



**DEBRE BERHAN UNIVERSITY
COLLEGE OF POST GRADUATE
DEPARTMENT OF MANAGEMENT
MBA PROGRAM**

**THE EFFECT OF INTERNAL FACTORS ON STRATEGY
IMPLEMENTATION: (A CASE IN NIB INTERNATIONAL BANK S.C AT
ADDIS ABABA)**

**BY
TINGIRT YIFRU**

**JUNE, 2024
DEBRE BERHAN, ETHIOPIA**

**DEBRE BERHAN UNIVERSITY
COLLEGE OF POST GRADUATE
DEPARTMENT OF MANAGEMENT
MBA PROGRAM**

**THE EFFECT OF INTERNAL FACTORS ON STRATEGY
IMPLEMENTATION: (A CASE IN NIB INTERNATIONAL BANK S.C AT
ADDIS ABABA)**

***A THESIS SUBMITTED TO THE COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT MASTER'S PROGRAM, DEBRE BERHAN
UNIVERSITY, IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR
THE AWARD OF THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION (MBA).***

**BY
TINGIRT YIFRU
Advisor
Amare Werku (PhD)**

**JUNE, 2024
DEBRE BERHAN, ETHIOPIA**

DECLARATION

I, the undersigned, declare that this thesis entitled “The Effect of Internal Factors on Strategy Implementation: (A Case in Nib International Bank S.C at Addis Ababa)” is my original work and that all sources have been accurately reported and acknowledged, and this document has not been submitted for a degree for in any Universities.

Tingirt Yifru

Prepared by

Signature

Date

Debre Birhan University

College of Postgraduate

Letter of Certification

This is to certify that Tingirt Yifru carried out his study on the topic entitled “The Effect of Internal Factors on Strategy Implementation: (A Case in Nib International Bank S.C at Addis Ababa)”. This work is original and suitable for submission for the award of the Master’s Degree in Masters of Business Administration (MBA).

Amare Werku (PhD)

Name of Advisor

Signature

Date

DEBRE BERHAN UNIVERSITY
COLLEGE OF POSTGRADUATE
DEPARTMENT OF MANAGEMENT
MBA PROGRAM
APPROVAL OF THE THESIS

As members of the Board of examiners of the final MBA thesis open defense examination, we certify that we have read and evaluated the thesis prepared by Tingirt Yifru entitled “The Effect of Internal Factors on Strategy Implementation: (A Case in Nib International Bank S.C at Addis Ababa)” is recommended that the thesis be accepted as fulfilling the thesis requirement for the degree of Masters of Business Administration (MBA).

Board of Examiners

_____	_____	_____
Name of the Chairperson	Signature	Date
_____	_____	_____
Name of Major Advisor	Signature	Date
_____	_____	_____
Name of Internal Examiner	Signature	Date
_____	_____	_____
Name of External Examiner	Signature	Date

ACKNOWLEDGEMENT

First of all, I would like to express my gratitude to the Almighty God for helping me in the process of my study until its completion.

Secondly, my special thanks go to my advisor, Amare Werku (PhD) who supported and guided me from the initial stage of writing the research proposal to the end of the thesis.

Also, I am indebted to the managers of Nib International Bank who have supported me in the study and showed interest by dedicating their time to filling out the questionnaires, which is the foremost reason I can finalize the study.

Finally, I would like to thank my family and classmates who have supported me throughout the entire process and all my well-wishers who have given me appreciation and moral support throughout the study.

LIST ABBREVIATIONS AND ACRONYMS

HR Human Resource

NIB Nib International Bank.

S.C Share Company.

SPSS Statistical Package for Social Science

Table of Contents

DECLARATION.....	ii
ACKNOWLEDGEMENT.....	v
LIST ABBREVIATIONS AND ACRONYMS	vi
LIST OF TABLE.....	xi
LIST OF FIGURES.....	xii
ABSTRACT	xiii
CHAPTER ONE.....	1
INTRODUCTION.....	1
1.1. Background of the Study	1
1.2. Statement of the Problem.....	2
1.3. Research Question	6
1.4. Objective of the Study	6
1.4.1. General Objectives	6
1.4.2. Specific Objectives	6
1.5. Research Hypothesis.....	6
1.6 Significance of the Study.....	7
1.7. Scope of the Study	8
1.8. Limitation of the Study.....	8
1.9. Definition of Terms	8
1.10. Organization of the Study.....	9
CHAPTER TWO.....	10
LITERATURE REVIEW	10
2.1. Theoretical Literature Review	10
2.1.1. Conceptual Definitions of Strategy Implementation	10
2.1.2. Strategic Management Processes	11
2.1.3. Environmental Scanning.....	11

2.1.4. Strategy Formulation.....	11
2.1.5. Strategy Implementation	12
2.2. Internal and External Factors in Strategy Planning	14
2.2.1 Industrial Organization View	15
2.2.2. Resource Based View	15
2.3. Empirical Literature Review.....	15
2.3.1. Leadership Style and Strategy Implementation	15
2.3.2. Staff Competence and Strategy Implementation	17
2.3.3. Resource Allocation and Strategy Implementation	17
2.3.4 Organizational Culture for Strategy Implementation.....	18
2.3.5. Management Information System for Strategy Implementation.....	19
2.4 Conceptual Framework of the Study	20
CHAPTER THREE.....	21
RESEARCH METHODOLOGY	21
3.1. Description of the Study Area	21
3.2. Research Design	21
3.3. Research Approach.....	21
3.4. Target Population and Sampling Methods	22
3.4.1 Target Population.....	22
3.5. Sampling Design.....	22
3.5.1 Sample Size.....	23
3.6 Sampling Techniques.....	23
3.7. Source of Data and Data Collection Method/ Instruments	24
3.7.1 Sources of Data	24
3.7.2 Instruments and Data Collection Techniques	24
3.8. Method of Data Analysis	24
3.9 Model Specification.....	25

3.10. Reliability and Validity of the Instrument	26
3.10.1. Instrument Validity	26
3.10.2 Instrument Reliability	26
3.11 Ethical Considerations	27
CHAPTER FOUR	29
DATA PRESENTATION, ANALYSIS, AND INTERPRETATION	29
4.1. Introduction.....	29
4.2. Response Rate.....	29
4.3. Demographic Profile of Respondents	29
4.3.1. Sex of the Respondents	30
4.3.2 Age of the Respondents	30
4.3.3. Respondents Work Experience	31
4.3.4 Educational Status of the Respondents	31
4.3.5 Work Position of Respondents.....	32
4.4 Descriptive Analysis of the Research Variables.....	32
4.4.1 Effect of Leadership Style on Strategy Implementation.....	33
4.4.2. Effect of Employee Competence on Strategy Implementation.....	35
4.4.3 Effect of Resource Allocation on Strategy Implementation	38
4.4.4 Effect of Management Information Systems on Strategy Implementation.....	40
4.4.5. Effect of Organizational Culture on Strategy Implementation	43
4.4.6. Descriptive Analysis of the Dependent Variable	47
4.5 Inferential Analysis.....	49
4.5.1. Pearson's Product Moment Correlation Coefficient.....	49
4.5.2 Testing Assumption of Multiple Linear Regression	52
4.5.3. Regression Analysis.....	56
4.5.3. Hypothesis Testing and Discussions.....	61
CHAPTER FIVE.....	65

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	65
5.1. Introduction.....	65
5.2 Summary of the Major Findings	65
5.3 Conclusion	67
5.4 Recommendations.....	68
5.5 Limitations and Suggestions for Future Research	69
REFERENCE	71

LIST OF TABLE

Table 3.1: Rules of Thumb about Cronbach's Alpha Coefficient Size	27
Table 3.2 Reliability Test of Variables Using Cronbach's Alpha	27
Table 4.1 Response Rate	29
Table 4.2: Respondents on Leadership Style	33
Table 4.3: Respondents on Employee Competence	35
Table 4.4: Respondents on Resource Allocation.....	38
Table 4.5: Respondents on Management Information System.....	41
Table 4.6: Respondents on Organizational Culture.....	44
Table 4.7: Respondents on Strategy Implementation.....	47
Table 4.8: Correlations Analysis	50
Table 4.9 Multicollinearity Test.....	53
Table 4.10 Model Summary b.....	57
Table 4.11 Analysis of variance (ANOVA	57
Table 4.12 Regression coefficient	58
Table 4.13 Hypothesis Summary	64

LIST OF FIGURES

Figure 2.1 Conceptual Framework of the Study	20
Figure 4.1 Sex of the Respondents	30
Figure 4.2 Age of the Respondents	30
Figure 4.3 Respondents work experience.....	31
Figure 4.4 Educational statuses of the respondents.....	31
Figure 4.5 Work positions of the respondents.....	32
Fig 4.6 Distributions of residuals – test for normality	54
Figure 4.7 Scatter plots of regression standardized residuals vs. Predicted values.....	55
Fig 4 8 Normal P-P plots of standardized residuals test for linearity assumption	56

ABSTRACT

The main objective of this study was to investigate the effect of internal factors on strategy implementation at NIB International Bank S.C. in Addis Ababa. The specific internal factors examined include leadership style, employee competence, resource allocation, management information systems, and organizational culture. The study aims to provide insights into how these factors influence strategy implementation within the banking context. The researcher used a quantitative approach. Besides, a descriptive and explanatory research design was used. The study population includes 310 department heads, middle management, district managers, and branch managers, from those 175 respondents were selected and given questionnaires out of which 171 correctly filled and returned questionnaires were used for analysis purposes. Cluster random sampling technique was used to select respondents. Data was analyzed by using descriptive statistics including means, standard deviation, and inferential statistics to analyze and interpret the gathered data. Data was analyzed by SPSS version 26. Pearson's Correlation test statistics were applied to test the relationship between dependent and independent variables. Inferential statistical tools like multiple linear regressions were used. A regression model was applied to show the effect of internal factors on strategy implementation. The research findings reveal significant relationships between these factors and strategy implementation. Effective leadership styles, competent employees, appropriate resource allocation, advanced management information systems, and a positive organizational culture were found to positively influence strategy implementation. These findings underscore the importance of these internal factors in achieving successful strategy execution. Based on the results, it is recommended that NIB International Bank invest in leadership training, employee development programs, strategic resource allocation assessments, advanced information systems, and fostering a positive organizational culture to enhance strategy implementation and achieve strategic objectives.

Key Words: Employee Competence, Internal Factors, Leadership Style, Management Information Systems, Organizational Culture, Resource Allocation and Strategy Implementation

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

This research aims to investigate the Effect of internal factors on strategy implementation within the Nib International Bank Company in Ethiopia. This research aims to investigate the effect of internal factors on strategy implementation within the Nib International Bank Company in Ethiopia. Effective strategy implementation is crucial for organizations to translate their strategic plans into tangible outcomes and achieve their desired goals. In the context of the banking sector, where competition is fierce and market dynamics are constantly evolving, the ability to successfully implement strategic initiatives is a key determinant of an institution's long-term success (Elbanna et al., 2016).

Existing research has highlighted several internal organizational factors that can impact the success of strategy implementation. Firstly, leadership style has been identified as a critical factor, as the way in which managers and executives guide and motivate their teams can significantly influence the implementation of strategic initiatives (Avolio et al., 2019; Hrebiniak, 2016).

Additionally, the competence and capabilities of the organization's employees are crucial for translating strategic objectives into tangible outcomes (Argote & Ingram, 2020). The allocation of resources, both financial and non-financial, is another key factor that can facilitate or hinder the implementation process (Nag et al., 2017).

Furthermore, the management information systems in place can provide the necessary data, communication channels, and technological support to enable effective strategy implementation (Daft, 2012; Hrebiniak, 2006).

Lastly, organizational culture, which encompasses the shared values, beliefs, and norms within the bank, can either foster or impede the successful implementation of strategic plans (Schein, 2010; Schaap, 2006).

Effective strategy implementation also requires alignment between human resources and the strategy being implemented. Ali & Anwar (2021) observe that institutions with competent employees are more likely to be successful in strategy implementation as compared to organizations with employees who lack strategy skills. Tabesh et al. (2019), accentuate that for strategy implementation to be as effective as desired, it is essential to extensively train employees on strategic management and strategy implementation to equip them with the right skills and knowledge that help them in their daily work activities that are aimed to implementing the strategy. Availability of adequate

resources and optimal resource allocation have also been established as a critical factor in overcoming strategy implementation challenges (Vigfússon et al., 2021).

