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## **Strategy-implementation & Employee Performance among Commercial Banks Sampling the Centenary Bank of Uganda**

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### **ABSTRACT**

This research article examines the effect of strategy-implementation on employee performance among commercial Banks, with reference to the Centenary Bank of Uganda. It thus seeks to establish the effect of strategy resource allocation, strategy communication and strategy supervision on employee performance at the Centenary Bank. A descriptive research design was used and data collected from a sample of 123 respondents. Data was analyzed by using frequencies, percentages, mean, standard deviation, Spearman's rank correlation and regression analysis with the help of SPSS version 25. The research-study found a statistically significant and positive relationship between strategy resource allocation ( $r_s = 0.648$ ,  $p = 0.000$ ); strategy communication ( $r_s = 0.504$ ,  $p = 0.000$ ); and strategy supervision ( $r_s = 0.398$ ,  $p = 0.010$ ) and employee performance. 53.8% of the variations in employee performance is jointly explained by the predictor variables. It went on to conclude that strategy resource allocation, communication and supervision have a significant positive effect on employee performance at Centenary Bank. The research-study recommends that the Bank has to allocate resources that will reward employees who excel in implementing

strategy in their departments. Further, it has also recommended that an open-door policy that allows employees to receive timely communication on matters relating to strategy should be implanted. This will help in ensuring that they are perpetually informed about new developments in the strategy. Strategy supervision during strategy-implementation thus needs to be strengthened.

**Key words:** Strategy-implementation; Strategy resource allocation; strategy communication; strategy supervision; employee performance

## Introduction

Strategy-implementation is the process of carrying out planned strategies in order to arrive at a desired future position (Johnson & Scholes, 2018). Strategy-implementation is a key aspect of organisational performance; yet it is still the most difficult aspect of strategic planning, as it involves translating the strategy into action plan (Faza, Zawawi & Nordin, 2019). During strategy-implementation, action plans are developed with budgets and resources so as to enable the realization of the planned strategic objectives. In this research-article, we conceptualize strategy-implementation as strategy resource allocation, strategy communication and strategy supervision. Strategy resource allocation refers to the process of committing resources such as money, time, technological, structure, and human resource to enable the implementation of the approved strategy. Strategy communication means the timely cascading of the strategic vision, mission, goals and objectives to the implementing units. Simwa (2011) describes effective strategy communication to consist of a clear understanding of the strategic objectives by the strategy formulators and the implementers. Strategy supervision refers to the steps undertaken by management to ensure that agreed upon strategic decisions are executed as planned by the implementing units (Thompson & Strickland, 2019).

Employee performance is the value that an employee brings to the accomplishment of set organizational objectives. Pawirosumarto et al. (2017) define employee performance as the employees' efficiency and effectiveness of their tasking. Employee performance can manifest in the form of increased production, adaptability to new technology, and high motivation (Cheng-Wen & Alum, 2020). Nurcahyo (2011) identifies several indicators of employee performance that include 1) Quantity of work 2) Quality of work 3) Timeliness of work completion 4) Standard operating procedures and 5) Accountability. In this study, employee performance is defined as the employees' ability to achieve desired organizational objectives. We measure employee performance in terms of timeliness, quality of work, effectiveness and efficiency. Quality of work refers to the caliber of work produced by an employee (Hakala, 2008). Timeliness is the measure of how fast work is performed by the employee when given a certain task; and achievement of objectives measured when an employee has surpassed his/her set deadlines (Hakala, 2008). Effectiveness is the ability of an employee to produce the desired result.

In Uganda, organizations have embraced the idea of strategy-implementation though resource limitations hamper the successful implementation of the devised strategies (Omutoko, 2009). Well-executed strategies help to improve the overall performance of organizations as well accord the organizations the needed competitive advantage (Wibowo et al., 2015). Strategy-implementation does influence both the company and employee performance (Gębczyńska, 2016; Ahmad, 2015). In this research-article, we explore strategy-implementation and employee performance in the context of Centenary Bank.

Centenary Bank is rated among the top four best performing commercial Banks in Uganda as well as among the most trusted commercial Banks. Centenary Bank was founded in 1983 as Centenary Rural Development Trust (CRDT), to provide financial services to the public and later transformed into a Bank in 1998. CRDT later changed its name to Centenary Bank after getting a Banking license from the Bank of Uganda on March 26, 2007. Its core mandate is to strengthen and offer affordable Banking services to the public (Centenary Bank Annual Report, 2016).

