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Factor affecting strategic Implementation in case of Commercial Bank of Ethiopia

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***Abstract**: Every organization needs a successful plan implementation process to survive. Despite having a strong strategy creation process, many organizations are unable to maintain their competitive advantages because they lack the processes necessary to put the ideas into action. Executives should pay more attention to the strategy's implementation given the higher rates of failur e in this area. Many explanations are routinely given for why a strategy implementation failed. Hence, this study investigated the factor affecting strategy in Commercial Bank of Ethiopia. The study proposed four factors that affect strategy implementation. The results demonstrate that communication is by far the most important factor influencing successful implementation strategy in the Commercial Bank of Ethiopia. Every organization needs a successful strategy implementation process to survive. It has been noted that there is a positive relationship between leadership, strategy communication, resource availability, human resource and strategy implementation. Many organizations were unable to survive. Despite having a strong strategy formulation process, they cannot fully exploit their competitive advantages since they lack the techniques used to put the strategies into practice. The researchers recommend that in order to successfully implement strategic implementation an organization must guarantee the participation of skilled and knowledgeable communications experts beside this the bank should develop its human resources by motivating employees and providing them with skill-upgrading training.*

Keywords: Strategic Implementation, Leadership, Human Resource, Resource Availability, communication

INTRODUCTION

This chapter deals about background of the study; statement of the problem; objectives of the study; significance of the study; scope of the study; limitations of the study; operational definition of key terms, and organization of the study.

BACKGROUND OF THE STUDY

For both for-profit and nonprofit organizations, the present business environment is becoming more unreliable and unpredictable (Abbasi et al., 2015). Because of this, managers and leaders in various institutions need to think strategically, learn strategically, and act strategically (Obeidat et al., 2016; Al-Thuneibat et al., 2016; Masa'deh et al., 2017). Strategic management is the process of creating plans, assigning tasks, managing personnel, overseeing performance, and coordinating work processes in order to achieve desired goals. Strategic planning is thought to be crucial for management and organization success (Dessler, 2008).

The process of turning a carefully developed strategy into activities that enable and ensure that the organization's vision, mission, and strategic objectives—all of which are outlined in the strategy blue print—are positively realized is referred to as strategy implementation (Hill&Jones, 2008). Due to the intense competition in marketing today, businesses must implement their strategic plans correctly if they want to survive and perform as expected. The performance of each firm will be determined by the industry structure in which it competes and how it positions itself against that structure, according to Michael Porter as cited by Mekic (2014). All firms attempt to create a strategy that makes them the strongest competitor by having a comparative advantage to reach their goal in order to thrive in marketing in such fierce competition. The climate for many firms has changed, requiring organizations to develop and promptly implement their plans to achieve their goals (Kagumu, 2016).

According to Rammal and Rose (2014), Kvint (2010), Altamony et al. (2016), an institution's strategy is its game plan for achieving its goals, running its operations, staking out a position in the market, luring and keeping clients, and competing successfully and triumphing in the marketplace. The main goal of a company's strategy is to make decisions that will help it improve its long-term competitive position and financial performance and, ideally, gain an advantage over competitors that will help it achieve above-average profitability (Kash et al., 2014; Masiero et al., 2017).

For any management team, coming up with a consistent plan is challenging, but making that strategy effective is much more challenging (Obeidat, 2008; El-Masri et al., 2015). The process of putting strategies and plans into practice in order to achieve strategic objectives and goals is known as strategy implementation. Even more crucial than the organization's strategy is putting its strategic plan into action (Sage, 2015; Balarezo and Nielsen, 2017). Implementing a strategy is crucial since failing to do so could result in opportunities being lost (Slater et al., 2010). Regrettably, the vast majority of businesses with strategic plans do not carry them out. A survey of the available literature revealed that many companies failed to implement more than 80% of their new strategic plans, and 20% of them made no progress at all (Gizaw K, 2020, Bader Y, 2017). The emphasis in the subject of strategic management has consequently changed from strategy formation to strategy implementation. In addition, poor execution makes it difficult to sustain priorities and accomplish organizational objectives (Obeidat et al., 2017; Masa'deh et al., 2017). Bell et al. (2010) came to the conclusion that given these, the strategy implementation task is frequently the most difficult and time-consuming aspect of strategic management. The fact that leaders do not devote the same amount of time, effort, and resources to managing the implementation of the strategy as they do to formulating the plan is a major factor in missed strategy goals (Bolboli and Reiche, 2013). Additionally, they are unaware that managing strategy implementation calls for well-organized management procedures, and that in order to achieve this, they must go above and beyond the standard course of business operations. Also, in order to increase the likelihood that a strategy will be implemented successfully, it is required to identify and analyze the most significant, effective aspects in strategy implementation in terms of their relationships and interactions with one another (Duarte Alonso and Austin, 2016). Hence this study aims at examining the factor affecting strategic implementation in a case study of Commercial Bank of Ethiopia.

STATEMENT OF THE PROBLEM

The business atmosphere had gotten more and more cutthroat. The environment is extremely dynamic, ambiguous, and constantly changing. In order to preserve and enhance their performance and increase their market share, organizations were obliged to adopt more efficient, distinctive, and innovative tactics (Almajali et al., 2016). Few studies (Mekdes, 2019, Gudeta B. 2021) particularly in the banking sector were carried out in Ethiopia, where the majority of research on factor affecting strategic implementation had been done (Gizaw K, 2020, Konji G, 2022). Numerous scholars have examined various aspects of factor affecting strategic implementation (Gizaw K, 2020, Konji G, 2022, Gudeta B. 2021, Bader Y & Alaa, 2017, Mary N, 2014, Mauren N, 2014) According to Hrebiniak (2006), developing a strategy is a difficult task that becomes even more challenging when it is put into practice. The strategy implementation phase of strategic management is a challenging and time-consuming task, according to (Thompson and Strickland, 2003).

The process by which strategic plans are translated into organizational activities may be impacted by a variety of circumstances. According to Noble (1999), unlike strategy formulation, strategy implementation is typically viewed as more of a craft than a science. He further says that even the best methods may not succeed in producing greater performance if they are not adequately implemented. Direction (which gave a map for where to go), structure (a comprehensive method on how the implementation will be handled), and people (the resources for executing the work) are the three main pillars of an effective strategy execution (Getz and Lee, 2011).