In investigating challenges facing strategy implementation in Mazars Kenya (Vigfússon et al., 2021), established that unhealthy organizational politics, lack of employee involvement and participation during the strategy formulation phase, and lack of fit between strategy and organization structure and culture are also impediments to effective strategy implementation. Vigfússon et al., (2021), determined that poor organizational structure and poor ineffective and ill-timed communication proved to be major hindrances to strategy implementation in Marakwet West Constituency.

According to George & Desmidt (2014), about 70% of strategies planned have not been successful due to poor strategy implementation as a result of the absence of manager's commitment and indecisiveness. Nabwire (2014) conducted a study on factors affecting the implementation of strategy at Barclays Bank and found that resource allocation and information systems were major factors affecting the implementation of strategy. Boohene et al. (2013) explained that the banking industry is experiencing intensified competition as it faces slow balance sheet growth, the gradual increase of new entrants, and great pressure including an uncertain economic outlook.

In a study conducted by one of the non-governmental organizations, the research analyzed that although strategy formulation is a hard task for the management team, making the strategy work proved to be even more difficult. This is because strategy implementation is seen as more of a craft rather than a science and its research history was described as fragmented. They found out that the superior strategies did not produce the best performance when not successfully implemented. This was due to policy regulations, managerial competencies, and resource allocation which were summed up as the most critical factors that affect the effective strategy implementation (Doole et al., 2019).

1.2. Statement of the Problem

According to (Kabeyi, 2019), strategic management has always focused on issues revolving around strategy formulation rather than strategy implementation despite the challenges in implementation. The other notion that has dominated the field is that strategy implementation is relatively just the operationalization of a well-articulated strategic plan despite the action demanded in implementation, which requires ample leadership and managerial skills. Despite this, no distinction was made on the external and internal factors. Similarly, strategy implementation has been seen as an engagement that involves the actualization of the strategy and the process entails the formulization of the methods and procedures for executing the strategy. The implementation also involves the ranking of the projects based on priorities. This implies that the management must be capable of making decisions with regard to the seriousness of the issue (Du et al., 2019).

Effective strategy implementation is essential for organizational success and sustainability, particularly in the dynamic and competitive banking sector. Despite well-formulated strategies, NIB International Bank S.C. in Addis Ababa faces significant challenges in translating these strategies into actionable outcomes. This issue is not unique to NIB; available literature indicates a high rate of failure in the strategy implementation process in many organizations. Njagi & Kombo (2014) highlight that strategy implementation often fails even when formulation is successful, with Kihara (2017) . noting that 60 to 80% of organizations perform well in strategy formulation but struggle with implementation. Furthermore, Rajasekar (2014) & Cândido & Santos (2015) assert that 30 to 90% of strategy implementations fail globally, underscoring the pervasive nature of this issue.

The disparity between strategy formulation and implementation success points to underlying issues within organizations. Elbanna et al. (2016) indicate that successful strategy implementation translates into high-performing organizations, emphasizing the importance of addressing implementation challenges. However, despite the recognized importance of strategy implementation, there is a lack of in-depth understanding of the specific internal factors contributing to implementation failures. This gap is particularly evident in the Ethiopian banking industry, including NIB International Bank S.C., where research on internal factors affecting strategy implementation is limited.

Previous research underscores the importance of both internal and external factors in strategy implementation, yet there is ongoing debate about which factors are more critical (Kombate et al., 2021). For a comprehensive understanding, it is vital to investigate these factors in the context of specific organizations. In Ethiopia, studies on strategic management processes have highlighted gaps in strategy implementation and evaluation within both public and private sectors, particularly in the banking industry (Wubshet, 2018; Selamawit, 2018; Mekdes, 2019; Fuertes et al., 2020). These studies suggest that internal factors such as leadership style, employee competence, resource allocation, management information systems, and organizational culture play a crucial role in strategy implementation but have not been explored in depth. Existing studies have examined the effect of internal factors on strategy implementation in various sectors, including banking. For instance, Mukhalasie (2018) highlighted the existence of organizational elements that impact strategy implementation and recommended further studies to determine the impact on bank performance. Nabwire's (2014) study on Barclays Bank in Kenya & Patricia's (2014) study on Standard Chartered Bank of Kenya revealed various strategy implementation practices, but also called for additional research to better understand the factors influencing strategy implementation.

There are several studies conducted on the effect of internal factors on strategy implementation in business and service-oriented organizations over the entire world. According to Kagumu (2018), from depicted that the organizational culture, leadership characteristics, organizational resources, and organizational structure were significant predictors of the implementation of strategic plans. In this study, the finding shows that organizational structure is the dominant factor in strategy implementation and leadership is the next dominant factor in strategy plan implementation. The study highlights the significance of these factors as predictors of strategic plan implementation.

Research has historically focused more on strategy formulation than on implementation. Fatima & Elbanna (2023) argue that failures in execution are often wrongly attributed to planning failures, highlighting the overlooked importance of strategy implementation. They stress that understanding strategy implementation is crucial even before formulating strategies, as a well-executed strategy is pivotal to organizational success. By considering a broader range of inputs during strategy formulation, organizations can create strategies with higher chances of successful implementation. The interplay between strategy formation and execution significantly influences organizational outcomes, making it essential to involve all stakeholders using both top-down and bottom-up approaches Fatima & Elbanna (2023). Despite the critical role of strategy implementation, there remains a significant research gap in this area. Existing studies have predominantly focused on the planning and formulation phases, with insufficient emphasis on the execution phase (Olson et al., 2018). This gap underscores the need for a deeper understanding of strategy implementation and its vital role in organizational success.

Effective strategy implementation is crucial for organizations to achieve their strategic objectives and gain a competitive advantage. However, many organizations, including banks, often face challenges in successfully implementing their strategies (Kaplan & Norton, 2008; Hrebiniak, 2006). The literature suggests that various internal factors can influence the success or failure of strategy implementation (Okumus, 2023).

In the context of the Ethiopian banking industry, NIB International Bank S.C. is a significant player, but it has faced challenges in effectively implementing its strategies (NBE, 2022). According to the bank's annual reports, NIB has experienced fluctuations in its financial performance and market share, which may be attributable to issues with strategy implementation (NIB, 2021).

Existing studies have examined the effect of internal factors on strategy implementation in various sectors, including banking (Njoroge et al., 2016; Matovu, 2019).

However, there is a lack of research specifically focused on the effect of internal factors on strategy implementation at NIB International Bank S.C. in Addis Ababa.

Leadership style is one such internal factor that plays a critical role in guiding and motivating employees towards achieving strategic goals. Previous studies have indicated that leadership styles can either facilitate or hinder strategy implementation depending on how well they align with the organizational goals and employee expectations (Aosa, 2012; Bass & Avolio, 2014).

However, the unique context of NIB International Bank requires a focused examination to understand how different leadership approaches affect its strategic initiatives.

Employee competence is another critical factor, as the skills and capabilities of employees directly influence the execution of strategic plans. Research has shown that organizations with highly competent employees tend to implement strategies more effectively (Huselid, 2015; Becker & Huselid, 2016). Nevertheless, there was a need to specifically investigate how the competence levels of employees at NIB International Bank impact its strategy implementation.

Resource allocation is pivotal in ensuring that strategic plans are adequately funded and supported. Inefficient or inadequate allocation of resources can derail even the well-formulated strategies (Grant, 1991; Barney, 1991). Given the financial and operational context of NIB International Bank, it is essential to analyze how resource allocation practices affect its strategic outcomes.

Management information systems (MIS) provide the necessary data and analytical tools to support strategic decision-making and implementation. The effectiveness of MIS in facilitating strategy implementation has been well-documented (Laudon & Laudon, 2016). However, the specific impact of MIS on strategy implementation within NIB International Bank needs to be thoroughly examined to identify potential improvements.

Finally, organizational culture significantly influences strategy implementation by shaping the behaviors and attitudes of employees towards change and innovation. A supportive organizational culture can enhance the commitment to strategic objectives, while a misaligned culture can create resistance (Cameron & Quinn, 2016). Understanding the effect of organizational culture on strategy implementation at NIB International Bank is crucial for fostering an environment conducive to strategic success.

Understanding the impact of these internal factors on strategy implementation at NIB International Bank S.C. provided valuable insights for the bank's management and contributes to the broader literature on strategy implementation in the banking industry.

Therefore, based on the above important issue the study mainly concentrates on the effect of internal factors on strategy implementation and the study attempted to cover this gap by identifying the basic strategic implementation dimension or variables that have an effect on strategy implementation.

1.3. Research Question

This study was guided by the following research questions:

- 1) To what extent does leadership style affect Strategy implementation at Nib Bank?
- 2) What is the effect of employee competence on the strategy implementation of NIB International Bank S.C.?
- 3) What is the effect of resource allocation on the strategy implementation of NIB International Bank S.C.?
- 4) What are the effects of management information systems on the strategy implementation of NIB International Bank S.C.?
- 5) What are the effects of organizational culture on the strategy implementation of NIB International Bank S.C.?

1.4. Objective of the Study

1.4.1. General Objectives

The general objective of the study was to investigate the effect of internal factors on the implementation of strategies at NIB International Bank S.C. in Addis Ababa.

1.4.2. Specific Objectives

The following specific objectives were addressed:

- 1) To examine the effect of leadership style on strategy implementation.
- 2) To examine the effect of employee competence on strategy implementation.
- 3) To analyze the effect of resource allocation on strategy implementation.
- 4) To identify the effect of management information systems on strategy implementation.
- 5) To examine the effect of organizational culture on strategy implementation.

1.5. Research Hypothesis

Ha1: Leadership style has a positive and significant effect on strategy implementation at NIB International Bank S.C. in Addis Ababa.

Ha2: Employee competence has a positive and significant effect on strategy implementation at NIB International Bank S.C. in Addis Ababa.

Ha3: Resource Allocation has a positive and significant effect on strategy implementation at NIB International Bank S.C. in Addis Ababa.

Ha4: Management information systems have a positive and significant effect on strategy

implementation at NIB International Bank S.C. in Addis Ababa.

Ha5: Organizational culture has a positive and significant effect on strategy implementation at NIB International Bank S.C. in Addis Ababa.

1.6 Significance of the Study

This study is crucial for NIB International Bank S.C. as it investigates the internal factors influencing strategy implementation within the organization. By examining the effect of leadership style, employee competence, resource allocation, management information systems, and organizational culture on strategy implementation, the research provided valuable insights into areas that require improvement. The findings help the bank identify strengths and weaknesses in its internal processes, enabling it to enhance its strategy implementation practices and achieve better performance outcomes. The research outcomes could be beneficial to policymakers in the banking sector and related industries. By understanding the impact of internal factors on strategy implementation, policymakers will design and implement policies and regulations that foster an environment conducive to effective strategy execution. This contributes to the overall development and growth of the banking sector in Addis Ababa and guide regulatory frameworks that support successful strategy implementation in financial institutions.

The study's findings have broader implications for society as a whole. NIB International Bank S.C. plays a vital role in the economy of Addis Ababa, and the effectiveness of its strategy implementation impacts economic growth and stability. By identifying the internal factors that influence strategy implementation, the research can contribute to enhancing the bank's performance, leading to improved financial services, increased customer satisfaction, and overall economic development. This, in turn, has positive effects on employment, investment opportunities, and the living standards of individuals in society. This research serves as a foundation for future studies in the field of strategy implementation within the banking sector. Future researchers build upon this study by exploring additional internal factors or investigating strategy implementation in different organizational settings. The findings contribute to the advancement of knowledge in the field and facilitate the development of best practices for effective strategy implementation in the banking industry.

1.7. Scope of the Study

Geographical scope: The geographical scope of this study was limited to NIB International Bank S.C. located in Addis Ababa, Ethiopia. The research focused specifically on this bank as a case study to investigate the effect of internal factors on strategy implementation within its organizational context.

Variable scope: The study examined the effect of several internal factors on strategy implementation. The variables of interest included leadership style, employee competence, resource allocation, management information systems, and organizational culture. These variables were selected to understand their influence on strategy implementation within NIB International Bank S.C. in Addis Ababa.

Methodological Scope: the study employed descriptive survey and explanatory research designs, a Quantitative research approach and the study only includes data collected from 171 respondents of Nib International Bank in the study area.

Time scope: The time scope of this study was 2023/2024 data collected and analyzed.