Centenary Bank values strategy and has a corporate strategy department that is charged with coming up with strategies and monitoring their implementation by the various departments of the Bank (Centenary Bank Performance Report, 2020). An excellent strategy is only as good as its implementation. About 90% of strategy failures are attributed to poor strategy-implementation (Gębczyńska, 2016). Centenary Bank has had various strategic plans that are resourced and

communicated with the aim to achieve exceptional performance (Centenary Bank Performance Report, 2020). Through the periodical strategic plans, various strategies are devised, resources allocated and the strategy communicated to employees for effective implementation.

Notwithstanding these efforts, cases of low staff performance continue to be reported. The morale of employees and commitment to work is not satisfactory (Centenary Bank Annual Report, 2015). There are delays in task completion and declining work quality (Centenary Bank Report, 2016). Cases of absenteeism, late coming, poor task preparation and failure to meet deadlines are highlighted in the various performance reports (Centenary Bank Performance Report, 2019, 2020, 2021). The extent to which strategy-implementation is related to employee performance at Centenary is not known. The current study sought to establish the effect of strategy-implementation on employee performance at Centenary Bank. The study was guided by three research questions: What is the relationship between 1) strategy resource allocation 2) strategy communication and 3) strategy supervision on employee performance at Centenary Bank

## **Literature Review**

### **Theoretical Review**

The Resource Based View (RBV) theory of Barney 1991 underpinned this study. The RBV theory posits that organizations gain sustainable competitive advantage with unique resources that are efficiently utilized (Takeuchi et al., 2017). The resources include the whole range of financial and non-financial resources that gives the organization the much-needed competitive edge over its competitors. The RBV as a basis of competitive advantage lies mainly in the application of the bundle of valuable resources at its disposal. The firm obtains a competitive edge with resources that are valuable, rare, inimitable and not easily substitutable by competitor firms in its area of operation (Ling & Jaw, 2017).

The RBV theory is in consonance with our study given the critical role organizational resources play in strategy-implementation and organizational performance. The more endowed resource organizations are more likely to effectively implement strategy and gain a competitive edge over the competitors (Song, et al., 2007). The inadequacy of organizational resources tend to have adverse effects on strategy-implementation. The RBV theory is however limited by its reliance on past performance of the firm and failure to incorporate the dynamic environment.

### **Strategy Resource Allocation and Employee Performance**

Resource allocation is assigning available resources to designed activities meant to achieve set strategic objectives. It involves assigning the available time, money, human, and knowledge resources to the attainment of set strategic objectives (Okumus, 2013). The resources of an organization, such as, the human resources, play a significant role in strategic plan implementation and the success of the organization (David, 2013). The inadequacy of resources limits the successful implementation of strategy (Ali, Ogolla, & Nzioki, 2022; Faza, Zawawi & Nordin, 2019). The rational allocation of organizational resources is limited by ineffective managerial skills and organizational politics (Pearce et al., 2017). The availability of resources ease the work of the immediate supervisors in monitoring the process of strategy-implementation (Kogan et al., 2017, Chi and Bump, 2018). Resource allocation tends to be prioritized at the stage of policy formulation while paying least service to the crucial stage of strategy-implementation (Gaya et al., 2013).

The competitive advantage of an organization is rooted in the efficient management of its resources (Cheng-Wen & Alum, 2020). In a rapidly changing and volatile environment, the formulation and implementation of strategy is what gives the organization a competitive edge (Kamau, Thomsen and McCormick, 2019). Strategy-implementation if well executed helps to cut down on the costs of an organization (Klimenko and Kalgin, 2018). Ali, Ogolla, & Nzioki (2022) established the existence of a positive and significant relationship between resource allocation and the performance of cement manufacturing companies in Kenya.

Abok (2013) investigated how resource allocation-related factors affect organizational effectiveness. The study however, never took into consideration the key role played by the non-financial factors. Ouma and Kilonzo (2014) found a positive association between resource allocation and the performance of public financial institutions in Kenya. Lemarleni et al. (2017) echo the findings. Gitau., Abayo & Kibuine (2020) investigated the influence of organizational resource allocation

and strategy communication on organizational performance of selected supermarkets in Nairobi County. A positive and significant relationship was established between the predictor and response variables.