The strategic plan must be implemented correctly to be effective; otherwise, it will only be well-documented pieces of paper in the organization (Jooste and Fourie, 2009). However, in the instance of the banking sector, few studies were conducted on factors affecting the effective strategy implementation in the banking sector. In order to close the knowledge gap about banking sector practices, additional research is required in the areas of factors affecting strategy implementation in the banking sector. Hence, this research was analyzing factors affecting successful implementation of strategy using a case study of Commercial Bank of Ethiopia.

BASIC RESEARCH QUESTION

The study was aiming to answer the following research question:

1. What is the effect of leadership on successful strategic implementation?
2. What is the effect of human resource on successful strategic implementation?
3. What is the effect of resource availability on successful strategic implementation?
4. What is the effect of communication on successful strategic implementation?

OBJECTIVE OF THE STUDY

GENERAL OBJECTIVE

The general objective of the study was to examine the factors affecting strategic implementation in case of commercial bank of Ethiopia.

SPECIFIC OBJECTIVES

The study was guided by the following specific objectives:

a) To investigate the effect of leadership style on successful strategic implementation.
b) To examine the effect of human resource on successful strategic implementation.
c) To examine the effect of resource availability on successful strategic implementation.
d) To investigate the effect of communication on successful strategic implementation.

SIGNIFICANCE OF THE STUDY

The study helps Commercial Bank of Ethiopia (CBE) reevaluate its strategy, enhance organizational performance generally, and determine how various elements impact the company and its efficacy. The study will also help Commercial Bank of Ethiopia organize its strategy implementation procedures and have faith in educating all management and staff people within the organization for better results. The study will also provide stakeholders and decision-makers with a platform for learning so they can understand the institute's current situation and increase efficiency. The study will serves as a starting point for additional research by other academics into the variables influencing successful strategy implementation in the banking sector.

SCOPE AND LIMITATION OF THE STUDY

The study was involved employees and management staffs of Commercial bank of Ethiopia Ethiopian who were working in Head Office. Employees from different age groups, work experience and educational level was covered by the research as proportional as possible. The study was limit by geographically and methodologically. The studies was try to examine the factors affecting strategic implementation in case of Commercial Bank of Ethiopia Bank. By taking the research objective and questions in to considerations, mixed research approach was used. The study was employed descriptive research design with explanatory. Simple random sampling techniques were used to do this study while primary and secondary data was used to conduct the research. In order to achieve the research objectives; however, some limitations was identified. The major limitation of this study was the research cover only one institution and the findings cannot be generalized to other organizations. The researcher only used four independent variable namely (Leadership, Human Resource, communication and availability of Resource).

LITERATURE REVIEW

INTRODUCTION

This chapter discusses the existing theoretical and empirical literature on the notion of strategy, strategy implementation. In line with the objective of the study, different studies which have been done by different scholars in this area would be analyzed.

THE CONCEPT OF STRATEGIC MANAGEMENT

According to Adeleke, Ogundele, and Oyenuga (2008), strategic management involves using a company's internal strengths and weaknesses to maximize external opportunities and reduce external threats and difficulties. Thomas Bateman and Scott Snell describes strategic management the process of formulating and putting strategic goals and strategies into action and involves managers from all areas of the organization. They described strategy as a course of action and resource allocation intended to accomplish the objectives of the company. It was described by Thompson and Strickland (2003) as the managers' responsibility to develop, implement, and carry out corporate plans. The designation of an organization's goal and the plans and initiatives put in place to attain that mission are both included in the definition of strategic management. The set of managerial choices and activities that make up an organization's overall performance over the long term. This calls for formulation and putting in place tactics that will assist in coordinating the company with its surroundings to attain organizational goals.

STRATEGIC IMPLEMENTATION

Alexander (1985) conducted one of the earliest studies on successful strategic implementation. He defined it as achieving the initial aims and objectives of the strategic choice, staying within the parameters of the initial budget, and producing the anticipated financial returns. Financial results were also employed in other research as a measure to assess the effectiveness or result of the implementation process (Hamilton and Shergill, 1992; Boyd, 1991). Implementing a chosen strategy into organizational activity in order to accomplish strategic goals and objectives is known as strategy implementation. Developing, utilizing, and combining organizational structure, control mechanisms, and culture to follow strategies that result in competitive advantage and improved performance is another definition of strategy implementation. According to Nobble (1999), if a strategy is not adequately implemented, it may still fall short of providing the organization with superior performance. Strategy implementation, according to Pride and Ferell (2003), is the process of turning plans and strategies into actions to achieve goals. They address the issues of who, where, when, and how to implement a strategy successfully. For a plan to be implemented successfully, both managers and employees should be included in the decision-making process. Moreover, effective communication should be improved between all parties (David, 2003).

If the implementation of a strategic decision is unsuccessful, even the best strategic decisions will be deemed to be pointless. Failure to implement will also have an impact on the organization's members as well as the organization as a whole. Good decisions can be defined as those that help the organization enhance its own performance, decisions that influence the organization's competitive advantage, and decisions that help the organization achieve the aims and goals of its members (Bader Y & Alaa, 2017).

Three criteria were used by Miller (1997) and Okumus (2003) to assess the effectiveness of implementing strategic decisions. The completion of the implementation phase is referred to as the first criterion. This is the extent to which everything planned is completed by the deadline. The second criterion is achievement, which measures how well everything done meets expectations. Acceptability is the last criterion, and it refers to how satisfied individuals impacted or involved in the implementation are with it. Miller (1997) asserts that if organizations simply meet the first two requirements without meeting the third, implementation will fail. When putting a strategy into practice, a variety of things needs to be taken into consideration, claims Yabs (2007). These are necessary conditions for strategic implementation, including resources, leadership abilities, and temperamental traits. Requirements that come from both the internal and external surroundings are taken into consideration. Internal variables are equipment, qualified workers, financial strength, internal structure, and management capability. External factors comprise all inputs that are converted into completed goods, such as raw materials, energy, and labor. In conclusion, the action plan, which details the steps and specific individual tasks and responsibility for completing each of the activities in the action plan, is one of the main criteria that determine whether a strategy is successfully implemented. Second, a key element in facilitating the implementation of the strategy is trained human resource. Third, the plan must be compatible with the existing organizational structure. Fourth, there must be sufficient funding available to support the targeted strategies through the annual business plans (Cole, 2006). Finally, monitoring, managing, and evaluating the approach as it is being implemented will be necessary for successful implementation. This is done to ensure that the strategy is being applied within the time and resource constraints that have been set.