1.8. Limitation of the Study

The findings of this study were specific to the context of NIB International Bank S.C. in Addis Ababa and may not be directly applicable to other banks or organizations in different locations or industries. The unique characteristics, culture, and operating environment of the bank may limit the generalizability of the research findings. Conducting comparative studies across multiple banks or organizations, both within and outside the banking industry, would enhance the generalizability of the findings. The study focuses on internal factors affecting strategy implementation, but it does not account for external factors that can influence the outcomes. External factors such as market conditions, regulatory changes, or competitive dynamics may interact with internal factors and affect strategy implementation. Future studies should consider incorporating external factors that will impact strategy implementation. Exploring the interaction between internal and external factors would provide a more comprehensive understanding of the dynamics influencing strategy implementation outcomes. Some of the respondents are on annual leave, maternity leave, and sick leave, and as such problem was a challenge also the resistance of employees to fill out the questionnaires on the required time was one of the limitations of the study.

1.9. Definition of Terms

Employee Competence: The knowledge, skills, abilities, and other qualities possessed by employees that enable them to perform their job tasks effectively and contribute to the organization's success (Noe, et al., 2018).

Leadership Style: The manner in which a leader approaches and influences their followers or subordinates in carrying out tasks, making decisions, and achieving organizational objectives (Northouse, 2018).

Management Information Systems: The use of technology, software, and systems to collect, process, store, and disseminate information for effective decision-making and management within an organization (Laudon & Laudon, 2016).

Organizational Culture: The shared values, beliefs, norms, and assumptions that shape the behavior and attitudes of individuals within an organization and influence its overall functioning and performance (Schein, 2010).

Resource Allocation: The process of distributing and assigning resources, such as financial, human, and physical resources, to different activities, projects, or departments within an organization (Hitt et al., 2020).

Strategic management is the process of decision-making and planning which leads to the development of an effective strategy to help achieve organizational objectives. In this process, the strategists determine objectives and make strategic decisions. Strategic management involves developing and implementing plans to help an organization achieve its goals and objectives. This process can include formulating strategy, planning organizational structure and resource allocation, leading change initiatives, and controlling processes and resources (David, F. 2015).

Strategy Implementation: The process of translating a chosen strategy into actions, initiatives, and programs to achieve organizational objectives and goals (Hitt, Ireland, & Hoskisson, 2020).

1.10. Organization of the Study

This research paper was organized into five chapters, including this introductory part which addressed the background of the study, statement of the problem, research questions, objectives of the study, research hypothesis, significance of the study, the scope of the study, Limitations of the Study, the definition of key terms, and organization of the study. Theoretical, empirical review of related literature and conceptual framework of the study discussed in chapter two, Chapter three forward the research approach, research design, target population, sample size and sampling technique, data collection instruments and variables, reliability, and validity of the instruments, method of data analysis, model specification, and ethical consideration. Chapter four states data presentation, analysis, and interpretation, and the final and fifth Chapters present a summary of findings, conclusions, recommendations, and recommendations for future research.

CHAPTER TWO

LITERATURE REVIEW

2.1. Theoretical Literature Review

2.1.1. Conceptual Definitions of Strategy Implementation

The strategy implementation of the current analysis is based on the drivers of managerial competency, organizational structure, and resource capabilities, all of which have a significant impact on strategy execution. Day, (2020), pointed out that effective strategy execution depends on managerial ability. The term "managerial competencies" refers to management's capacity to exercise leadership, control, and direction as well as the decision-making and planning abilities required to steer an organization towards the accomplishment of specified goals. When it comes to leading the company through the plan execution process, management is essential. According to Day, management not only creates the essential strategies but also directs their organizations towards putting those goals into practice by making sure the necessary financial and human resources are accessible and by creating a plan for strategy implementation that will serve as a control mechanism during implementation. According to,(Arthur, 2020), Strategy implementation entails driving the decided strategy into action. It involves strategy operationalization, which is the development of the action plans, and institutionalization which ensures that the strategy is internally acceptable within the organization.

From the global perspective, (Spender, 2022) studied factors affecting effective strategy implementation in the service industry in Oman and the study determined that successful strategy implementation is integral for organizations to survive in the dynamic and competitive business environment. Impliedly, firms that are not able to maintain their competitive edge despite having robust strategies due to poor implementation process face the risk of being irrelevant in the market and even being overtaken by competitors. Niclas, (2021), noted that strategy is the main course for an organization which is set at the top and is very significant for organizational existence.

Micheletti, (2019), asserts that competitive strategy is about being different from the competitors and standing out in the industry. It can be described as deliberately choosing a different set of activities to deliver a unique mix of value. Strategic management is no different from other aspects of organizational operations in the sense that it is deeply rooted in the traditional economic model that portrays organizational success as exclusively synonymous with economic success. Firms succeed when they cover their operational costs,

improve their sales and revenues, and earn profits, and they fail when they do not. This has not changed and is not likely to change in the foreseeable future. The financial health and performance of a firm have been and will always be among the critical success indicators (Niclas, 2021).

2.1.2. Strategic Management Processes

A Strategic Management Process means defining the organization's strategy. The strategic management process consists of four components - Environmental Scanning, Strategic Formulation, Strategy Implementation, and Strategy Evaluation. The twenty-first-century realities of globalization, rapid changes in technology, increasing competition, a changing workforce, changing market and economic conditions, and developing resource shortages all increase the complexity of modern management (Avgeropoulos & Bonnici, 2018).

The strategic management process is very fashionable in both profit and non-profit organizations. The reason behind this is that it helps in achieving the organization's corporate goals. Strategy is the direction and scope of an organization over the long term which achieves advantage for the organization through its configuration of resources within a changing environment to meet the market needs and fulfill stakeholder's expectations. Strategic planning focuses on formalizing existing strategies and employing creativity to enhance perspectives (Mintzberg et al., 2020).

2.1.3. Environmental Scanning

Environmental scanning is the monitoring, evaluating, and disseminating of information from the external and internal environment to strategists within the organization according to (David 2011). However, He argued that there should be a limit to environmental scanning since it is not aimed at developing an exhaustive list of every possible factor that could influence the business; rather, it is aimed at identifying key variables that offer actionable responses. Thus, managers need to comprehend the various elements of the internal and external environment to understand which ones have a direct influence on operations and which ones have little or no influence.

2.1.4. Strategy Formulation

After the environmental scanning process is over, managers should develop strategies that will help the organization achieve its goals and objectives and, ultimately, realize its vision. The development of strategies is directly impacted by environmental studies. The process of creating long-term plans to successfully address environmental opportunities and risks is known as strategy formulation. It all begins when a leader tries to influence others' perspectives. It includes choosing which venture to undertake and how to distribute

resources. It entails articulating a vision, choosing tactics, and outlining a set of long-term goals to be accomplished within the specified mission. (Asongu & Odhiambo, 2020)

Strategy formulation means “deliberately coming up with business plans and the strategies of how exactly we achieve the plans”. These views reveal that the participants have a sound understanding of strategy formulation. The results point to critical issues involved in strategy formulation, such as the development of long-term plans, competitive advantage, and matching capabilities and opportunities (Auka & Langat, 2016). These quotes further illustrate that strategy formulation is seen as a carefully coordinated process to create breakthrough strategies to enhance the performance of a business (Williams et al., 2020).

2.1.5. Strategy Implementation

Implementation is the action stage of the strategic management process and is considered as the hardest and most dynamic stage where employees and managers are all involved. Implementation aims to unite the entire organization behind the strategy and include all divisions in the organization although it should be initiated by top management but it will succeed if the employees are fully involved (Musa, 2014). This concept involves organizing of all the resource capabilities within an organization geared towards achieving the goals of the firm (Abashe, 2016). Radomska, (2014) distinguishes formulation from implementation in the strategy by stating that strategy formulation is where the firm is headed to, while implementation is a blueprint of how to get to that point which proves even harder to execute. Zhou, Li, Zhou and Su (2008) describe strategy implementation as one of the most complex, dynamic, iterative and multifaceted process comprising of a sequence of decisions to be performed by both managers and employees responsible for turning strategic plans into actions. The research was premised on the latter definition of strategy implementation within nib banks.

Although implementation is usually considered after strategy has been formulated, many believe it is a key part of strategic management. Strategy formulation and strategy implementation should thus be considered as two sides of the same coin (Hunger & Wheelen, 2010). According to (Ng'enh, 2013), strategic management is steadily changing from giving strategy formulation 90% of its attention and strategy implementation 10% of it, to giving both equal weight.

(Armstrong, Ittner, & Larcker, 2014), break down antecedents of strategy implementation into; organizational culture, organizational structures, technology adoption, human capital, uncertainty, knowledge management, and leadership. Herman and Chiu (2014) investigated whether organizations are looking for great strategy or great strategy implementation by

analyzing Asian firms that had competed successfully by focusing on the implementation of not-so-distinctive strategies instead of attempting to develop unique strategies. By comparing US and Japanese semiconductor industries, Herman and Chiu found that the frequent repositioning of American firms had a greater impact on other American companies and a lesser impact on Japanese firms that are busy implementing their long-term product line and market segment strategies.

(Al-Kandi, Asutay, & Dixon, 2013), focused on the factors that influence the strategy implementation process in three highly successful banks in Saudi Arabia; these banks have recently had a particular strategic decision implemented. Further, it was also revealed that all the correlation coefficients are positive between employee involvement and the successful implementation of the strategic plan. El-Said & Elmakka (2017), explored the scope of the application of strategic management practices in five-star hotels in Egypt from (Radwan & Radwan, 2017), cities. The results of the study showed that most of the five-star hotels in Egypt apply the principles of strategic management in their different stages. The results also showed that external barriers have the greatest negative impact on the implementation process, in contrast to internal barriers that have limited impact. The results also showed that most of the strategic management tools are applied in surveyed hotels.

2.1.5.1. Challenges in Strategy Implementation

According to related research, strategies are a critical element in organizational functioning, but their successful implementation remains a major challenge due to various factors. (Mahmood et al., 2020), found that half of the strategic decisions in organizations located in the USA and Canada fail to achieve their initial objectives, primarily due to problems during the strategy implementation process. Poor planning is identified as one of the factors that influence strategy implementation. (Cohen-Shacham et al., 2019) emphasizes the importance of step-by-step planning in successful organizational change. Without a clear plan that outlines the changes that will occur and how they implemented, the change process is likely to encounter difficulties or even result in more problems than benefits. Assigning clear roles and responsibilities to individuals responsible for driving the change is crucial for effective implementation. Additionally, (Sjödín et al., 2018), assert that organizations should plan for downtime during the implementation process, considering the time required for regular work tasks amidst the changes. Including a realistic timeline in the planning stage is essential to ensure smooth implementation.

Kidane (2020) identifies five root causes for unsuccessful strategy implementation in his work on the challenges of implementing strategies. Although the specific causes are not

mentioned in your question, it highlights the significance of understanding and addressing these root causes to improve the chances of successful strategy implementation. The research highlights the importance of effective planning and addressing potential challenges for successful strategy implementation. By considering factors such as clear planning, role assignment, timeline management, and addressing root causes, organizations can enhance their ability to implement strategies effectively and achieve their desired outcomes. He emphasizes the importance of understanding the changes that will take place and how these changes will occur on top of having a clear plan on how the process is going to take place by assigning roles to individuals who are responsible for the change.

2.1.5.2. Strategic Management Systems for Strategy Implementation

The research conducted by Vigfússon et al. (2021), highlights the importance of strategic management systems for successful strategy implementation. They propose the "7s" model, which consists of both hard and soft elements that need to be aligned for effective strategy implementation. The hard elements of the model include strategy, structure, system leadership style, employee capabilities, and shared values. Strategy refers to the company's approach to achieving and vision and responding to external opportunities and threats. It emphasizes the need for clear awareness and communication of the strategy to both internal and external stakeholders. Structure refers to the organizational structure of the company and how it supports the implementation of the strategy. It includes the relationships between different levels of hierarchy and the overall design of the organization. Systems encompass the formal and informal activities and procedures carried out by employees. These systems include planning, control, and information processes that facilitate strategy implementation.

2.2. Internal and External Factors in Strategy Planning

According to Mintzberg, (1990), the quest to find the factor of success has focused on different firm aspects and variables of interest. He insisted that one way of making sense of this diversity of factors is to classify them according to some criterion; broadly, on the one hand, many researchers have tended to focus their attention on a firm's internal factors, such as its strengths and weaknesses (Resource-based view). On the other hand, the reasons for success have been sought in the environment's opportunities and threats (Industrial organization view). Internal and external factors of strategy implementation refer to A strategic analysis of a firm's external environment (the world, competitors) and internal environment (firm capabilities and resources) gives its managers a clear picture of what they have to work with and also what needs to be addressed when developing a plan for the firm's success

2.2.1 Industrial Organization View

The external environment was thought to be the primary determinant of strategies that firms selected to be successful (Volberda et al., 2011). Grounded in economics, the I/O model has four underlying assumptions according to them: First, the external environment is assumed to impose pressures and constraints that determine the strategies that would result in above-average returns. The industrial organization (I/O) view of strategy assumes that the external environment determines the actions a firm can deploy. Industry and market structures are likely to determine a firm's strategic conduct and performance. The I/O model for strategic management implies that firms should identify and seek to operate in environments that provide the best opportunities for competitiveness and profitability. The model implies that the industries and geographic markets in which a firm chooses to operate have a higher impact on performance than strategic decisions concerning internal resources, capabilities, and core competencies (Avgeropoulos & Bonnici, 2018).