### **Strategy Communication and Employee Performance**

Communication is the primary component in the effectiveness of strategy execution (Uka, 2014; Alexander, 2015) that largely depends on a well-thought-out communication strategy. Communication helps managers to communicate key strategic objectives and targets that need to be attained at a given time. As such, communication helps an organization to fulfil its mission and vision. Organizations tend to prefer oral to written communication as it ensures provision of immediate feedback. Effective communication aids strategy-implementation by boosting employee morale towards the attainment of the organization strategic objectives (Raineri, 2018; Shonubi and Akintaro, 2016). This is because through communication employees are reminded of the periodical targets to be met.

Changes in the organization strategy, systems, and procedures need to be timely communicated to all employees. Research indicates the existence of a positive relationship between reliable internal communication and employee performance (Aregay, 2019). Effective strategy-implementation is critical in enabling improved organizational performance (Gębczyńska, 2016; Wibowo et al., 2015; Kohtamaki et al., 2012). Effective communication that ensures timely feedback is rated a core asset of an organization (Yuliani & Syarifuddin, 2018). Well-intentioned strategic plans do fail in their implementation when they are not effectively communicated to the respective implementation teams (Ali, Ogolla, & Nzioki, 2022). Strategy once perceived to lead to better organizational prospects, motivates the employees leading to improved employee performance (Meechang et al., 2021).

Yuliani & Syarifuddin (2018) investigated the role of strategic communication in implementing and institutionalizing Balance Score Card (BSC) as a performance management system at an Indonesian private university. In the analysis, communication is credited with improving commitment among employees in an organization and the driving force behind improved organization performance. The clear understanding of a company's vision and mission eases the process of strategy-implementation, which is crucial to a company's survival (Faza, Zawawi & Nordin, 2019). The communication should trickle down to the various levels of management in all media possible. Communication helps to spell out the expectations of each team member/employee towards the attainment of the organization strategic objectives.

### **Strategy Supervision and Employee Performance**

Strategy supervision entails having an oversight control of strategic decisions by one or a small group of people. The pre-training of members in the strategy (David, 2013) enables successful strategy-implementation (Faza, Zawawi & Nordin, 2019). Through training, the employees get acclimatized to the company's strategic action plan, which increases ownership and the chances for successful strategy-implementation (Faza, Zawawi & Nordin, 2019). The managers lead the strategy process by shaping the values and cherished cultures of the organization exhibited during strategy execution (Thompson and Strickland, 2019). Rulandari (2017) recommend the need for regular supervision for improved employee performance. Supervision enables employees to execute their responsibilities in accordance with the set targets. Hannang, Salju & Qamaruddin (2020) argues that supervision enriches the employees' experience in terms of quality, and if correctly done, with timely feedback, is a source of competitive advantage to an organization.

Kitonga (2013) found a link between monitoring and controlling tactics and organizational performance. Supervision of employee activities may help to improve employee morale, focused on attainment of organization objectives and yields competitive advantage to an organization. This is especially true if supervision is embedded with employee support (Min, Iqbal, Khan, Akhtar, Anwar, & Qalati, 2020). Research supports the existence of a positive relationship between supervision and employee performance (Cheng-Wen & Alum, 2020; De Carlo et al., 2020; Hannang, Salju & Qamaruddin, 2020).

The literature surveyed indicate both contextual and conceptual gaps that the current study seeks to address. Faza, Zawawi & Nordin's (2019) study on strategy-implementation and employee performance was in the construction industry. In the area of supervision, Cheng-Wen & Alum's (2020) study was carried out on the forest industry in Indonesia; while De Carlo et al., (2020) study targeted Italian companies. The studies on resource allocation (by Ouma and Kilonzo, 2014; Gitau, Abayo & Kibuine, 2020; and Ali, Ogolla, & Nzioki 2022) were conducted on public financial institutions, supermarkets and cement

manufacturing companies in Kenya respectively. Further, communication studies were conducted in Kenya on supermarkets (Gitau, Abayo & Kibuine, 2020) and on a private University in Indonesia (Yuliani & Syarifuddin, 2018). We have not established any study handling the aspect of strategy-implementation and employee performance in Uganda's banking sector.