THEORETICAL MODELS

MAX WEBER'S BUREAUCRATIC MODEL

According to Max Weber (1978/1905) bureaucracy is an administrative structure in which an organization's operations are directed by established rules, regulations, processes, and methods in order to attain efficiency and produce results. It is a system where the selection criteria for organizations place a premium on legal-rational leadership, knowledge, qualification, and experience. Knowledge, qualification, abilities, and experience are used to decide positions in hierarchically organized organizations. Promotions and rewards are given based on merit. According to Weber (1946), bureaucracy is the most effective known method of enforcing imperative control over people since it can operate at the maximum level of efficiency from a strictly technical standpoint. As it emphasizes leadership, knowledge, qualifications, and experience as the criteria for selection into organizations, this theory is relevant to the subject at hand. Knowledge, qualification, abilities, and experience are used to decide positions in hierarchically organized organizations.

RESOURCE ALLOCATION MODEL

In this literature, a resource is described as an asset that is semi-permanently linked to a corporation and comprises both tangible and intangible assets (Wernerfelt 1984). The main claim is that the firm's realized strategy is shaped by how its resources are distributed. The process of resource allocation can be understood in order to comprehend strategy-making. Even when circumstances change, the mechanisms that lead to strategic results are relatively consistent (Wernerfelt 1984). Despite the process' intricacy, many of the factors can be controlled if they are comprehended. Since resource allocation and utilization have a significant impact on how an organization implements strategy, this idea is relevant to the topic at hand.

THE ROLE OF LEADERSHIP IN STRATEGIC IMPLEMENTATION

A solid understanding of leadership is a crucial dynamic capability needed to achieve outstanding performance in companies functioning in the dynamic environment that currently exists in organization (Teece, 2014). According to Griffins (2013) leadership within an organization is one of the key factors influencing the implementation of a strategy by setting a clear direction, maintaining current communications, inspiring staff, and establishing a culture and set of values that motivates organizations to perform better. One of the main forces behind successful strategy implementation is said to be leadership, and more specifically strategic leadership (Wachera, Jane and Benard, 2017). According to Koske (2003), one of the factors that have the biggest impact on how well an organization performs is leadership. However one of the main obstacles to successful strategic implementation has been identified as a lack of leadership, particularly strategic leadership by the organization's top management. "The leader's ability to anticipate, imagine, and sustain flexibility and to enable others to create strategic change when necessary" is the definition of strategic leadership (Wachera, Jane, and Benard, 2017). According to Rajasekar (2014), effective leadership is by far the most crucial element affecting the effectiveness of strategy implementation in the service sector. According to Noble (1999), managers need a mix of technical expertise, people skills, and sensitivity to the requirements of other tasks. Poor leadership is one of the biggest barriers to successful strategy implementation, according to Cater and Pucko (2010). However a well-formulated strategy, a strong and effective pool of talents, and human capital are very significant resources for strategy success. Managerial Skills have an impact on how well the strategic plans are implemented (ndegwah, 2014). Ineffective management and personnel are the primary cause of the strategy plan's failure to be implemented in public sector organizations (Sial, Usman, Zufiqar, Satti, and Khursheed, 2013). As much as possible, the organization's leadership should hire talented individuals who are dedicated to the transformation initiatives for key jobs (Bryson, 2012).

Based on the literature review discussed above, the researcher formulates the following hypothesis:

H1.There is statistical significant relationship between leadership and the success of strategy implementation.

THE ROLE OF RESOURCE AVAILABILITY IN STRATEGIC IMPLEMENTATION

Organizations have at least four different types of resources at their disposal that can be used to accomplish their goals: financial, physical, human, and technical resources (David, 2003). One of the most significant elements determining the success of the execution of strategies, according to Miller (1997) and Hickson et al. (2003), is the availability of resources in terms of people, money, and time. According to Ismail, Uli, and Abdullah (2012), gaining a competitive edge requires internal resources and talents. According to Lorange (1998), people are the most important strategic resource, so it's critical for firms to use employee expertise in the best ways at the appropriate times.

The availability of personnel, financial, and time resources was seen by Miller (1990, 1997; Miller et al., 2004) and Hickson et al. (2003) as one of the most crucial variables influencing the success of the implementation of strategies.

According to Sterling (2003), some strategies fail because there are not enough resources available to carry them out. However, he also noted that even the presence of the necessary resources does not ensure the success of a particular strategic decision unless it is properly combined with other factors that have an impact on the implementation process. According to Nkosi (2015), a lack of enough financial resources continues to be the biggest obstacle to successfully implementing a strategy. The distribution of resources has an impact on how well the strategic plans are carried out (Ndegwah, 2014). According to Reid, Brown, Nerney, & Perri (2014), a lack of resources—both financial and human—was the biggest barrier to successful implementation. In addition, Sterling (2003) discussed the value of having precise financial standards to assess the strategy plan and the impact of financial resources on the success of strategy implementation. The factor of time is another significant resource (Miller et al., 2004). The process of implementing a strategy must be given enough time to maximize the likelihood of success. The success of the implementation process could be hampered by insufficient time.

According to the discussion above, resources such as time allotted for implementation, adequate financial resources, adequate human resources, adequate administrative resources, adequate technological resources, and adequate physical resources should be available to aid in the successful implementation of a strategy.

H2.There is statistical significant relationship between resource availability and the success of strategy implementation.