2.2.2. Resource Based View

The resource has been defined in this literature as assets tied semi-permanently to firms and includes tangibles and intangible assets (Maxwell, Ombui, & Mungatu, 2013). The central proposition is that the way the resources are allocated in the firm shapes the realized strategy of the firm. Understanding the resource allocation process allows one to understand how strategy is made. RBV explains that a firm's sustainable competitive advantage is reached by virtue of unique resources being rare, valuable, inimitable, non-tradable, and non-substitutable, as well as firm-specific.

2.3. Empirical Literature Review

2.3.1. Leadership Style and Strategy Implementation

In the banking sector, Parnell et al. (2022), investigated the relationship between leadership styles and strategy implementation in the United States. They found that both transformational and transactional leadership styles had a positive influence on strategy implementation, with transformational leadership exhibiting a stronger effect. The study underscored the importance of leaders who can provide a clear vision, empower employees, and effectively communicate strategic priorities. Serfontein & Hough (2021), the impact of leadership on strategy implementation in South African organizations and found that a laissez-faire leadership style, characterized by a lack of involvement and decision-making, had a negative influence on strategy implementation. They emphasized the need for active, engaged leadership to drive successful strategy execution. Hrebiniak & Joyce, (2019), investigated the relationship between leadership style and strategy implementation success in

a sample of manufacturing companies. Their findings indicated that a participative leadership style, characterized by involving employees in decision-making and promoting collaboration, positively influenced strategy implementation effectiveness. The study emphasized the importance of leaders who engage employees, foster a supportive work environment, and facilitate communication and coordination.

According to (Tang & Tang, 2019), leadership can be defined as the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives. From another perspective, leadership is the process the leader directs, guides, and influences or controls the acts, feelings the follower (Latif & Khatun, 2020).

Strategic leadership has been defined as one of the key pillars of the effective implementation of strategy. Roles played by strategic leaders are essential in providing a plan for action and inference on how a push for change influences the strategy implementation process. Effective organizational leadership and the existence of a strong organizational culture are two central elements in allowing fruitful implementation of a firm's strategies and objectives. "Weak leadership can wreck the soundest strategy; forceful execution of even a poor plan can often bring victory" (Ogutu & Nyatichi, 2019).

Williams et al. (2020), advise that ineffective leadership may be a challenge to the eminent strategy execution as cited by (Ngeche, 2017). He claims that this can particularly be in developing nations where the majority of the organizations lack effective leadership and effectiveness in such organizations is placed on shorter-term frames, robust specialty in command, control, and certainty, with very little stress being placed on worker authorization and motivation. That is why, De Bruyn & Meyer (2022) reiterated that leaders ought to have a talent set that permits them to research the opportunities and also the threats that will exist, both presently and going forward, and equally have the flexibility to research and utilize the resources and skills that a corporation possesses to counter those threats and weaknesses.

In analyzing interconnected leadership theories to strategy implementation, (Torlak & Kuzey, 2019), investigated leadership traits and behaviors that could improve performance and satisfaction. The analysis study also considered the extent to which members of an organization contribute in harnessing the resources of an organization. It was determined that leadership and management styles, as well as the involvement of employees, determined how effective leaders and managers were in performing their leadership and management roles. The study further found that efficiency in resource mobilization, allocation, utilization, and

enhancement of organizational productivity depended largely on leadership styles among other factors. In keeping with Kaur, (2016), explains that an excellent leader not only inspires subordinates' potential to enhance efficiency but also meets their requirements in the process of achieving the pivotal target of the organization.

2.3.2. Staff Competence and Strategy Implementation

Shipton et al. (2006), study to investigate the effect of employee competence on strategy implementation effectiveness. Their findings revealed that higher levels of employee competence positively influenced strategy implementation outcomes. The study emphasized the importance of recruiting, developing, and retaining competent employees who possess the necessary knowledge, skills, and abilities to execute strategic initiatives successfully.

In any organization, the staff are the ones charged with the mandate of implementation of the strategy as such this section will give an in-depth analysis of employee competencies and strategy implementation, challenges facing staff competencies, and the benefits of employee competencies in strategy implementation. The failure of a strategy may affect an organization negatively and these may include loss of external benefits such as proposed funds for strategy implementation, or internal benefits such as staff demotivation, and loss of competitive advantage or eventual failure of the organization (Elwak, 2023). Banks possess resources and capabilities, that are superior to those of competitors, then as long as the firm adopts a strategy that utilizes these resources, and capabilities effectively, it should be possible to establish a Competitive advantage(Hitt, Ireland, & Hoskisson, 2020). Banks achieve it through strategic planning and management, which is a continuous process that evaluates controls and examines the business, the competitors, and the industry at large and sets goals and strategies to overcome obstacles on their way to success (Arocas, 2017).

Banks possess resources and capabilities, that are superior to those of competitors, then as long as the firm adopts a strategy that utilizes these resources, and capabilities effectively, it should be possible to establish a Competitive advantage (Hitt et al., 2020). Banks achieve it through strategic planning and management, which is a continuous process that evaluates controls and examines the business, the competitors, and the industry at large and sets goals and strategies to overcome obstacles on their way to success(Hitt et al., 2020).

2.3.3. Resource Allocation and Strategy Implementation

In the banking sector, Behrens & Zabel (2019) explored the role of employee competencies in strategy implementation within German banks. Their findings suggested that a combination of functional, social, and personal competencies, such as financial expertise,

communication skills, and flexibility, positively influenced the bank's ability to effectively implement its strategic initiatives.

Fainshmidt, et al. (2017) A study to investigate the relationship between resource allocation and strategy implementation in the context of emerging economies. Their findings revealed that effective resource allocation practices, such as aligning resources with strategic priorities, optimizing resource utilization, and monitoring resource allocation outcomes, positively influenced strategy implementation success. The study highlighted the importance of resource allocation practices in overcoming resource constraints and achieving strategic objectives.

Friesl, Stensaker, & Colman, (2021) stated that the success of strategy implementation is influenced by the suitability of resource allocation based on considerations of the work environment and organizational complexity. Therefore, the purpose of resource allocation is to strengthen the relationship between the allocation of owned capital and the successful implementation of the company's strategy (Busenbark, Wiseman, Arrfelt, & Woo, 2018).

Many literatures suggest resource allocation is a central management activity that allows for strategy execution. All organizations have at least four types of resources that can be used to achieve desired objectives: financial resources, physical resources, human resources, and technological resources. Nothing could be more detrimental to strategic management and to organizational success than for resources to be allocated in ways not consistent with priorities indicated by approved annual objectives (Fred, 2019), However, there often exists an absence of systematic thinking about resources allocated and strategies of the firm.

2.3.4 Organizational Culture for Strategy Implementation

Organizational culture is defined by (Ahmed & Shafiq, 2014), as a system of shared assumptions, values, and beliefs of an organization that promotes a unique social and psychological environment of an organization and governs and shapes employees' behavior in organizations. Organizational culture can vary from weak to strong depending on the degree to which the culture is accepted within the organization. Culture forms when organization members accept solutions that provide an acceptable conclusion to a problem.

For an organization to formulate a strategy and implement it successfully, it must fully be aligned with the firm's culture. The objectives and goals must therefore be established within an organization to support and establish an organizational culture that embraces the organization's strategy over time (Aanya, 2015). The shared values and norms, beliefs within an institution is what are known as organizational culture. It sets the foundation for strategy. Aanya further states that when culture is aligned with strategy execution and implementation,

an organization is able to operate more efficiently in the market place. Culture allows organizational leaders to work both individually and as teams to develop strategic initiatives within the organization.

When implementing strategy, organization culture it influences how management will grow the business, how it will build loyal clientele and out-compete its rivals. Inculcating organizational culture leads to fundamental changes in many aspects of the organization, including organizational structure, human resource selection and deployment, job characteristics, performance measures and the reward system. It is in light of this and the challenges of strategy implementation that more research needed to be done on organizational culture and the influence it has on strategy implementation (Akinyi, 2015).

2.3.5. Management Information System for Strategy Implementation

Alharbi & Yusoff (2022) investigated the relationship between organizational culture and strategy implementation in the Saudi Arabian banking sector. Their study showed that cultural dimensions, such as adaptability, consistency, and involvement, were positively associated with the successful implementation of strategic plans. The researchers emphasized the importance of fostering an organizational culture that encourages employee engagement, adaptability, and shared values to support effective strategy implementation.

Chen & Chang (2013), study examines the impact of management information systems on strategic performance. Their findings revealed a positive relationship between the use of information systems and strategy implementation effectiveness. The study emphasized the importance of leveraging information systems to facilitate communication, coordination, and decision-making processes, enabling organizations to align their actions with strategic objectives. Information management is considered fundamental in effective managerial decision-making in all organizations. The concept of management information systems has received appreciable and observable attention within the organization. Information management is a major resource for most manufacturing firms and information systems has helped organizations to perform their functions successfully and efficiently (Yassine, 2017). The revolution in information technology and information systems has affected the form and substance of information management and how it is applied in many organizations (Audeh & Mansour, 2018). The impact of this in management is that it helps organizations to manage their numerous data, and organize and retrieve information which helps the firms to provide effective service delivery as well as enhanced efficiency in their production (Almazan, Tovar & Quintero, 2017).

A good strategy implementation naturally starts with good strategic input. The process of strategic management is facilitated immensely in firms that have an effective information system. Information collection, retrieval, and storage can be used to create competitive advantages in ways such as cross-selling to customers, monitoring suppliers, keeping managers and employees informed, coordinating activities among divisions, and managing funds (Fred, 2019).

2.4 Conceptual Framework of the Study

The conceptual framework of this study depicts the interrelationships between the independent variables (leadership style, employee competence, resource allocation, management information systems, and organizational culture) and the dependent variable (strategy implementation) within the context of NIB International Bank S.C. in Addis Ababa.

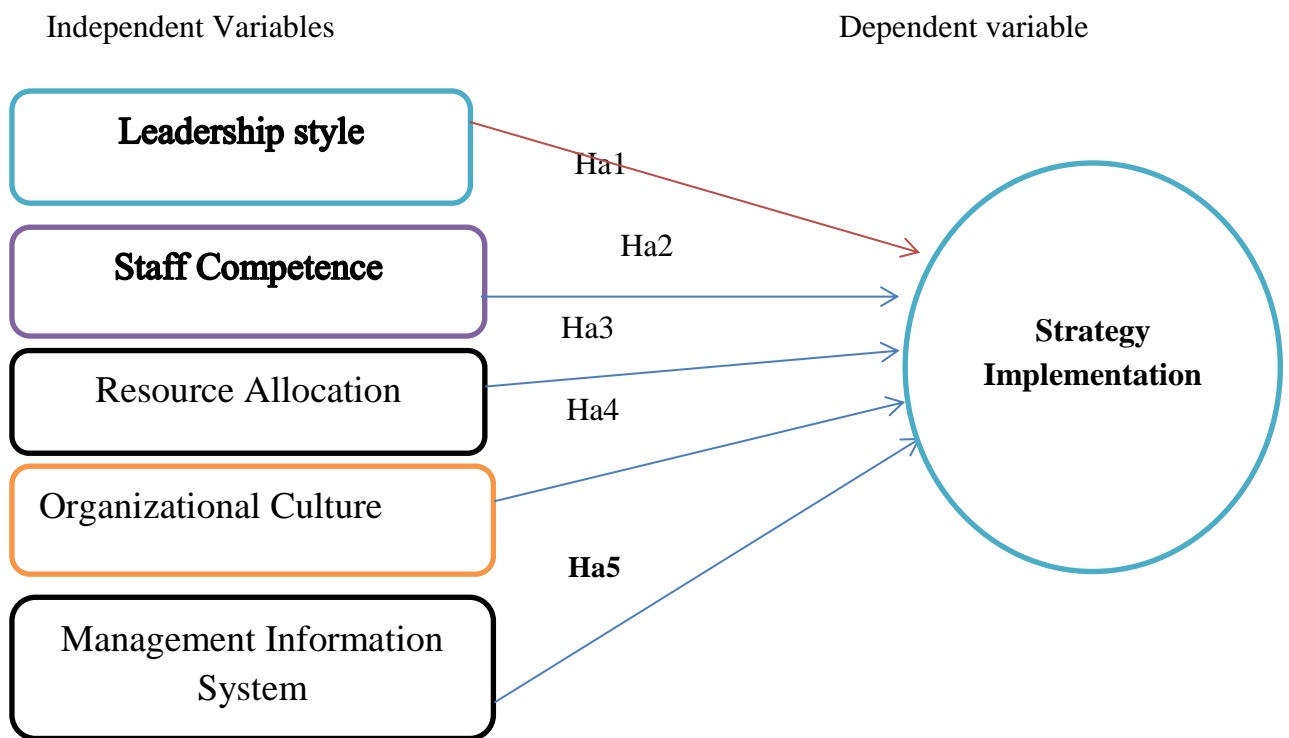


Figure 2.1 Conceptual Framework of the Study

Sources: adapted from (Mutuku, 2021).)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Description of the Study Area

The research conducted in Addis Ababa. It is the capital city of Ethiopia which has an area of 540km (54000ha) and the average elevation of 2500m above mean sea level. It is located almost in the central part of the country. It is also the seat of the African Union and the United Nations Economic Commission for Africa. Moreover, it can be considered as a gateway for diplomats and tourists. According to AACG (2010), the population of the city is nearly 3.4 million. The municipal administration is subdivided into 11 sub-cities. The astronomical location of the city is 9002'00" N and 38042'00" E. As it lies in the central part of the country, in addition to serving as capital, there is a higher concentration of banks and the banking sector. NIB is one of the bank industries.