## **Methodology**

### **Research Design**

The study employed a descriptive survey design that allows the adoption of the mixed methods approach in the process of data collection and analysis. The use of the mixed methods approach enriches the research, improves on its validity and reliability through the triangulation process.

### **Unit of analysis**

The unit of analysis was the Bank departments directly involved in strategy-implementation at Centenary Bank. These included the business division, strategy and HR departments. The strategy department deals with strategy development, the HR department deals with strategy-implementation while the business division mandate is to ensure the alignment of strategy to the day to day activities of the Bank. The unit of inquiry was the staff working in the selected departments who were randomly selected. In all, the study target population was 176 (Centenary Bank Employee Statistics Report, 2022 August) from which a sample of 123 staff were selected for the study following Yamane's formula of sample size determination.

### **Instrumentation**

Primary data was collected to obtain firsthand information from the respondents while utilizing the self-administered questionnaires (SAQ) and interviews. Secondary data was obtained from a review of documents including annual performance reports and strategic plans. The SAQ was the main instrument of data collection and is credited with allowing respondents to freely respond to the questionnaire items at their own pace. The responses were ranked on scale of 1-5, with score 1 representing strongly disagree and score 5 representing strongly agree. For analysis purposes, we take a cut off 3.5+ to represent agree and below 2.5 to represent disagree. The scores 2.5 - 3.4 are interpreted as neutral. The interview guide was used to collect qualitative data from purposively selected managers and supervisors from the departments of interest. The qualitative excerpts are presented in the form of direct or paraphrased statements under the appropriate study variable. Validity and Reliability of the study instruments.

To ensure data quality management both the content validity index (CVI) and reliability tests were conducted. The validity and reliability index of the research instruments were tested and all attained the recommended minimum of 0.7 (Sekaran and Bougie, 2013).

### **Statistical treatment of data**

The collected data from the SAQ was edited, coded and analyzed statistically with the aid of the Statistical Package for Social Sciences software (SPSS) version 25. Both descriptive and inferential statistics were generated. The regression analysis was guided by the equation  $Y = \beta_0 + \beta X_i + \mu_i$

Where;

$Y$  = Dependent Variables

$X_i$  = Independent Variables (strategy resource allocation, strategy communication and strategy supervision)

$\mu_i$  = Error term (helps to explain the unexplained variations in the model)

$\beta_0$  is the constant term while the coefficient  $\beta$  was used to measure the sensitivity of ( $Y$ ) to unit change in the  $X_i$ .

### **Ethical considerations**

Throughout the research process, ethical principles of identification, anonymity, privacy, confidentiality and informed consent were observed.

## **Presentation and discussion of research findings**

### **Demographic Characteristics of the Respondents**

The demographics revealed that 52 (51%) of the respondents were males while 50 (49%) were females. The small difference in gender composition of 2% points to the gender balance of the employees at the Bank. The majority of the respondents 47(46.1%) were aged 31 – 40; 28 (27.5%) were aged 21 – 30; 20 (19.6%) were between the age of 41 – 50 while 7 (6.8%) were above the age of 50. This shows that majority of the respondents were in the active working age group. All respondents had a minimum of a bachelor's degree or its equivalent. The majority of the respondents 68 (66.7%) had been with the Bank for not less than six years. This implies that the respondents had adequate experience with strategy-implementation at the Bank.

### **Presentation of Descriptive Statistics**

Under this section, results are presented as per the guiding research questions

### **What is the effect of strategy resource allocation on employee performance at Centenary Bank?**

The results are presented and interpreted using mean and standard deviation in table 1

*Table 1: Strategy resource allocation and employee performance*

Item	Mean	SD	Decision
I'm aware of the budget for strategy-implementation	4.09	0.49	Agree
Each department is allocated resources to implement its plans	4.63	0.49	Agree
Budgeted resources are allocated on time	4.14	0.58	Agree
Physical & human resources exist to execute the strategy	4.23	0.74	Agree
The departments are adequately staffed with qualified staff	3.13	0.82	Neutral
Rewards are used to motivate staff during strategy execution	2.4	1	Disagree
Overall Average	3.77	0.69	Agree

**Source: Survey Data (2023)**

Table 1 shows the overall mean for strategy resource allocation was 3.77 implying agreement of the respondents. The results revealed that the Bank provides resources for strategy-implementation at lower implementation levels like the department (Mean 4.63, SD 0.49). The provision of resources for strategy-implementation is in line with (Kogan et al., 2017, Chi and Bump, 2018).