THE ROLE OF COMMUNICATION IN STRATEGIC IMPLEMENTATION

Managers must understand the value of coordinating operations to guarantee successful strategy implementation as firms get larger and more complex (Obeidat, 2008). According to Peng and Litteljohn (2001), effective communication is a crucial component of successful strategic implementation. Organizational communication is crucial for learning, knowledge sharing, and training during the implementation of a strategy. Hence, clear communication should outline the new responsibilities, obligations, and activities that the targeted staff will be responsible for performing (Peng and Littleljohn, 2001). Several studies have underlined that communication is one of the most crucial elements that determine the implementation of a strategy since it is the means by which the relevant information is conveyed (Jiang and Carpenter, 2013). Communication was named by Bolboli and Reiche (2013) as the vehicle for disseminating information regarding the new strategy. The significance of communication in the process of implementing a strategy has already been underlined by numerous studies (Rapert and Wren, 2002; Heide et al., 2002; Rapert et al., 2002; Foreman and Argenti, 2005; Obeidat, 2008; Schaap, 2012). Communication should be bottom-up throughout the implementation phase so that management can keep track of it and evaluate whether adjustments to the strategy are required Beer and Eisenstat (2000).

Organizational communication is crucial for learning, information sharing, and training during the implementation of a strategy (Li & Epller M, 2008). Clear and accurate communication is essential components of an efficient strategy implementation process.

Communication has a favorable and significant impact on strategy implementation. The process of implementing a strategy depends on effective communication; the strategy must be shared with all relevant parties before being put into action (Ishaq Buya, Fridah Simba, & Dr. Anwar Ahmed, 2018). They further state that communication is crucial to the implementation of a strategy since it makes it easier to complete tasks and activities. Communication has a significant impact on how a strategy is implemented in the administrative police (Ishaq B. & et.al, 2018, Bader Y. et.al, 2017, Kizaw K, 2020) because it significantly improves the achievement of organizational goals and objectives.

According to the discussion above, it is possible to conclude that effective communication processes have to be a fundamental component of strategy implementation.

H3.There is statistical significant relationship between communication and the success of strategy implementation.

THE ROLE OF HUMAN RESOURCE IN STRATEGIC IMPLEMENTATION

The use of human resources becomes crucial to putting the strategy into action. First, the feasibility and competency of a strategy's implementation are greatly influenced by the available resources. An organization needs to have enough human resources to implement a strategy. The quality of management and present managers, in particular supreme managers, are crucial in this regard. In addition to their skills, managers' fundamental values, attitudes, perceptions, aspirations, and personalities have a considerable impact on the concept, the choice of strategy, and its strategy implementation. Also, different techniques call for various managerial styles and behaviors. Secondly, for a strategy to be successfully implemented, it is necessary to make changes and adjustments to the programs and systems of human resources so that they develop the knowledge, other attributes, and behaviors that are necessary for the strategy to be implemented successfully (Nedim C. & Dezenan K, 2016).

Strategies must be put into action after being implemented. Hence, if developed strategies are not implemented, managers face difficulties (Kalali et.al, 2011). Employee skills and expertise give an organization competitive advantage. When properly motivated, the human resources within a company can learn, adapt, innovate, and provide the creative drive

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necessary to assure its long-term existence (Kuchurikova, 2011). Effective internal organizational mechanisms and qualified employees are prerequisites for executing a strategy plan successfully. Companies that want to successfully carry out their strategic plans should concentrate on finding the best way to retain excellent employees who are skilled and capable.

Management should use effective communication, inclusiveness of employee knowledge and expertise, rewards and incentives during strategy formulation because the same employees will be required to implement developed organizational strategies. Employees are crucial components in strategy implementation. Failure to implement strategies successfully is caused by lack of commitment, managers' poor leadership and direction, inadequate human resource skills, unrestricted funding, and stakeholders' intervention (Muthoni & Kavale, 2015).

More than 60% of firms worldwide have sound strategies yet these strategies fall short when put into practice (Carter and Pucko, 2010). A key component of strategy implementation is human resources. Absence of the human factor in strategic planning leads to unsuccessful strategy implementation. For successful strategic implementation, a company should have qualified staff with modern capabilities (Mintzberg, Ahlstrand & Lampel, 2009).

According to the discussion above strategic implementation is done by people employees should be aware of how they can affect successful implementation of strategies.

H4.There is statistical significant relationship between human resource and the success of strategy implementation.