3.2. Research Design

This study adopts descriptive and explanatory research design because descriptive research design is appropriate as it allows the researcher to gather information about the current state of the internal factors (leadership style, employee competence, resource allocation, management information systems, and organizational culture) within the bank. This design helps in obtaining a comprehensive understanding of these factors and their relationship with strategy implementation outcomes. According to Sekaran & Bougie (2016), descriptive research is useful for describing the characteristics of a particular phenomenon or population. An explanatory research design was chosen to explore the relationships and potential explanations between the identified internal factors and strategy implementation. This design enables the researcher to investigate the cause-and-effect relationships between variables and understand how internal factors influence strategy implementation outcomes.

3.3. Research Approach

This study used a quantitative research approach. The researcher wants to collect numerical data from respondents through a questionnaire and conduct numerical data analysis to measure the effect of internal factors on strategy implementation: (A Case in Nib International Bank S.C At Addis Ababa. Quantitative research is essentially about collecting numerical data to explain a particular phenomenon (Sukamolson, 2007). It is the numerical

representation and manipulation of observations for the purpose of describing and explaining the phenomena that those observations reflect (S. Ahmad et al., 2019).

3.4. Target Population and Sampling Methods

3.4.1 Target Population

The population can be defined as the entire group of people about whom researchers are trying to conclude (Schünemann et al., 2019). The researcher in this study has chosen a specific target population consisting of staff members at supervisory or above positions within NIB International Bank S.C. who possess a good understanding of strategic management. This decision is based on the belief that this particular group of employees holds key roles in strategy implementation and can provide valuable insights into the effect of internal factors on strategy execution. By focusing on this specific target population, the researcher aims to gather in-depth and informed perspectives on the topic under investigation. Indeed, the target group for this study consisted of individuals in managerial positions who are responsible for managing the execution of strategies, as well as active implementers who work in Head Office Units, District Offices, and Branches. This includes individuals such as Heads of Department, Middle Management, District Managers, and Branch Managers. By focusing on this target group, the researcher aims to capture the perspectives and experiences of those directly involved in strategy implementation within NIB International Bank S.C. This will provide valuable insights into the effect of internal factors on strategy execution from the viewpoint of those responsible for its implementation at various levels of the organization.

The target population for the study includes four Addis Ababa district offices and 141 branch offices in Addis Ababa. The study aims to collect data from a total of 310 respondents within these offices. These respondents represented the target population for data collection and analysis, providing insights into the internal factors and their impact on strategy implementation within NIB International Bank's district and branch offices in Addis Ababa.

3.5. Sampling Design

Sampling is the process of selecting a sufficient number of elements from the population so that a study of the sample and an understanding of its properties or characteristics would make it possible for us to generalize such properties or characteristics to the population elements (Bhardwaj, 2019). According to (Lohr, 2021), probability sampling designs are used when the representativeness of the sample is of importance in the interests of wider generalizability since the elements in the population have some known chance or probability

of being selected as sample subjects. Probability sampling was used for the study since inference from the sample is ultimately made about the population (all staff at Nib Bank) on internal factors that affect strategy implementation in the bank.

3.5.1 Sample Size

Saunders, (Saunders & Townsend, 2018), describe a sample as a sub-group or part of a larger population. Further, the sample size and the technique used were influenced by the availability of resources in particular the financial support and the time available to select the sample and to collect, enter into a computer, and analyze the data.

According to Singh (2006), researchers were concerned with the number of subjects to be included in the sample. Although there was no single rule that could be applied in determining sample size, the question with sample size goes with the precision that the researcher uses in estimating the population parameter.

As to the sample size determination, Yamane's (1967) sample size determination formula was used and discussed as follows:

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

Where: n = Sample Size

N = Target population 310

$$e = \text{estimated error } n = \frac{310}{1 + 310(0.05)^2} = 175$$

Based on the above formula, the calculated sample size used for the study from the population of 310 is 175, which was almost similar to the sample size recommended by the scientific guideline.

3.6 Sampling Techniques

The sampling technique used for this study was the cluster sampling method. When several groups with intragroup heterogeneity and intergroup homogeneity are found, then a random sampling of the clusters or groups can ideally be done (Stratton, 2021). Cluster sampling involves dividing the target population into clusters or groups, and then randomly selecting clusters to include in the sample. In this case, the target population consisted of four Addis Ababa district offices and 141 branch offices of NIB International Bank. This approach has been chosen due to practical reasons such as time constraints, limited resources, or logistical considerations. Cluster sampling allowed the researcher to efficiently access a representative sample of the target population by selecting a subset of clusters to study, while still capturing the diversity and characteristics of NIB International Bank's district and branch offices in Addis Ababa.

3.7. Source of Data and Data Collection Method/ Instruments

3.7.1 Sources of Data

Source of data is necessary to conduct research. There are two types of sources of data that most the researcher used primary and secondary sources of data. Primary sources of data are those in which the researcher needs to conduct a new survey to gather information at different levels with regard to the inquiry and to achieve the research objectives. In general primary data was needed to get valid information gathered by research only for the first time (coherence). Secondary sources of data are gathered indirectly, it is from published articles in business journals, books, websites, and related studies on Kaizen philosophy. In this study, the researcher collected primary data from managers, supervisors, and team leaders' respondents.

3.7.2 Instruments and Data Collection Techniques

The researcher selected a structured questionnaire as the research instrument for several reasons. Firstly, a structured questionnaire allows for standardized data collection, ensuring that each participant receives the same set of questions in the same order. This enhances the reliability and comparability of the data gathered. Secondly, a questionnaire is a cost-effective and efficient method of data collection, particularly when dealing with a large sample size. It allows the researcher to collect data from a significant number of respondents within a relatively short period. Additionally, a structured questionnaire enables the researcher to capture quantitative data, which is suitable for analyzing the relationships between variables and addressing the specific objectives of the study. By using a structured questionnaire, the researcher systematically examined the effect of internal factors, such as leadership style, employee competence, resource allocation, management information systems, and organizational culture, on strategy implementation at NIB International Bank S.C. in Addis Ababa.

3.8. Method of Data Analysis

The data collected through the questionnaires were analyzed by using the Statistical Package for data analysis aims to obtain results that test the study's research questions or hypothesis as accurately and easily as possible (Tharenou et al., 2007). It implies that the collected data should be changed and interpreted into meaningful information, figures, and statements. Accordingly, the collected data was analyzed and presented through descriptive and inferential statistics by using Statistical Package for Social Sciences (SPSS) 26 Software.

The method of data analysis for this study involved a combination of descriptive statistics, correlation analysis, and multiple regression analysis. Descriptive statistics, such as means, standard deviations, frequencies, and percentages, were used to summarize and provide an overview of the variables under investigation, including leadership style, employee competence, resource allocation, management information systems, organizational culture, and strategy implementation. These measures helped to understand the central tendency, variability, and distribution of the data. To examine the relationships between the independent variables (leadership style, employee competence, resource allocation, management information systems, and organizational culture) and the dependent variable (strategy implementation), the correlation coefficient was used. This statistical measure quantified the strength and direction of the relationships, indicating the degree of linear association between the variables. Furthermore, multiple regression analysis was employed to investigate the effect of the independent variables on the dependent variable while controlling for other variables. This analysis allowed for assessing the individual contribution and significance of each independent variable in explaining the variation in strategy implementation.

3.9 Model Specification

The model was employed to examine the effect of internal factors on strategy implementation: (A Case in Nib International Bank S.C At Addis Ababa).

$$SE = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e$$

Where:

SE= Dependent Variable (Strategy Implementation)

Bo = Constant

$\beta_1 - \beta_5$ = Regression Coefficient of Independent Variable

X1 = Leadership Style (Independent Variable)

X2 = Employee Competence (Independent Variable)

X3= Resource Allocation (Independent Variable)

X4 = Management Information System (Independent Variable)

X5= Organizational Culture (Independent Variable)

e = error term.

3.10. Reliability and Validity of the Instrument

3.10.1. Instrument Validity

Validity refers to the extent to which a questionnaire instrument, a concept is accurately measured in a quantitative study (Heale & Tulycross, 2015). There are various types of validity used in research studies but for this study, content validity was used. Content validity was ensured by conducting a thorough review of existing literature and relevant theories related to leadership style, employee competence, resource allocation, management information systems, organizational culture, and strategy implementation. This ensures that the questionnaire items are aligned with the constructs under investigation and adequately capture the intended concepts. Further enhance instrument validity; a pilot test was conducted with a small sample of participants from NIB International Bank S.C. in Addis Ababa. The pilot test allows for the identification of any ambiguous or confusing items, as well as assessing the clarity and comprehensibility of the questionnaire. Feedback from the pilot test participants was collected and used to refine and improve the questionnaire before administering it to the actual study sample.

3.10.2 Instrument Reliability

Reliability is the accuracy of an instrument. Cronbach's alpha is the most widely used test for determining an instrument's internal consistency. The result of the Cronbach alpha coefficient indicates the internal consistency of the scale. The result is between 0 and 1; a score of 0.7 and higher an acceptable (Heale & Twycross, 2015). Therefore, the researcher used Cronbach's alpha to measure the reliability of the scale. Before distributing all questionnaires to respondents, the researcher first used a pilot test. The pilot test is used to measure the reliability of the research instrument by using Cronbach's alpha before using the whole sample size. A pilot study is a small-scale research effort that collects data from respondents in the same way that was used for a large study. It can serve as a guide for a larger study or examine specific aspects of the research to see if the selected procedures will work as intended (Zikmund & Griffin, 2013). According to (Sudman, 1983) as cited by (Zukerberg, Moore, & Von Thurn, 1995), for a pilot test, taking from 20 to 50 cases is sufficient.

Therefore, the reliability for internal consistency of the variables was checked on 30 sample questionnaires using Cronbach's Alpha coefficient before distributing the entire 175-sample population as shown in Table 3.1. According to Hair, Money, Samouel, and Page (2003) Rules of Thumb Cronbach's Alpha Coefficient Size, the alpha coefficient value in less than

0.6 is under poor strength of internal consistency while 0.9 and above is the best result which is excellent as of table 3.1.

