bank.

Lastly, the study established a negative relationship between the current state of organizational structure and organizational performance. Bank of Abyssinia should further investigate and revise and creates appropriate structures that positively enhance strategy implementation performance to match the changes in strategy requirements.

5.3. Recommendations

5.3.1. Recommendation for Improvement

The study recommends that, given the significant role of Strategic Human Resource Allocation in the organizational performance of Bank of Abyssinia, the bank's leadership and management should pay increased attention to allocating sufficient human resources to implement the strategies and plans. The leadership and management should pay increased attention to assigning people in all functional areas with requisite skills and experience to carry out the tasks. Furthermore, the bank should ensure that the resources allocated are utilized effectively as per the organizational set objectives to improve the organizational performance of the Bank.

The study also recommends Bank of Abyssinia leadership and management should pay increased attention to aligning the bank's strategy with the organizational culture of the bank. The leadership and management should strengthen the deliberate and formal process of culture formation within Bank of Abyssinia, enhance a culture of tolerating new ideas, flexibility, and adaptability when changes are necessary and foster a culture of innovativeness within the bank to enhance strategy implementation and achieve improved organizational performance.

5.3.2. Recommendation for Further Studies

The purpose of this study was to determine the influence of strategy implementation on the organizational performance of Bank of Abyssinia. Specifically, the study aimed at establishing the influence of Organizational Structure, Organizational culture, Strategic human resource allocation, and strategic communication in strategy implementation on organizational performance. The study was confined to one case bank that is the Bank of Abyssinia. Further studies should be done including other banks in the Ethiopian Banking industry and the study could also be extended to determine how Organizational Structure, Organizational culture, Strategic human resource allocation, and strategic communication strategy affect the organizational performance of all commercial banks in Ethiopia. The findings of such an extended study could be generalized to the sector and could put forth a widely applicable recommendation. Further studies should also be done considering other strategy implementation internal factors most notably including the influence of Strategic Leadership on organizational performance. Finally, further studies could be extended to include how external factors affect strategy implementation and organizational performance of commercial banks in Ethiopia.

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Appendix I: Questionnaire

By the means of tick (√) kindly indicate an option that best describes you where appropriate. Also fill in the blanks where necessary.

Section A: General Information

1. What is your gender?

   Male ☐ Female ☐

2. What is your age?

   18-25 years ☐ 26-35 years ☐ 36-45 years ☐

   46-55 years ☐ Above 55 years ☐

3. What is your level of education?

   Certificate ☐ Diploma ☐ Undergraduate ☐

   Postgraduate ☐ Other ________________________________

4. How many years have you worked at Bank of Abyssinia?

   Less than 1 year ☐ 1 to 3 Years ☐ 3 to 5 Years ☐

   5 to 10 Years ☐ 10 to 15 Years ☐ Above 15 Years ☐

5. What is your current position level at Bank of Abyssinia?

   Lower Management Staff ☐ Middle Management ☐ Top Management ☐

Section B: Organizational Structure and Performance

To what extent do you agree with the following statements about your organizational Structure?

SA- Strongly Agree; **A** – Agree; **N** - Neutral; **D** - Disagree; and **SD** - Strongly Disagree

	SA	A	N	D	SD
Bank of Abyssinia revises and creates appropriate structures to match the changes in strategy requirements					
Bank of Abyssinia is governed by a clear system of rules, regulations, policies and procedures					
Bank of Abyssinia has a central command center that oversees strategy implementation					
Bank of Abyssinia strategic work activities are well coordinated across sections, departments and divisions of the bank					
Bank of Abyssinia structure allows quick decisions and feedback					
Bank of Abyssinia has a well-designed reporting authority and employees know to whom they report to					
Structures in our bank are flexible enough to allow changes to be affected quickly and timely					
The structure of the bank affects the organizational performance of the bank					
The structure of the bank improved the organizational performance of the bank.					
The organizational structure helps the employees become more efficient.					

Section C: Organizational Culture and Performance

To what extent do you agree with the following statements about your organizational Structure?

SA- Strongly Agree; **A** – Agree; **N** - Neutral; **D** - Disagree; and **SD** - Strongly Disagree

	SA	A	N	D	SD
Organizational culture formation is a deliberate and formal process with in Bank of Abyssinia.					

Bank of Abyssinia people are flexible and adaptable when changes are necessary					
At Bank of Abyssinia, individuals and teams have clearly defined goals that relate to the goals and mission of the bank.					
Employee attitudes and strategic goals and objectives are in strong harmony and this enhances strategy implementation					
The bank adheres to its mission, vision and values all the time and these aids in effective strategy implementation					
The bank has clear vision, mission and values among employees throughout the organization					
At Bank of Abyssinia, there is tolerance of new ideas and this enhances strategy implementation					
I rate highly the motivation to maintain and support the implementation of strategic initiatives by the entire staff of Bank of Abyssinia					
The understanding of the bank's value statements or values/culture aid in strategy implementation success					
The organization culture of the bank influence strategy implementation					
The organization culture of the bank improves strategy implementation					

Section D: Strategic Human Resource Allocation and Performance

To what extent do you agree with the following statements about your organizational Structure?

SA- Strongly Agree; **A** – Agree; **N** - Neutral; **D** - Disagree; and **SD** - Strongly Disagree

	SA	**A**	**N**	**D**	**SD**
The bank has allocated of sufficient human resources to implement the strategies and plans.					
We have people in all functional areas with requisite skills and experience to carry out the tasks					

The resources allocated are utilized effective as per the organizational set objectives in the strategic plan					
The Bank has well trained human resource to support strategic implementation					
The strategic human resource allocation of the bank influence strategy implementation					
The strategic human resource allocation of the bank improves strategy implementation					

Section E: Organizational Communication and Performance

To what extent do you agree with the following statements about your organizational Structure?

SA- Strongly Agree; **A** – Agree; **N** - Neutral; **D** - Disagree; and **SD** - Strongly Disagree

	SA	**A**	**N**	**D**	**SD**
Bank of Abyssinia vision is shared among the employees from time to time					
There is a deliberate program at Bank of Abyssinia to explain the goals and objectives of the Bank in order to foster acceptability and good relationship between employees and the management					
Bank of Abyssinia strategic plan is regularly communicated to bank staff and all relevant departments					
Bank of Abyssinia gives adequate information before a new strategy is implemented					
It is the culture of Bank of Abyssinia to give feedback, whether positive or negative to employees					
Strategic change implementation is communicated effectively within Bank of Abyssinia’s departments which enhances strategy implementation					
At Bank of Abyssinia, the extent to which communication practices are adaptable to emergencies is very good					

The extent to which the subordinates are responsive to downward directive communication is very good					
The bank's effectiveness at evaluating the impact of changes and feedback is down to well-structured communication systems					
The organization communication of the bank influence strategy implementation					
The organization communication of the bank improves strategy implementation					
The organizational communication helps the employees become more efficient.					

Section F: Strategy Implementation and Performance

To what extent do you agree with the following statements about your organizational Structure?

SA- Strongly Agree; **A** – Agree; **N** - Neutral; **D** - Disagree; and **SD** - Strongly Disagree

	SA	**A**	**N**	**D**	**SD**
Good strategies implemented at Bank of Abyssinia has increased our profitability levels last 5 years					
Bank of Abyssinia strategy implementation has led to an improved customer service.					
Bank of Abyssinia strategy implementation has led to efficiency in the internal process.					
Bank of Abyssinia strategy implementation has led to Number of employees to increase in the last 5 years					