From the interactions with the managers and supervisors, support for this was obtained:

*When the strategy is developed, every department comes up with a budget to facilitate strategy-implementation.*

*The departments ensure that the budget aligns with the activities to be implemented.*

The departments possess adequate physical and human resources to execute the strategy (Mean 4.23, SD 0.74) though respondents were non-committal if the staff was competent enough. The resources for strategy-implementation are allocated in time and staff acknowledged awareness of the existence of the budget for strategy-implementation. The sufficiency in resource allocation for strategy-implementation is in line with authors like (Ali, Ogolla, & Nzioki, 2022; Lemarleni et al., 2017; Ouma and Kilonzo, 2014). Little wonder that the Bank was rated among the top four performing commercial Banks in the country.

The limiting factor in strategy-implementation at the Bank was cited in the area of lack of motivation of staff who posit outstanding performance in the attainment of the Bank strategic objectives. One of the interviewees remarked:

*There are no specific rewards for employees who successfully execute their activities but what happens is that every department is given activities to deliver. The Departments are recognised upon achieving their targets.*

The lack of adequate motivation facilities for outstanding performance may be caused by the limitation in resources as cited by several authors (Ali, Ogolla, & Nzioki, 2022; Faza, Zawawi & Nordin, 2019).



### What is the effect of strategy communication on employee performance at Centenary Bank?

The results are presented and interpreted using mean and standard deviation in table 2

*Table 2: Strategy communication and employee performance*

Item	Mean	SD	Decision
The Bank vision is regularly shared with employees	4.41	0.53	Agree
Information to support strategy execution is provided	4.05	0.52	Agree
My role during strategy-implementation is clear	2.96	0.99	Neutral
I'm aware of how my roles support in the Bank strategy	4.11	0.47	Agree
Stakeholders are regularly communicated to on strategy	3.04	0.76	Neutral
There is a culture of provision of feedback	3.76	0.58	Agree
<b>Average</b>	<b>3.72</b>	<b>0.64</b>	<b>Agree</b>

*Source: Survey Data (2023)*

Table 2 shows the overall mean for strategy communication was 3.72 implying agreement among the respondents. The results revealed that the Bank vision is regularly shared with employees (Mean 4.41, SD 0.53). The practice of communicating strategy to implementing units is supported by (Aregay, 2019; Raineri, 2018; Shonubi and Akintaro, 2016; Alexander, 2015; Uka, 2014)

The employees are knowledgeable of how their roles support the attainment of the Bank strategy, though respondents were non-committal on the individual role in strategy-implementation. The Bank provides the needed information to support strategy execution and has a culture of feedback provision, which is in line with (Yuliani & Syarifuddin, 2018). One of the respondents did submit:

*There are performance conversations every quarter, where feedback is given to employees and the management; and management communicates the overall performance of the strategy in the quarterly management meeting.*

The respondents were non-committal on the regularity of strategic communication of the Bank to stakeholders. From the interviews held with the selected respondents, it was clear that the Bank has a clear strategy communication plan:

*Strategy is communicated at different stages. The first stage is the overall communication where the strategy is communicated to everyone through internal mails and a meeting where further explanation is made. The second stage is the division level, where the strategy is further explained by heads of departments as they do the cascading. And the third is the unit level where the strategy is further communicated when the units are developing activity plans and individual performance plans.*

Despite this seemingly clear strategy communication plan, one interviewee had a dissenting voice:

*Top management communicates to middle management which does not go to the lower employees or the implementing team. There is a disconnect on how the strategy is communicated from the top down to the implementers and at times implementers end up not getting the clear strategy as communicated by the top management to the middle management.*

From this dissenting voice, communication gaps seems to account for the performance lapses that are reported in the various performance reports (Centenary Bank Performance Report, 2019, 2020, 2021). The dissenting voice points to the failure by management to cascade the strategic objectives to the lowest implementation unit leading to the observed performance failures as cautioned in (Ali, Ogolla, & Nzioki, 2022).