Table 3.1: Rules of Thumb about Cronbach's Alpha Coefficient Size

Alpha Coefficient Range	Strength of Internal Consistency
Less than 0.6	Poor
0.6 to < 0.7	Moderate
0.7 to < 0.8	Good
0.8 to < 0.9	Very Good
0.9 and above	Excellent

Based on the above rules of thumb, the researcher has performed an internal consistency test that makes greater confidence in the reliability of the entire findings of the research. The survey sample result indicates that there is “very good” and “excellent” internal consistency in each independent and dependent variables as revealed in the following test results table 3.2 here blow

Table 3.2 Reliability Test of Variables Using Cronbach's Alpha

S.No	Variable Name	Cronbach's Alpha	No of Items	Reliability Strength
1.	Leadership Style	.826	10	Very good
2.	Employee Competence	.722	10	Moderate
3.	Resource Allocation	.829	9	Very good
4.	Management Information Systems	.896	10	Very good
5.	Organizational Culture	.912	10	Excellent
6	Strategy Implementation	.936	10	Excellent

Source: own survey, 2024

3.11 Ethical Considerations

Research has ethical dimensions that require the researcher to maintain both moral and professional obligations to be guided by ethics even when the participants are unaware of the ethics (Neuman 2011). Among the significant ethical issues that were considered in the

research process were consent and confidentiality. To secure, the consent of respondents all-important details of the study were explained including its aims and purposes. The confidentiality of participants was ensured by not disclosing their names and personal information in the research. Moreover, no information was modified or changed; hence information and literature collected for this study were appreciated in the reference list. It was also made clear that participation in the study is voluntary. After the collection of data, the content received from sources was presented honestly and was not distorted. All sources of data have been acknowledged and included in the list of sources, which was verified by the advisor who examined this study for inconsistencies and inaccuracies.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.1. Introduction

The general objective of the study was to investigate the effect of internal factors on the implementation of strategies at NIB International Bank S.C. in Addis Ababa. This chapter discusses the results of the findings of the data analyzed from the questionnaires. The data was analyzed based on the research objectives and questionnaire items using a statistical tool, to generate frequency distribution tables, means, regression, and correlation analysis and the results of the analysis were presented. The statistical program used for the analysis and presentation of data in this study is the Statistical Package for the Social Sciences (SPSS) version 26. Descriptive analysis and inferential analysis of the study were presented respectively.

4.2. Response Rate

The return rate of questionnaires is shown in Table 4.1.

Table 4.1 Response Rate

No.	Items	Total	Percent
1	Distributed Questionnaires	175	100
2	Collected Questionnaires	171	97.71
3	Remain uncollected	3	2.29

Source: own survey data (2024)

As shown in Table 4.1, the sample size of 175 questionnaires was distributed to the respondents, and out of 175 questionnaires, 171 of them were collected that accounts 97.71% response rate. Baruch & Holtom (2014) recommended that 80 percent or more on response rate is enough data analysis. Therefore, a 97.71 percent study response rate was considered appropriate for data analysis. Accordingly, the analysis of this study is based on the number of questionnaires collected.

4.3. Demographic Profile of Respondents

The respondents gave their responses on demographic data in terms of sex, age, educational Status, work experience, and work position.

4.3.1. Sex of the Respondents

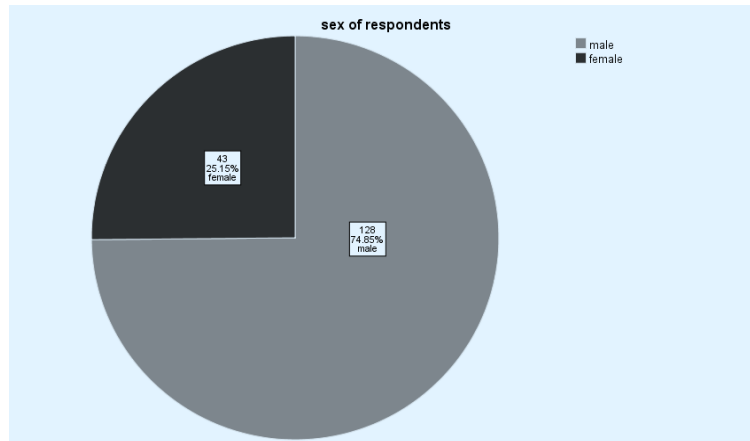


Figure 4.1 Sex of the Respondents

Source: own survey data (2024)

As indicated in above figure 4.1, Out of the 171 respondents, 128 identified as male, which accounts for 74.85% of the total respondents. On the other hand, 43 respondents identified as female, which represents 25.15% of the total respondents.

4.3.2 Age of the Respondents

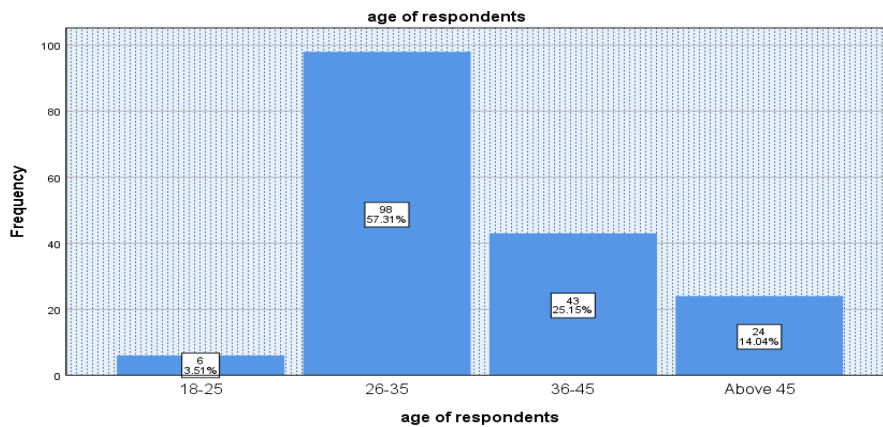


Figure 4.2 Age of the Respondents

Source: own survey data (2024)

As shown in above Figure 4.2, out of the 171 respondents, 6 fell into the 18-25 age groups, accounting for 3.51% of the total respondents. The majority of the respondents, 98 in total, were in the 26-35 age group, representing 57.31% of the total respondents. In the 36-45 age group, there were 43 respondents, which made up 25.15% of the total respondents. Lastly, there were 24 respondents above the age of 45, accounting for 14.04% of the total respondents.

4.3.3. Respondents Work Experience

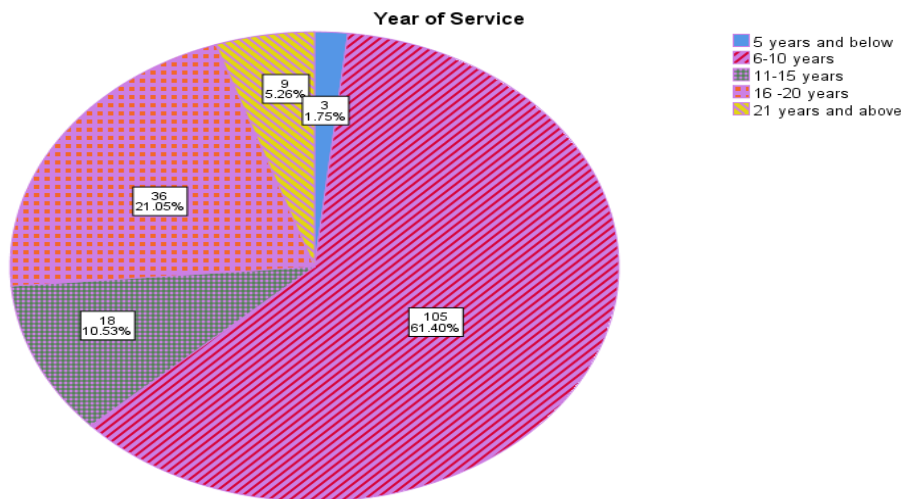


Figure 4.3 Respondents work experience

Source: own survey data (2024)

As indicated in above figure 4.3 shows out of the 171 respondents, only 3 reported having 5 years of service or less, which accounts for 1.75% of the total respondents. The majority of the respondents, 105 in total, reported having 6-10 years of service, representing 61.4% of the total respondents. In the 11-15 years of service category, there were 18 respondents, which made up 10.53% of the total respondents. For the 16-20 years of service category, there were 36 respondents, accounting for 21.05% of the total respondents. Lastly, there were 9 respondents who reported having 21 years of service or more, representing 5.26% of the total respondents.

4.3.4 Educational Status of the Respondents

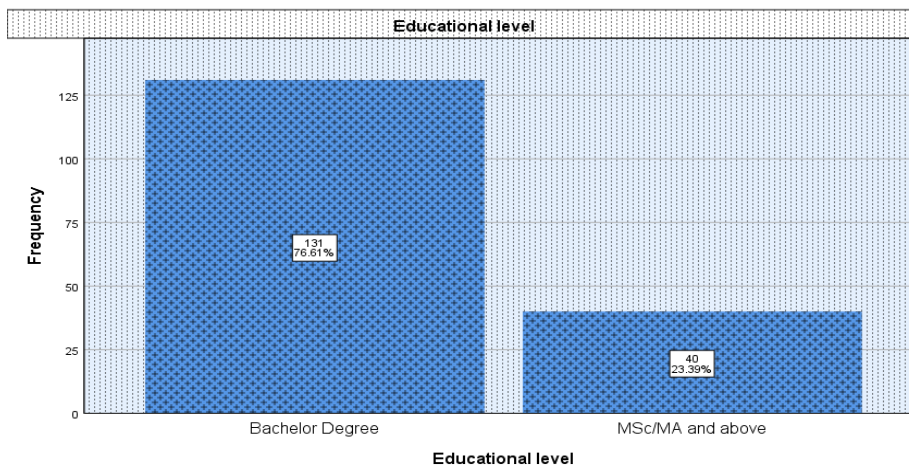


Figure 4.4 Educational statuses of the respondents

Source: own survey data (2024)

As indicated in Figure 4.4 out of the 171 respondents, 131 reported having a Bachelor Degree, which accounts for 76.61% of the total respondents. On the other hand, 40 respondents reported having an MSc/MA and above, representing 23.39% of the total respondents.

4.3.5 Work Position of Respondents

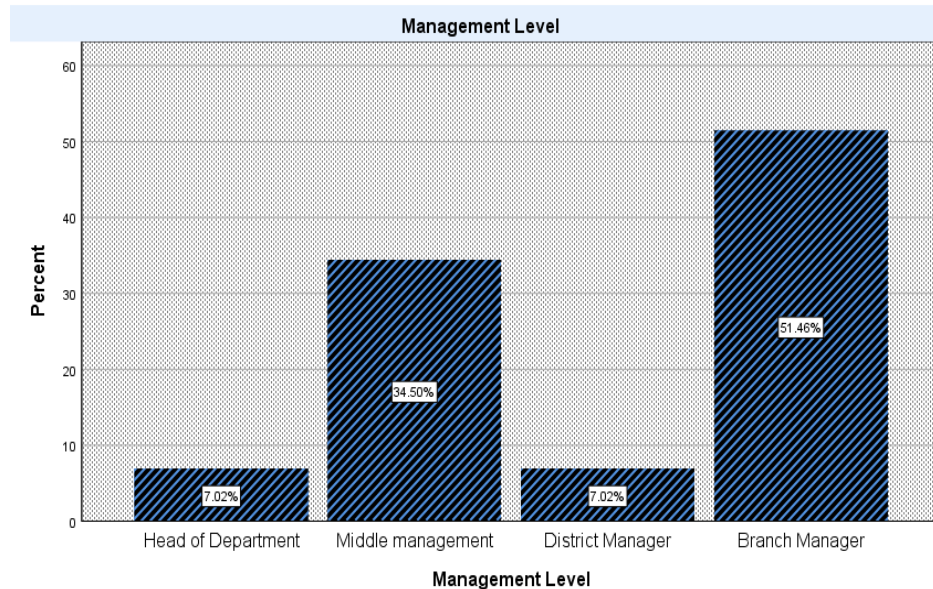


Figure 4.5 Work positions of the respondents

Source: own survey data (2024)

As indicated in figure 4.5 out of the 171 respondents, 12 reported being Head of Department, which accounts for 7.0% of the total respondents. The majority of the respondents, 88 in total, reported being Branch Managers, representing 51.5% of the total respondents. In the Middle management category, there were 59 respondents, making up 34.5% of the total respondents. For the District Manager category, there were 12 respondents, accounting for 7.0% of the total respondents.

4.4 Descriptive Analysis of the Research Variables

In this section, various statistical data analysis tools such as mean, standard deviation, frequency, and percentage were used to analyze the collected data. The summary of descriptive statistics of all variables that are evaluated based on a 5-point Likert scale (“1” being “strongly disagreed” to “5” being “strongly agreed”). The interpretations of the Likert scale results are: scores of 1 to 2.32 indicate a low level, scores of 2.33 to 3.65 indicate

a medium level, and scores of 3.66 to 5 indicate a high level (Alhakimi & Alhariry, 2014). Thus, detail of the analysis is presented as follows:

4.4.1 Effect of Leadership Style on Strategy Implementation

Objective one examines the effect of leadership style on strategy implementation at NIB International Bank S.C. in Addis Ababa. The specific objectives were assessed using a Likert scale questionnaire, and the descriptive statistics of the responses are presented in Table 4.2 provides the results.