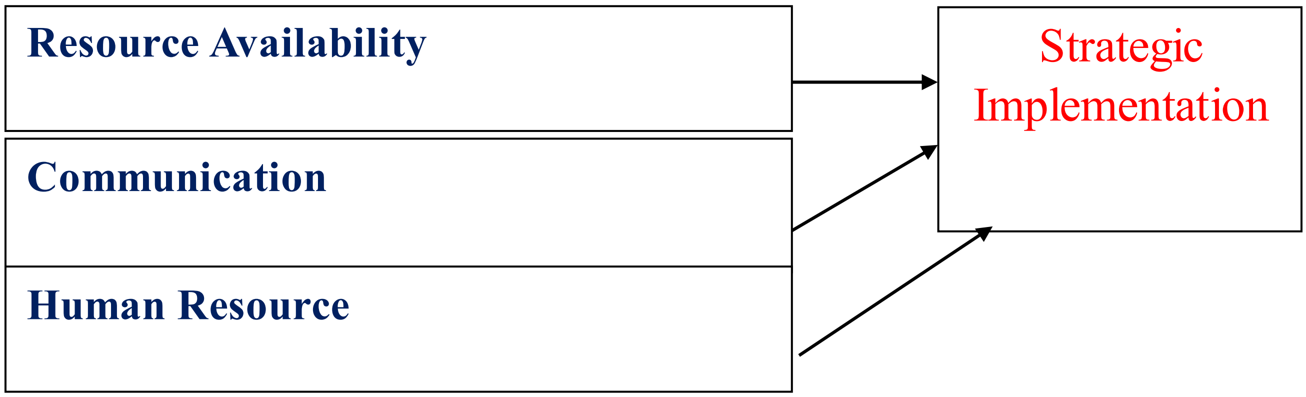
EMPIRICAL LITERATURE REVIEW

A study done by (Gizaw K, 2020) factors affecting strategy implementation in the public sector: a case study on ministry of urban development and construction conclude that the implementation of a strategy is greatly influenced by the leadership qualities that are represented by educational background, leadership skills (conceptual, technical, and human skill), leadership experience, attitudes, and other characteristics of people required by a particular position. As a result, it is advised that the ministry leaders possess both professional and leadership skills. A leader's ability to make decisions, analyze problems, solve problems, and innovate depends on their level of competence in a certain professional field. Leadership competency is the understanding of the many levels of leadership responsibility and the effective application of various leadership approaches at the appropriate level by the leader. Internal organizational elements such organizational culture, organizational processes, and organizational structure were found to have a beneficial impact on strategy execution, according to Mwanthi's (2018). For the smooth implementation of strategies, the study advised aligning university operations and procedures with the plan. The study suggested that clear lines of reporting and individual responsibilities are necessary for businesses to properly implement initiatives. A study by Maureen Nabwire (2014) recommend that to further improve the strategy's successful execution, resources like as time, IT, and personnel should be distributed fairly. Time should be allocated to prevent the company from wasting it on only one project. The systems should be updated as well to fit the implemented strategy. To ensure that the task is finished on time, employees should be matched to the task at hand. Advocates and supporters of the initiatives are departing the company in search of better opportunities due to the intense market rivalry. Finding benefits to keep the personnel is crucial for the organization.

CONCEPTUAL FRAMEWORK

The figure below will show the relationship between dependent (Strategy implementation) and independent variables (Leadership, Resources availability, communication and human resource)

Figure3.1Conceptual Frame work for the Study



Source: Adopted by researcher (2023)

RESEARCH METHODOLOGY

INTRODUCTION

This chapter gives a brief about the approach that was adopted for the study which describes the method and techniques that were adopted to collect data for the analysis. It looks at the research design, population and sampling, methods of data collection, sources of data and the framework for data analysis. Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. According to Yin (2003) a research methodology defines what the activity of research is, how to proceed, how to measure progress, and what constitutes success. Kumekpor (2002) also defines it as the methods, procedures and techniques used in an attempt to discover what we want to know.

RESEARCH DESIGN AND APPROACH

The study used descriptive and explanatory survey approach in collecting data from the respondents. Descriptive survey is preferred because it ensures complete description of the situation and will help the researcher to minimize bias in the collection of data Kothari (2008). This design is suitable because it will help the researcher in collecting information from respondents particularly employees of Commercial Bank of Ethiopia.

According to cooper and schindler (2008) descriptive survey portrays an accurate information of persons, events or accounts of characteristics like behaviour, ability, belief, opinion and knowledge of a particular individual or group. Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual, or of a group.

There are quantitative and qualitative approaches in research Borland (2001). The quantitative approach involves the collection of quantitative data, which are put to rigorous quantitative analysis in a formal and rigid manner while as the qualitative approach uses the method of subjective assessment of opinions, behavior, factors and attitudes Borland (2001). Quantitative research engages in systematic and scientific investigations of quantitative properties and phenomena and their relationships Borland (2001). The researcher was used a quantitative strategies.

SOURCES OF DATA

The researcher was used both primary and secondary source of data. The tool use to collect primary data is self-administrated questionnaires with regard to the research topic. Secondary data also came from available literature on the study, documents from the office of Commercial Bank of Ethiopia.

POPULATION AND SAMPLING TECHNICS

Bryman and Bell (2007), suggest that a population is the whole group that the research focuses on. Population also refers to a larger group of people with common observable features to which one hope to apply the research results Fraenkel and Wallen (2003).

As per the information collected from the company, in 2023, there are 950 professional employees which are the target population for this study. The researcher was used simple random sampling technique.

There are 950 professional employees in head office. From those 281 has been selected. Robison (2001) also proposes that the appropriate sample sizes for most research to be greater than 30 and less than 500. Therefore, the sample size 281 is representative. To determine the sample size, the researcher was used sample size calculator in the following sample size formula.

Where: Z = Z value (confidence level) p = percentage picking a choice e = margin error,

In the sample size calculator the researcher was used confidence level 95% margin error 5%

This formula used for any number of populations. However, to select sample size which has small number of population the researcher was used the following formula, Cochran (1963). Where N= population

n =sample size

e = margin of error

$N=n/1+N(e)^2$

Therefore: - $950/1+(950)(0.05)^2=281$

DATA COLLECTION INSTRUMENT

The questions to examine factor affecting strategic implementation case of Commercial Bank of Ethiopia i.e. Leadership, Human Resource, Resource Availability and communication was adopted from a standard questionnaire and the researcher was made some necessary adjustments on the questionnaires to reflect the scope of this study.

A set of close ended questions were asked to collect information from respondents on these areas mentioned. The close-ended questions guided respondents to choose from alternatives provided by the researcher. This procedure was adopted because the staff had busy schedules which made it difficult to make time to attend to questionnaire when left with them and to make coding of data easy for analysis. The questionnaire requests the respondents to rate aspects based on a five-point Likert scale (1=strongly disagree, 5=strongly agree). Therefore, likers scale was utilized for all survey items.

Permission was sorted from the various heads of departments at Commercial Bank of Ethiopia. The researcher was explaining the questions after copies of the questionnaire were given to employees. The reason for doing this was to help the respondents to get a better understanding in order to provide their independent opinion on the questions. The researcher was collected all the data by herself and takes for analysis.

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter covers the analysis and the interpretation of the various data collected through the use of questionnaires. The data collected from Commercial Bank of Ethiopia through the questionnaire were analyzed. The interpretation of the questionnaire result is given by using the help of table, frequency and percentage. A total of 281 questionnaires were distributed to respondents who were willing to participate in this survey. So, 231 were retrieved for the analysis, 82% response rate. This figure meets the acceptable requirements (Mundy, 2002). The analyses are presented below.

DEMOGRAPHIC CHARACTERISTICS OF RESPONDENT'S

The personal information acquired from the completed and returned questionnaires is summarized and described here below. Demographic characteristics presented in this section include: Gender, age, qualification, number of year being customer at Commercial Bank of Ethiopia and number of year using mobile banking.

Table 1 Demographic Characteristics of the respondent

Gender	Age	Qualification	No. of year (being Employee)
Male = 60%	18-25= 19%	Certificate= 26%	1-3 year =10%
Female = 40%	26-30=44%	Bachelor =54%	4-6 year =31%
	41-50=8%	Master = 19%	7-10 year = 38%
	>50=3%	PhD =1%	>10 year =21%

Source: Author's Survey, 2023

1. Gender

The results of demographic gender's profile indicate that 60% are male and 40% are female respondents. Based on the finding most of the respondents are male.