### What is the effect of strategy supervision on employee performance at Centenary Bank?

The results are presented and interpreted using mean and standard deviation in table 3

Table 3: Strategy supervision and employee performance

Item	Mean	SD	Decision
Strategy department supports strategy-implementation in departments	4.53	0.54	Agree
Deviations related to strategy-implementation are tracked & managed	4.35	0.56	Agree
Quarterly reviews in place to follow up on the work plans	3.11	1.1	Neutral
Established mechanisms exist for measuring KPIs	3.69	0.88	Agree
M&E reports are provided to relevant authorities for action	3.58	0.94	Agree
Penalties exist for failure to meet required standards of activities	3.82	1.02	Agree
<b>Average</b>	<b>3.85</b>	<b>0.84</b>	<b>Agree</b>

Source: Survey Data (2023)

Table 3 shows the overall mean for strategy supervision was 3.85 implying agreement among the respondents. The results revealed that the Bank's strategy department plays its role in supervising strategy-implementation at the department level. As one interviewee clearly submitted:

*There is a strategy department that is responsible for developing strategies, coordinating strategy-implementation and supervision to ensure that strategies align with the overall organisational goals.*

With regard to the overall importance of strategy supervision, the respondents concurred

*Supervision has an effect on how employees perform. For example, through supervision, one can be able to know who is performing well and who is frustrating the strategy. Poor performance is likely to occur when the line managers are not doing supervision rightly.*

The responses of the respondents on employee supervision support earlier findings in support of supervision for improved employee performance especially if accompanied with the needed on time support (Min, Iqbal, Khan, Akhtar, Anwar, & Qalati, 2020; Cheng-Wen & Alum, 2020; De Carlo et al., 2020; Hannang, Salju & Qamaruddin, 2020).

The results further revealed the existence of strategy tracking and correction of deviations. Where set targets are not met, penalties are effected. This is enabled by the set KPIs met to measure the attainment of set strategic objectives. The resulting reports from the supervision process are provided to relevant authorities for action. The grey area was on the aspect of quarterly reviews specifically to follow up on the work plans. This however is not cause for worry as the Bank conducts monthly reviews, which is a good practice. This was revealed from the interviews with several respondents:

*There are division work plans that are reported on a monthly basis. So, it is easy to find out whether specific activities are being implemented as planned and if not, necessary adjustments are made.*

The fact that the Bank conducts regular supervision on strategy-implementation is a practice that should be hailed and upheld. Hannang, Salju & Qamaruddin, 2020 and Rulandari, 2017, support this. The existence of grey areas in the process of strategy-implementation point to the need for pre-training of implementing units as argued in David, 2013 and Faza, Zawawi & Nordin, 2019.

### Employee Performance

The employee performance was our outcome variable measured in terms of effectiveness, timeliness and quality of work. Like the treatment variables, the results are interpreted using the mean and standard deviation in table 4.

Table 4: Descriptive statistics on employee performance

Item	Mean	SD	Decision
<b>Effectiveness</b>			
Employees' performance has continually improved	4.51	0.54	Agree
Employees strive to attain the set goals	4.31	0.47	Agree



The employee work output has been increasing over time	4.22	0.8	Agree
Employees are ever available at the work place	4.28	0.67	Agree
Service delivery at the Bank has been improving over time	4.38	0.66	Agree
Average	4.43	0.63	Agree
<b>Timeliness</b>			
The employee assigned tasks are executed on time	4.25	0.77	Agree
Deadlines are always met as set by supervisors	4.09	0.49	Agree
Employees attend their work with speed and accuracy	4.62	0.49	Agree
Employees do work beyond specified time to meet targets	3.71	1.07	Agree
Employees always arrive in time to start their work	4.23	0.74	Agree
Average	4.18	0.71	Agree
<b>Quality of work</b>			
The quality of the work has continually improved	4.11	0.47	Agree
My work is free of errors in line with the required standards	4.16	0.57	Agree
New ideas to improve the standards of work by employees allowed	4.43	0.54	Agree
I often provide suggestions to enhance the quality of services	4.12	0.51	Agree
Average	4.21	0.52	Agree
<b>Overall Average</b>	<b>4.24</b>	<b>0.63</b>	<b>Agree</b>

**Source: Survey Data (2023)**

Table 4 shows the overall mean for employee performance was 4.24 implying agreement among the respondents that the way the strategy is implement has a great impact on the performance of employees. This is in support of Faza, Zawawi & Nordin, 2019; Gębczyńska, 2016; Ahmad, 2015.