Table 4.2: Respondents on Leadership Style

Descriptive Statistics			
	N	Mean	Std. Deviation
1) The leaders of the provide clear direction and guidance for strategy implementation.	171	3.2339	1.09180
2) The leaders effectively communicate the strategic objectives to employees.	171	3.8304	.77491
3) The leaders empower employees to make decisions aligned with the strategic goals.	171	3.7544	.83202
4) The leaders actively involve employees in the strategy implementation process.	171	3.8070	.80671
5) The leaders provide the support and resources necessary for successful strategy implementation.	171	3.7485	1.03522
6) The leadership style fosters a culture of innovation and adaptability for strategy implementation.	171	4.0877	.85297
7) Coordination enhances the achievement of sufficient results	171	4.0000	.91394
8) Manager levels influence the strategic management process	171	4.0000	.89443
9) Communication facilitates the achievement of sufficient results	171	2.8830	1.25946
10) Leadership skills are critical in the realization of goals	171	2.7544	1.20705
Overall Mean and Standard Deviation	171	3.609	0.966

Source: own survey, 2024

As depicted in Table 4.2 above, respondents were asked in item 1 if the leaders of the bank provide clear direction and guidance for strategy implementation, with a mean score of 3.2339 and a standard deviation of 1.09180. This indicates a medium. level of agreement among the respondents regarding the leaders' ability to provide clear direction and guidance.

In item 2, the respondents were asked whether the leaders effectively communicated the strategic objectives to employees. The mean score is 3.8304 with a standard deviation of 0.77491. This suggests a high level of agreement among the respondents that the leaders effectively communicate strategic objectives to employees. In item 3, the respondents were asked whether the leaders empower employees to make decisions aligned with the strategic goals. The mean score is 3.7544 with a standard deviation of 0.83202. This indicates a medium to high level of agreement that the leaders empower employees to make decisions aligned with strategic goals. In item 4, the respondents were asked whether the leaders actively involve employees in the strategy implementation process. The mean score is 3.8070 with a standard deviation of 0.80671. This suggests a medium to high level of agreement that the leaders involve employees in the strategy implementation process. In item 5, the respondents were asked whether the leaders provide the support and resources necessary for successful strategy implementation. The mean score is 3.7485 with a standard deviation of 1.03522. This indicates a medium to a high level of agreement that the leaders provide the necessary support and resources for successful strategy implementation.

In the above Table 4.2 item 6, the respondents were asked whether the leadership style fosters a culture of innovation and adaptability for strategy implementation. The mean score is 4.0877 with a standard deviation of 0.85297. This suggests a high level of agreement that the leadership style fosters a culture of innovation and adaptability. In item 7, the respondents were asked whether Coordination enhances the achievement of sufficient results. The mean score is 4.0000 with a standard deviation of 0.91394. This indicates a high level of agreement that coordination plays a positive role in achieving sufficient results. In item 8, the respondents were asked whether Manager Levels influence the strategic management process. The mean score is 4.0000 with a standard deviation of 0.89443. This suggests a high level of agreement that manager levels have an impact on the strategic management process. In item 9, the respondents were asked whether Communication facilitates the achievement of sufficient results. The mean score is 2.8830 with a standard deviation of 1.25946. This indicates a medium to low level of agreement that communication facilitates the achievement of sufficient results. In item 10, the respondents were asked whether Leadership skills are critical in the realization of goals. The mean score is 2.7544 with a standard deviation of 1.20705. This suggests a medium to low level of agreement that leadership skills are critical in the realization of goals.

The grand mean and Standard deviation are 3.609 and 0.966 respectively which is similar to individual items. This implies that according to respondents' responses, the effect of

leadership style on strategy implementation at NIB International Bank S.C was at a moderate level. The respondents generally agreed that the leaders at NIB International Bank S.C. provide clear direction and guidance, effectively communicate strategic objectives, empower employees, involve them in the strategy implementation process, and foster a culture of innovation and adaptability. However, communication and leadership skills were perceived to be at a relatively lower level.

These findings align with previous studies and literature on the topic. Several studies have emphasized the importance of leadership style in strategy implementation and its impact on organizational performance. For instance, a study by Eisenbeiss & Boerner (2008) found that transformational leadership, characterized by clear communication, empowerment, and fostering innovation, positively influences strategy implementation effectiveness. Moreover, the study conducted by Tsega & Weldemariam (2014) on the Ethiopian banking sector highlighted the significance of leadership style in strategy execution. The study emphasized that effective communication, employee involvement, and empowerment were critical factors for successful strategy implementation. Additionally, a literature review by Hitt & Hoskisson (2017) emphasized the role of leadership in strategy execution. They highlighted the importance of leaders setting a clear direction, effectively communicating strategic goals, and fostering an organizational culture that supports strategy implementation.

4.4.2. Effect of Employee Competence on Strategy Implementation

The second research objective examines the effect of employee competence on strategy implementation at NIB International Bank S.C. in Addis Ababa. Table 4.3 provides the results.

Table 4.3: Respondents on Employee Competence

Descriptive Statistics			
	N	Mean	Std. Deviation
1) Employees in NIB International Bank S.C. possess the necessary skills and knowledge to effectively implement strategies.	171	3.0877	1.15220
2) Employee skills and knowledge enhance goal realization.	171	3.6316	.88713
3) The training and development programs adequately equip employees with the skills required for strategy implementation.	171	3.4444	1.02390
4) Employees are proactive in seeking opportunities for	171	3.4561	1.00710

professional growth and development related to strategy implementation.			
5) The performance appraisal system of the Bank effectively measures and rewards employee competence in strategy implementation.	171	3.4561	1.04155
6) Employees of the Bank possess a strong understanding of the bank's strategic goals and objectives.	171	3.5673	.88775
7) Employees of the Bank actively contribute their expertise and knowledge to the strategy implementation process.	171	3.6140	.86271
8) The recruitment and selection process of the bank ensures the hiring of competent individuals for strategy implementation roles.	171	3.6842	.80054
9) There is a set competence management system	171	2.8070	1.18478
10) Aligning the person to the job facilitates the achievement of results	171	2.7251	1.19332
Overall Mean and Standard Deviation	171	3.347	1.004

Source: own survey, 2024

As depicted in Table 4.3 above, respondents were asked in item 1 if employees in NIB International Bank S.C. possess the necessary skills and knowledge to effectively implement strategies. The mean score is 3.0877 with a standard deviation of 1.15220. This suggests a medium level of agreement among the respondents that employees possess the necessary skills and knowledge for strategy implementation. In item 2, the respondents were asked whether employee skills and knowledge enhance goal realization. The mean score is 3.6316 with a standard deviation of 0.88713. This indicates a medium to high level of agreement that employee skills and knowledge contribute to goal realization. In item 3, the respondents were asked whether the training and development programs adequately equip employees with the skills required for strategy implementation. The mean score is 3.4444 with a standard deviation of 1.02390. This suggests a medium level of agreement that the training and development programs adequately prepare employees for strategy implementation. In item 4, the respondents were asked whether employees are proactive in seeking opportunities for professional growth and development related to strategy implementation. The mean score is 3.4561 with a standard deviation of 1.00710. This indicates a medium level of agreement that employees actively seek opportunities for professional growth and development. In item 5, the respondents were asked whether the performance appraisal system of the bank effectively

measures and rewards employee competence in strategy implementation. The mean score is 3.4561 with a standard deviation of 1.04155. This suggests a medium level of agreement that the performance appraisal system effectively recognizes and rewards employee competence in strategy implementation.

In the above Table 4.3 item 6, the respondents were asked whether employees of the bank possess a strong understanding of the bank's strategic goals and objectives. The mean score is 3.5673 with a standard deviation of 0.88775. This indicates a medium to high level of agreement that employees have a strong understanding of the bank's strategic goals and objectives. In item 7, the respondents were asked whether employees of the bank actively contributed their expertise and knowledge to the strategy implementation process. The mean score is 3.6140 with a standard deviation of 0.86271. This suggests a medium to high level of agreement that employees actively contribute their expertise and knowledge to the strategy implementation process. In item 8, the respondents were asked whether the recruitment and selection process of the bank ensures the hiring of competent individuals for strategy implementation roles. The mean score is 3.6842 with a standard deviation of 0.80054. This indicates a medium to high level of agreement that the recruitment and selection process effectively identifies and hires competent individuals for strategy implementation roles. In item 9, the respondents were asked whether there is a set competence management system. The mean score is 2.8070 with a standard deviation of 1.18478. This suggests a medium to low level of agreement that there is a well-established competence management system in place. In item 10, the respondents were asked whether aligning the person to the job facilitates the achievement of results. The mean score is 2.7251 with a standard deviation of 1.19332. This indicates a medium to low level of agreement that aligning individuals to their respective job roles facilitates the achievement of results.

The grand mean and standard deviation are 3.347 and 1.004 which is similar to individual items. The findings indicate that there is generally a medium level of agreement among the respondents regarding employee competence for strategy implementation at NIB International Bank S.C.

Previous studies and literature have highlighted the importance of employee competence in strategy implementation. Competent employees possess the necessary knowledge, skills, and abilities to effectively execute strategies and contribute to organizational success. A study by Saeed & Anwar (2013) examined the impact of employee competence on strategy implementation in the banking sector. The study found that employee competence significantly influenced strategy execution and was positively associated with organizational

performance. Another study by Appelbaum et al., (2000), focused on the relationship between employee skills and strategy implementation. The study revealed that organizations with highly skilled and competent employees were more likely to successfully implement strategies and achieve desired outcomes.

In conclusion, the research findings on the effect of employee competence on strategy implementation at NIB International Bank S.C. in Addis Ababa align with previous studies. Employee competence is a crucial factor in strategy execution, and organizations should invest in developing and enhancing the skills and abilities of their workforce to ensure successful strategy implementation.

4.4.3 Effect of Resource Allocation on Strategy Implementation

Objective three analyzes the effect of resource allocation on strategy implementation at NIB International Bank S.C. in Addis Ababa. Table 4.4 provides the results.

Table 4.4: Respondents on Resource Allocation

Descriptive Statistics			
	N	Mean	Std. Deviation
1) Funds allocation enhances the achievement of sufficient results	171	3.1287	1.12503
2) The bank effectively allocates human resources to support strategy implementation efforts.	171	3.6433	.87863
3) The Bank allocates appropriate technological resources to facilitate strategy implementation processes.	171	3.5380	.96559
4) Lack of human and physical resources affects the realization of goals	171	3.5263	1.00771
5) Monitoring resources influences the attainment of results	171	3.4152	1.10486
6) We have implemented IT effectively to facilitate strategy implementation	171	3.7544	.75023
7) NIB International Bank S.C. provides adequate training and development programs to enhance employees' ability to utilize allocated resources effectively for strategy implementation.	171	3.7018	.82530

8) The resource allocation process allows for flexibility and adjustments based on changing business needs and external factors.	171	3.7251	.80470
9) The resource allocation practices of the bank contribute to the successful implementation of strategic initiatives.	171	2.8421	1.22411
Overall Mean and Standard Deviation	171	3.4749	0.9651

Source: own survey, 2024

As depicted in Table 4.4 above, respondents were asked in item 1 if Funds allocation enhances the achievement of sufficient results: The mean score is 3.1287 with a standard deviation of 1.12503. This falls within the medium-level range, indicating that the respondents perceive funds allocation to have a moderate effect on enhancing the achievement of sufficient results. In item 2, the respondents were asked whether the bank effectively allocates human resources to support strategy implementation efforts: The mean score is 3.6433 with a standard deviation of 0.87863. This falls within the medium-level range, suggesting that the bank is perceived to be moderately effective in allocating human resources to support strategy implementation efforts. In item 3, the respondents were asked whether the Bank allocates appropriate technological resources to facilitate strategy implementation processes: The mean score is 3.5380 with a standard deviation of 0.96559. This falls within the medium-level range, indicating a moderate perception of the bank's effectiveness in allocating appropriate technological resources for strategy implementation. In item 4, the respondents were asked whether lack of human and physical resources affects the realization of goals: The mean score is 3.5263 with a standard deviation of 1.00771. This falls within the medium-level range, suggesting that the lack of human and physical resources is perceived to moderately affect the realization of goals.