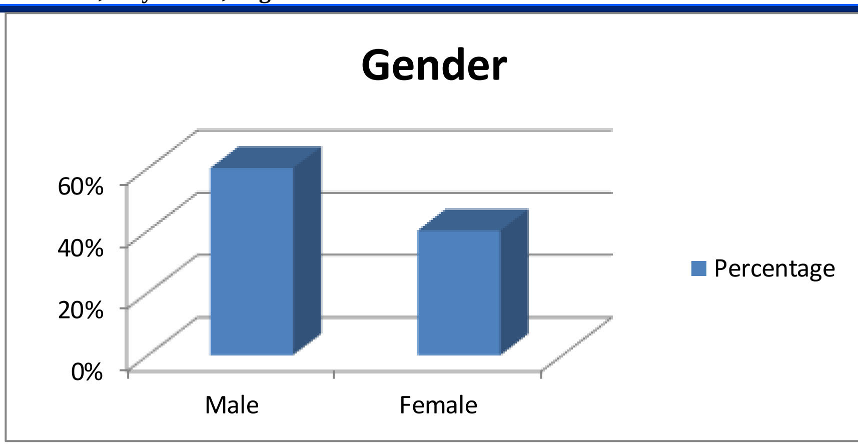


Figure 1 Gender of respondents

2. Age

The following age figures shows that 19% respondents are between the age of 18-25 years, 44% are between 26-30 years, 28% respondents are between 31-40 years, and 8% respondents are 41- 50 years and 3% greater than 50 years. As the study reviled that most of the respondent are between 18-30 years old.

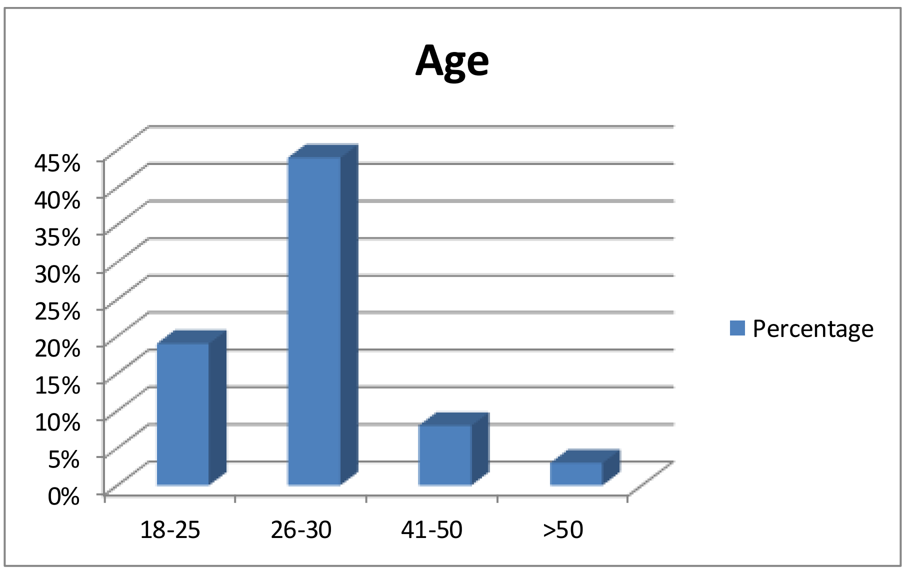


Figure 2 Age of the respondents

3. Qualification

This demographic factor shows that 26% are certificate, 54% are Bachelor's program respondents and 19% are master program respondents and 1% are PhD Degree respondents. With respect to educational qualification respondents were mostly first degree and second degree.

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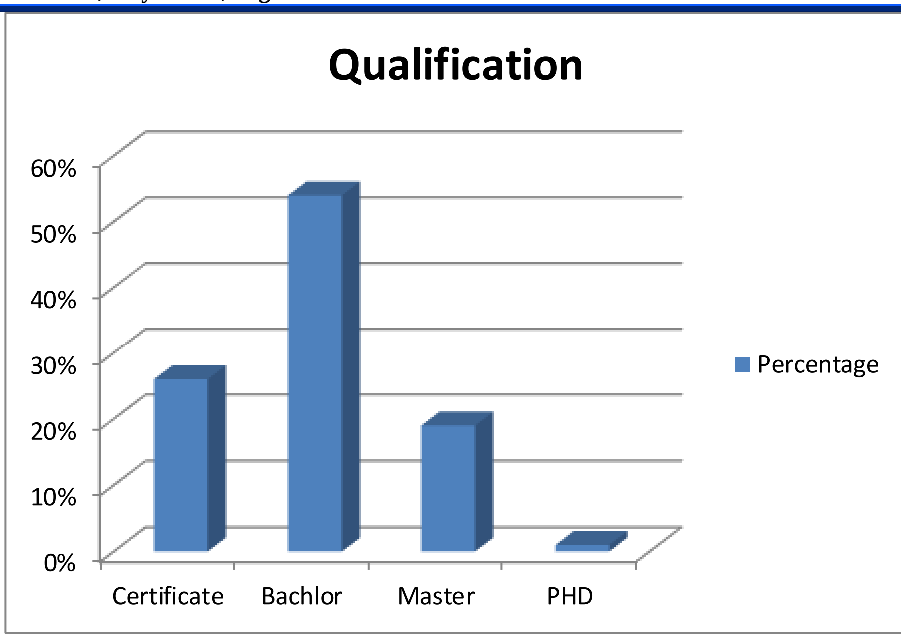

Figure 3 Qualification of the respondent

5. How long have you been working at Commercial Bank of Ethiopia?

10% of the respondents say that they have been a customer of CBE1-3 year 31% 4-6 years, 38% of the respondents 7-10 years 21% more than 10 years.