The findings from table 4 indicate that majority of the respondents are in agreement of the continual improvement of employee performance. The service delivery at the Bank has improved over time enabled by the employees' commitment to attain set goals. The employees are rarely absent from the work place which explains their improved productivity over time.

On the aspect of timeliness, the employees' ably execute the assigned tasks time and meet the deadlines as set by supervisors. The employees attend their work with speed and accuracy, arrive for work in time and are willing to go an extra mile to meet set targets. This is in contrary with the performance reports that did report declining performance among the Bank employees (Centenary Bank Performance Report, 2019, 2020, 2021). However, from the interviews, there is support for the performance reports and a general feeling that some of the issues raised like timeliness is still a challenge in the Bank as expressed by one interviewee:

*Timeliness is still a challenge. We have had many scenarios where many of the activities are not completed within the set timeline.*

Regarding quality of work, the majority of the respondents agreed of the continual improvement in the quality of the work that meets agreed standards. The employees have freedom to contribute suggestions towards quality improvement, a practice that is encouraged and supported by the Bank management. This implies that the Bank values employee input during strategy-implementation. This finding is in agreement with authors that support employee supervision embedded with timely feedback (Gitau., Abayo & Kibuine, 2020; Min, Iqbal, Khan, Akhtar, Anwar, & Qalati, 2020; Klimenko and Kalgin, 2018; Yuliani & Syarifuddin, 2018; Raineri, 2018; Lemarleni et al.,2017; Shonubi and Akintaro, 2016;Alexander, 2015).

### **Inferential Statistics:**

#### **Test for Normality**

A normality test examines whether the confounding or residual variable regression model gain a normal distribution. A significance value of  $p > 0.05$  indicates a proper distribution of the research data (Cheng-Wen & Alum, 2020). Test of normality was done using Kolmogorov-Smirnov Test and the Shapiro-Wilk Test to ascertain whether data was normally distributed and fits the parametric tests. The results are presented in table 5.

*Table 5: Results for Normality test*

	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig	Statistic	df	Sig
Strategy resource allocation	0.148	102	0	0.941	102	0
Strategy communication	0.174	102	0	0.947	102	0
Strategy supervision	0.149	102	0	0.964	102	0.007
Employee performance	0.163	102	0	0.947	102	0

Table 5 indicate that both tests gave significance value less than 0.05, indicating that the data was not normally distributed. The appropriate test to measure the association between the variables was Spearman's rank correlation coefficient ( $r_s$ ). Spearman rank correlation is a non – parametric test that assesses statistical associations based on the ranks of the data. Spearman's rank correlation coefficient measures correlation without assuming any particular distribution for the variables being analyzed, which makes it an ideal tool for researchers who are working with non-parametric data or data that does not meet the assumptions of other statistical tests (Agresti, 2013). Spearman's rank correlation coefficient is also less sensitive to outliers than other correlation coefficients.

#### **Correlation Analysis**

Based on the results from the normality tests, we run the Spearman's rank correlation coefficient to find whether there exists a relationship between the predictor variables and the response variable. The results are in Table 6.

*Table 6: Spearman's rank correlation results*

		<b>Employee performance</b>
Strategy resource allocation	Correlation coefficient	0.648**
	Sig. (2-tailed)	0
	N	102
Strategy communication	Correlation coefficient	0.504**
	Sig. (2-tailed)	0
	N	102
Strategy supervision	Correlation coefficient	0.398**
	Sig. (2-tailed)	0
	N	102

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

The result of the Spearman's rank correlation coefficient showed that there is a statistically significant positive relationship between strategy resource allocation and employee performance ( $r_s = 0.648$ ,  $p = 0.000$ ). This is in agreement with Ali, Ogolla, & Nzioki, 2022; Faza, Zawawi & Nordin, 2019; Pearce et al., 2017.

There is a significant positive relationship between strategy communication and employee performance ( $r_s = 0.504$ ,  $p = 0.000$ ). Several authors echo the existence of a positive relationship between communication and employee performance (Raineri, 2018; Shonubi and Akintaro, 2016; Alexander, 2015 and Uka, 2014).