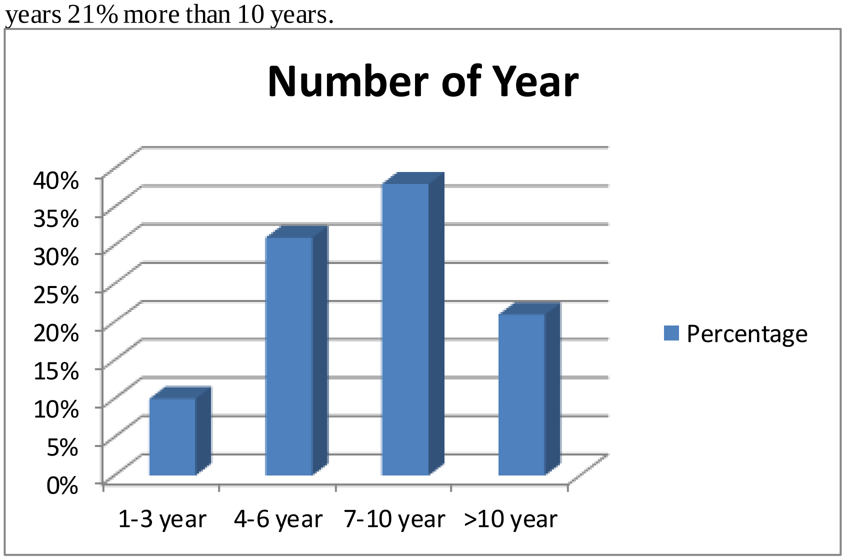

Figure 4 Period of service with the bank

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CORRELATION ANALYSIS

Pearson Correlation analysis

Table 2 Pearson Correlation Analysis

Variables	Leadership	Resource availability	Communication	Human Resource
1.Strategic Implementation	.485**	.561**	.541**	.420**
2. Leadership		.670**	.32	.488**
3.Resource Availability			.133*	.566**
4.Communication				.364**
5.Human Resource				

**.Correlation in significant at the 0.01 level (2-tailed)

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

Source: SPSS software package

Correlation result illustrated in table 2 Show that there is significant positive relation between leadership sand strategic implementation ($r= .49, p< .01$). There is significantly positive relation between resource availability and strategic implementation ($r= .56, p< .01$). There is significant positive relation between communication and strategic implementation ($r= .54, p< .01$). There is significant positive relation between human resource and strategic implementation ($r= .42, p<.01$). So, as shown from the table above there is appositive significant correlation between all four factors and strategic implementation.

Table 3 Coefficient result

variable	Beta
Constant	0.233
Resource Availability	0.242***
Leadership	0.190**
Human resource	0.150*
Communication	0.399***
Adjusted R^2	0.45
F	47.73***

Note: Standardized coefficients are shown
*$p < .05$ ** $p < .01$*** $p<0.001$

Coefficient Interpretations

Sign

Notably, there exists a positive correlation between the independent and dependent variable.

Size

The constant value 0.233 implies that only 23.3% of variations in strategic implementation can be explained by other factors when the current independent variables are equated to zero hence the current independent variables are the main factors that explain changes

Significance of the coefficients

Based on the values of the coefficients all the variables are significance in the model. Resource availability and communication (at the level of p<0.001) while leadership are significant (at the level of p<0.01) human resource are significant (at the level of p<0.05)

The regression coefficient explains the average amount of change in dependent variable that caused by a unit of change in the independent variable. The larger value of Beta coefficient that an independent variable has, brings the more support to the independent variable as the more important determinant in predicting the dependent variable.

From the analysis the co-efficient value for resource availability was 0.242. This means that all things being equal, when the other independent variable (leadership, human resource and communication) are held constant, customer satisfaction would increase by 24.2%. This was statistically significant (0.00<0.001) i.e. the variable (Resource availability) is making a significant unique contribution to the prediction of the dependent variable (Strategic Implementation).

From the analysis the co-efficient value for leadership was 0.190. This means that all things being equal, when the other independent variables (resource availability, human resource and communication) are held constant, strategic implementation would increase by 19%. This was statistically significant (0.005<0.05) i.e. the variable (leadership style) is making a significant unique contribution to the prediction of the dependent variable (strategic implementation).

From the analysis the co-efficient value for human resource was 0.150. This means that all things being equal, when the other independent variables (Resource availability, leadership and communication) are held constant, strategic implementation would increase by 15%. This was statistically significant (0.012<0.05) i.e. the variable (human resource) is making a significant unique contribution to the prediction of the dependent variable (strategic implementation).

From the analysis the co-efficient value for communication was 0.399. This means that all things being equal, when the other independent variables (Resource availability, leadership and human resource) are held constant, strategic implementation would increase by 39.9%. This was statistically significant (0.00<0.001) i.e. the variable (communication) is making a significant unique contribution to the prediction of the dependent variable (strategic implementation).

Regression Analysis

In this study multiple regressions analysis were conducted in order to examine the relationship between leadership, resource availability, human resource and communication with strategic implementation.

Strength of Regression/Goodness of Fit

Adjusted R-Square

When the R value is adjusted for biases, the resultant adjusted R-square value is 0.45. This means that 45% of the total variations in strategic implementation can be explained by the independent variables in the model.

Significance F

The model gives an F value of 0.00. This indicates that all variations in strategic implementation can be explained through meaningful correlation. The regression relationship was highly significant in predicting how leadership, resource availability, human resource and communication influenced strategic implementation. Therefore, the finding of the study shows that the overall model was significant.

MODEL FOR DATA ANALYSIS

The multiple regression equation was:

$Y=a_0 + ax_1 + bx_2 + cx_3 + dx_4 + e$

Y= Strategic Implementation

Where a_0 = Constant

a, b, c, and d = Regression coefficient

x_1 = Leadership

x_2 = Human Resource

x_3 = Resource Availability

x_4 = Communication

e = error term

When the values from the table are computed the equation become,

Strategic Implementation(Y)=.233+0.190(Leadership)+0.150(Human resource) +0.242(Resource availability) + 0.399(communication) +e

Interpretation of the Model

SUMMARY OF HYPOTHESIS TESTING

The summary of the Hypothesis testing is presented in table 4 there is a positive relationship between (leadership, resource availability, communication & human resource) and success of strategic implementation which provide support for Hypothesis H1, H2, H3 and H4.