There is a significant positive relationship between strategy supervision and employee performance ( $r_s = 0.398$ ,  $p=0.010$ ). The findings are in line with Cheng-Wen & Alum, 2020; De Carlo et al., 2020; Hannang, Salju & Qamaruddin, 2020 and Kitonga, 2013. Supervision helps create a supportive, caring and positive working environment leading to improvements in employee performance.

### Multiple Regression Analysis

We run the multiple regression test to establish the contribution of the predictor variables in explaining the dependent variable. The results are shown in Table 7

**Table 7: Regression Coefficients**

	Unstandardized Coeff		Standardized Coeff	T	Sig.
	B	Std. Error	Beta		
Intercept	1.991	0.218		9.154	0
Strategy Resource Allocation	0.318	0.047	0.508	6.828	0
Strategy Communication	0.193	0.058	0.269	3.35	0.001
Strategy Supervision	0.087	0.04	0.166	2.176	0.032

The estimated model from the regression is  $Y = 1.991 + 0.318X_1 + 0.193X_2 + 0.087X_3$

The findings indicate that strategy resource allocation is the major contributor to employee performance, followed by strategy communication and strategy supervision. For example, a unit increase in strategy resource allocation improves employee performance by 31.8% while a unit increase in strategy supervision improves employee performance by 8.7%. The critical role of resource allocation to strategy-implementation is supported by Ali, Ogolla, & Nzioki, 2022; Faza, Zawawi & Nordin, 2019; Ouma and Kilonzo, 2014.

*Table 8: Model Summary*

Source	SS	DF	MS	F	Sig
Regression	2.456	3	0.819	38.11	0
Residual	2.105	98	0.021		
Total	4.561	101			
R-squared	0.538		Adjusted R-squared		0.524
Root MSE	0.14657				

Table 8 indicates that the predictor variables combined explain 52.4% of the variation in employee performance at Centenary Bank.

**Table 9 Multicollinearity Test**

Variable	Collinearity Statistics	
	Tolerance	VIF
Strategy resource allocation	0.85	1.176
Strategy communication	0.732	1.366
Strategy supervision	0.811	1.232

A multicollinearity test was done to test whether or not a correlation is observed in the independent variables of a regression model by observing the tolerance and variance inflation factor (VIF) values. A tolerance value  $< 10$  or equal to VIF value  $> 10$  would indicate multicollinearity (Cheng-Wen & Alum, 2020). The results revealed tolerance = 0.811  $> 10$  and VIF value = 1.232  $< 10$  indicating that our data had no issues of multicollinearity. This implies that our estimates are reliable.

### **Conclusions and Policy Recommendations**

This study examined the effect of strategy-implementation on employee performance in commercial Banks using a case of Centenary Bank head office. Based on the study findings, the conclusions and policy recommendations have been drawn as per each research question:

Research question 1: What is the effect of strategy resource allocation on employee performance at Centenary Bank? The results have revealed that strategy resource allocation significantly positively affect employee performance at Centenary Bank. The attainment of the organization's strategic goals are largely dependent on availability and timely allocation of the needed resources to drive the strategy. We recommend the institution of a vote from which to reward employees that are excelling in the implementation of the strategy at the various units of the Bank. This is necessary to have employees put in their all to achieve set targets.

Research question 2: What is the effect of strategy communication on employee performance at Centenary Bank? The results revealed that strategy communication is positively associated with employee performance at Centenary Bank. Strategy communication enables employees to fully understand the strategic goals of the organization and the roles they are expected to play during strategy-implementation. The clarity of the strategic objectives to all employees is necessary to garner the necessary resources and effort to perform the strategy. The study revealed some communication gaps in relation to strategy. We thus recommend that the Bank strengthen the strategy communication plan that allows timely communication on the strategy to trickle down to the implementing units.

Research question 3: What is the effect of strategy supervision on employee performance at Centenary Bank? The results revealed that strategy supervision has a significant positive relationship on employee performance. It is concluded that for the organization to achieve its strategic objectives, efforts are required to supervise the strategy. This helps to track if the strategy is on track and where necessary, timely interventions to be executed. We recommend the strengthening of the Bank's strategy-implementation unit. This study was limited to Centenary Bank and may therefore not be generalizable to other commercial Banks and non-Banking institutions. We recommend future research to explore strategy-implementation in commercial Banks in general; a study on strategy-implementation in non-Banking financial institutions; and a study capturing constructs not handled in this study such as the effect of employee training, risk assessment on strategy-implementation.

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