Table 4 Summary of Hypothesis testing

No.	Hypothesis	Status
H1	There is a statistical relationship between leadership style the success of strategic implementation.	Supported

H2 There is a statistical relationship between resource availability the success of strategic implementation.	Supported
H3 There is a statistical relationship between communication the success of strategic implementation.	Supported
H4 There is a statistical relationship between human resource the success of strategic implementation.	Supported

MAJOR FINDINGS

The present research was conducted with an aim of evaluating factor affecting strategic by examining the role of leadership, resource availability, strategic communication and human resource in Commercial Bank of Ethiopia. The result from this study shows that there is a positive relationship between dependent (Strategic Implementation) and independent variable (Leadership) which confirm previous findings (Rose & Fred, 2014).

A strong sense of leadership is a crucial strategic quality for organizations working in the fast-paced world of today. Strategic leadership, according to Thompson and Strickland further (2007), keeps organizations innovative and responsive by making extra efforts to develop, nourish, and encourage individuals who are eager to promote new concepts, new products, and product applications. The research finding is in line with (Thompson and Strickland further ,2007; Teece, 2014: Mel chorita ,2013).

The importance of human resource on strategic implementation is supported by numerous authors (Nedim C. & Dezenan K, 2016: Kalali et.al, 2011: Kuchurikova, 2011). Human resources form a crucial component in putting the strategy into action. In order to successfully implement strategy the organization must have an adequate amount of human resources with the degree of skills required by the strategic plan. The bank is responsible to create a system of controls that will guarantee that human resources are acting in a way that supports achieving the market goals (described) in the strategic plan. There is a positive and significance relationship between strategic communication and strategic implementation. The finding is in line with (Obeidat, 2008; Peng and Litteljohn, 2001; Jiang and Carpenter, 2013; Rapert and Wren, 2002; Heide et al., 2002; Rapert et al., 2002; Foreman and Argenti, 2005; Obeidat, 2008; Schaap, 2012). Organizations need to develop strategies that are essential to their continued survival. The effectiveness of these tactics depends on how they are applied (Ginsberg, 2013). Nevertheless, even though plans play a key role, many organizations still view the implementation process as a major achievement. During the implementation of a strategy, organizational communication is crucial for learning, knowledge transfer, and training. Clear and accurate communication is important in strategic implementation process. Clearer communication fosters commitment, consensus regarding the strategy, and helps build relationships among various departments within the organization. The researcher fined that there is positive and significance relationship between resource availability and strategic implementation. The finding confirms previous findings (Ismail, Uli, and Abdullah, 2012: Miller et al., 2004 and Hickson et al. 2003). Resources have to available for strategic implementation.

CONCLUSION AND RECOMMENDATION

INTRODUCTION

This chapter summarizes the recommendations of the study, research conclusions, contribution of the study and limitation and areas of future research of study. The main aim of this study was to assess factor affecting strategic implementation in Commercial Bank of Ethiopia. It has been noted that there is a positive relationship between leadership, strategy communication, resource availability, human resource and strategy implementation. The conclusions are drawn in agreement with the objectives of the study. Directions for future research will be introduced in this chapter lastly the suggestions of this study will be made accessible to the top management of the bank.

CONCLUSION

The study came to the conclusion that communication has a favorable and significant impact on strategy implementation based on the findings. The process of implementing a strategy depends on effective communication; the strategy must be shared with all relevant parties before being put into action. Commercial bank of Ethiopia should regularly assess the status of the strategy and provide feedback in time for corrective action to be taken. The study comes to the additional conclusion that communication is crucial to the implementation of strategy since it makes it easier to complete tasks and activities. The study draws the conclusion that communication has a significant impact on how a strategy is implemented in Commercial Bank of Ethiopia. Because it greatly improves the achievement of institutional goals, effective communication should be a crucial component of strategy implementation. Therefore, the Commercial Bank of Ethiopia should develop a communication and public relations strategy that improves the administration's flow of communication with the general public.

Leadership significantly affects the process of strategic

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management. In particular, it aids in determining the organization's vision and mission. Additionally, it helps the organization carry out successful tactics to realize that vision. An organization's body and spirit are connected by its leadership. An organization's body and spirit are connected by its leadership. Therefore, it can be claimed that leadership is known as the organization's core and should play a crucial role similar to that of the brain and blood so that the outcomes of success may be ensured and shared.

The study sough to assess the effect of human resource on strategic implementation and the finding of the study shows that there is a significant and positive relationship between human resource and strategic implementation. The results are in line with (Noble et al.'s 2000, Schmidt and Keil 2013) an organization with highly skilled workers is more likely to achieve successful implementation outcomes than one with understaffed and undertrained personnel. Capable employees are a crucial component of a successful plan implementation. They are crucial to the development of human resource competencies within the organization. The company wants to draw candidates with the requisite expertise, technical know-how, and soft abilities. From the finding of this study and in combination with those obtained in previous research, suggest that leadership, strategic communication, resource availability and human resource play a vital role in strategic implementation.

RECOMMENDATION

1. This study finding revealed that communications is a crucial element that must be acknowledged in order for the Commercial Bank of Ethiopia strategy to be implemented effectively and sustainably. In order to successfully implement strategic implementation an organization must guarantee the participation of skilled and knowledgeable communications experts.

2. Implementing a strategy was significantly influenced by human resources. On the basis of this conclusion, the study advises the senior management of commercial bank in Ethiopia to make sure they apply the necessary steps and policies to enhance their human resources for improved strategy implementation. The bank should develop its human resources by motivating employees and providing them with skill-upgrading training.

3. Resource availability has a positive influence on strategic plan implementation. Resources of all kinds are essential to any activity undertaken by the bank. In order to implement strategy effectively resource plays a pivotal role. Therefore, the researcher recommends to the bank that it is important to allocate enough resources to the strategy implementation phase. That takes the shape of technology, material assets, labors, and financial resources. Better resource management will increase success, which will subsequently produce better outcomes and results.

4. The researcher recommended that the bank leaders should be equipped with both professional and leadership competencies. Leader plays a critical role in the successful implementation of strategies in an organization. The success and failure of strategies are directly linked to how leaders implement them, and most failures in implementation emanate from poor leadership skills.

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