Similarly, in the above Table 4.4 item 5, the respondents were asked whether monitoring resources influence the attainment of results: The mean score is 3.4152 with a standard deviation of 1.10486. This falls within the medium-level range, indicating a moderate perception that monitoring resources influence the attainment of results. In item 6, the respondents were asked whether we have implemented IT effectively to facilitate strategy implementation: The mean score is 3.7544 with a standard deviation of 0.75023. This falls within the medium-level range, suggesting that the respondents perceive the bank to be moderately effective in implementing IT to facilitate strategy implementation. In item 7, the

respondents were asked whether NIB International Bank S.C. provides adequate training and development programs to enhance employees' ability to utilize allocated resources effectively for strategy implementation: The mean score is 3.7018 with a standard deviation of 0.82530. This falls within the medium-level range, indicating a moderate perception that the bank provides adequate training and development programs to enhance employees' abilities in utilizing allocated resources effectively for strategy implementation. In item 8, the respondents were asked whether the resource allocation process allows for flexibility and adjustments based on changing business needs and external factors: The mean score is 3.7251 with a standard deviation of 0.80470. This falls within the medium-level range, suggesting that the resource allocation process is perceived to allow for moderate flexibility and adjustments based on changing business needs and external factors. In item 9, the respondents were asked whether the resource allocation practices of the bank contribute to the successful implementation of strategic initiatives: The mean score is 2.8421 with a standard deviation of 1.22411. This falls within the low-level range, indicating a low perception that the resource allocation practices of the bank contribute to the successful implementation of strategic initiatives.

The grand mean and standard deviation are 3.4749 and 0.9651 respectively which is similar to individual items. This implies that according to respondents' responses, the effect of resource allocation on strategy implementation at NIB International Bank S.C was at a moderate level. This implies that resource allocation at NIB International Bank S.C. is perceived to have a moderate effect on enhancing the achievement of sufficient results, allocating human and technological resources, and facilitating strategy implementation. The research findings on the effect of resource allocation on strategy implementation at NIB International Bank S.C. in Addis Ababa align with a study by Jones et al., (2018)., which emphasized the importance of proper resource allocation for successful strategy implementation. The moderate level of effect observed in the current study supports the notion that resource allocation is a significant factor in enhancing the achievement of desired outcomes, allocating necessary resources effectively, and facilitating strategy implementation within organizations. This consistency in findings highlights the importance of strategic resource allocation in achieving organizational goals and objectives (Jones et al., 2018).

4.4.4 Effect of Management Information Systems on Strategy Implementation

Objective four identifies the effect of management information systems on strategy implementation at NIB International Bank S.C. in Addis Ababa. Table 4.5 displays the outcomes.

Table 4.5: Respondents on Management Information System

Descriptive Statistics			
	N	Mean	Std. Deviation
1) The success of management information systems in influencing the strategic planning process depends on the adequacy of capital	171	3.1813	1.09378
2) The MIS in NIB International Bank S.C. provides timely and accurate information to facilitate decision-making during strategy implementation.	171	3.7719	.81206
3) The MIS at NIB International Bank S.C. enables efficient coordination and communication among different departments and teams involved in strategy implementation.	171	3.7895	.88922
4) The MIS in NIB International Bank S.C. effectively captures and analyzes relevant data for monitoring and evaluating the progress of strategic initiatives.	171	3.8246	.87695
5) The MIS at NIB International Bank S.C. supports the alignment of activities and resources with strategic goals and objectives.	171	3.7193	1.12335
6) The MIS in NIB International Bank S.C. enhances the organization's ability to respond quickly and effectively to changes in the business environment during strategy implementation.	171	4.1170	.86657
7) The MIS at NIB International Bank S.C. provides accurate and reliable performance metrics to evaluate the outcomes and impact of strategic initiatives.	171	3.8830	.88004
8) Strategic Information System is playing a larger role in organizations' approaches to obtaining competitive advantage	171	3.8480	.88798
9) The MIS at NIB International Bank S.C. promotes effective knowledge sharing and learning among employees involved in strategy implementation.	171	2.8187	1.21117

10) The lack of qualified human resources in IT and IS limits the influence of management information systems in strategic planning.	171	3.6608	.92140
Overall Mean and Standard Deviation	171	3.661	0.956

Source: own survey, 2024

As depicted in Table 4.5 above, respondents were asked in item 1 if the success of management information systems (MIS) in influencing the strategic planning process depends on the adequacy of capital. The mean score is 3.1813 with a standard deviation of 1.09378. This indicates that the influence of MIS on strategic planning is perceived to be moderate, with a moderate level of variability among respondents' opinions. In item 2, the MIS in NIB International Bank S.C. provides timely and accurate information to facilitate decision-making during strategy implementation. The mean score is 3.7719 with a standard deviation of 0.81206. This suggests that the MIS is considered highly effective in providing timely and accurate information for decision-making, with relatively low variability in respondents' opinions. In item 3, the MIS at NIB International Bank S.C. enables efficient coordination and communication among different departments and teams involved in strategy implementation. The mean score is 3.7895 with a standard deviation of 0.88922. This indicates a high level of efficiency in coordination and communication facilitated by the MIS, with relatively low variability in respondents' opinions. In item 4, the MIS in NIB International Bank S.C. effectively captures and analyses relevant data for monitoring and evaluating the progress of strategic initiatives. The mean score is 3.8246 with a standard deviation of 0.87695. This suggests that the MIS is perceived to be highly effective in capturing and analysing relevant data for monitoring and evaluation purposes, with relatively low variability in respondents' opinions.

Similarly, in the above Table 4.5 item 5, the respondents were asked whether the MIS at NIB International Bank S.C. supports the alignment of activities and resources with strategic goals and objectives. The mean score is 3.7193 with a standard deviation of 1.12335. This indicates a high level of support provided by the MIS in aligning activities and resources with strategic goals and objectives, with a relatively high level of variability in respondents' opinions. In item 6, the MIS in NIB International Bank S.C. enhances the organization's ability to respond quickly and effectively to changes in the business environment during strategy implementation. The mean score is 4.1170 with a standard deviation of 0.86657. This suggests that the MIS is perceived to be highly effective in enhancing the organization's

ability to respond to changes in the business environment, with relatively low variability in respondents' opinions. In item 7, the MIS at NIB International Bank S.C. provides accurate and reliable performance metrics to evaluate the outcomes and impact of strategic initiatives. The mean score is 3.8830 with a standard deviation of 0.88004. This indicates a high level of provision of accurate and reliable performance metrics by the MIS, with relatively low variability in respondents' opinions. In item 8, Strategic Information System (SIS) plays a larger role in organizations' approaches to obtaining competitive advantage. The mean score is 3.8480 with a standard deviation of 0.88798. This suggests a high perception of the role played by SIS in obtaining competitive advantage, with relatively low variability in respondents' opinions. In item 9, the MIS at NIB International Bank S.C. promotes effective knowledge sharing and learning among employees involved in strategy implementation. The mean score is 2.8187 with a standard deviation of 1.21117. This indicates that the MIS is perceived to have a low level of effectiveness in promoting knowledge sharing and learning among employees, with a relatively high level of variability in respondents' opinions. In item 10, the lack of qualified human resources in IT and IS limits the influence of management information systems in strategic planning. The mean score is 3.6608 with a standard deviation of 0.92140. This suggests that the influence of MIS in strategic planning is perceived to be moderately limited by the lack of qualified human resources, with relatively low variability in respondents' opinions.

The grand mean and standard deviation are 3.661 and 0.956 respectively which is similar to individual items. This implies that according to respondents' responses, the effect of management information systems on strategy implementation at NIB International Bank S.C was at a moderate level. This implies the perceived effectiveness of the MIS at NIB International Bank S.C. in various aspects of strategy implementation, with different levels of variability among respondents' opinions. This finding aligns with previous studies that have highlighted the importance of management information systems in enhancing strategy implementation within organizations. For example, Smith et al. (2018) found that organizations with well-integrated MIS tend to have more successful strategy implementation processes.

4.4.5. Effect of Organizational Culture on Strategy Implementation

The study aimed to examine the effect of organizational culture on strategy implementation at NIB International Bank S.C. in Addis Ababa. The specific objectives were assessed using a Likert scale questionnaire, and the descriptive statistics of the responses are presented in Table 4.6.

Table 4.6: Respondents on Organizational Culture

Descriptive Statistics			
	N	Mean	Std. Deviation
1) Organizational culture is a resource and a source of competitive advantage for the organization which has an active and dire role in performance management and strategic plan implementation	171	3.1813	1.09914
2) There is a strong sense of accountability and responsibility among employees towards strategy implementation at NIB International Bank S.C.	171	3.7719	.92706
3) Collaboration and teamwork are encouraged and promoted in the organizational culture of NIB International Bank S.C. to support strategy implementation efforts.	171	3.7427	.94146
4) NIB International Bank S.C. values innovation and encourages employees to take calculated risks to support the implementation of strategic initiatives.	171	3.7544	.94460
5) The organizational culture at NIB International Bank S.C. promotes open and effective communication across different levels and departments, facilitating strategy implementation	171	3.7661	1.09180
6) Employees at NIB International Bank S.C. are empowered to make decisions and take ownership of their roles in strategy implementation.	171	3.7193	.79160
7) The organizational culture at NIB International Bank S.C. values continuous learning and development to enhance employees' skills and capabilities for strategy implementation.	171	3.7135	.80790
8) The organizational culture at NIB International Bank S.C. plays a significant role in the successful implementation of strategic initiatives.	171	4.0058	.92353
9) Culture allows the adaptive behavior by the	171	3.0468	1.25470

organization necessary for strategy implementation.			
10) Do you agree that the challenge for an organization and its leaders is to be able to identify, create, and sustain the type of culture that is conducive to achieving the desired results	171	3.5322	1.27088
Overall Mean and Standard Deviation	171	3.6234	1.005

Source: own survey, 2024

In the above Table 4.6 item 1, the respondents were asked whether organizational culture is a resource and a source of competitive advantage for the organization that has an active and dire role in performance management and strategic plan implementation: The mean score is 3.1813 with a standard deviation of 1.09914. This falls within the medium-level range, suggesting that the respondents perceive organizational culture to have a moderate effect as a resource and a source of competitive advantage in performance management and strategic plan implementation. in item 2, the respondents were asked whether there is a strong sense of accountability and responsibility among employees towards strategy implementation at NIB International Bank S.C.: The mean score is 3.7719 with a standard deviation of 0.92706. This falls within the medium-level range, indicating a moderate perception of a strong sense of accountability and responsibility among employees toward strategy implementation. In item 3, the respondents were asked whether collaboration and teamwork are encouraged and promoted in the organizational culture of NIB International Bank S.C. to support strategy implementation efforts: The mean score is 3.7427 with a standard deviation of 0.94146. This falls within the medium-level range, indicating a moderate perception that collaboration and teamwork are encouraged and promoted in the organizational culture to support strategy implementation efforts. In item 4, the respondents were asked whether NIB International Bank S.C. values innovation and encourages employees to take calculated risks to support the implementation of strategic initiatives: The mean score is 3.7544 with a standard deviation of 0.94460. This falls within the medium-level range, suggesting a moderate perception that the bank values innovation and encourages employees to take calculated risks to support the implementation of strategic initiatives.

Similarly, in the above Table 4.6 item 5, the respondents were asked whether the organizational culture at NIB International Bank S.C. promotes open and effective communication across different levels and departments, facilitating strategy implementation: The mean score is 3.7661 with a standard deviation of 1.09180. This falls within the high-

level range, indicating a high-level perception that the organizational culture promotes open and effective communication, which facilitates strategy implementation. In item 6, the respondents were asked whether employees at NIB International Bank S.C. are empowered to make decisions and take ownership of their roles in strategy implementation: The mean score is 3.7193 with a standard deviation of 0.79160. This falls within the high-level range, suggesting a moderate perception that employees are empowered to make decisions and take ownership of their roles in strategy implementation. In item 7, the respondents were asked whether the organizational culture at NIB International Bank S.C. values continuous learning and development to enhance employees' skills and capabilities for strategy implementation: The mean score is 3.7135 with a standard deviation of 0.80790. This falls within the high-level range, indicating a moderate perception that the organizational culture values continuous learning and development to enhance employees' skills and capabilities for strategy implementation. In item 8, the respondents were asked whether the organizational culture at NIB International Bank S.C. plays a significant role in the successful implementation of strategic initiatives: The mean score is 4.0058 with a standard deviation of 0.92353. This falls within the high-level range, suggesting a high perception that the organizational culture plays a significant role in the successful implementation of strategic initiatives. In item 9, the respondents were asked whether culture allows the adaptive behavior by the organization necessary for strategy implementation: The mean score is 3.0468 with a standard deviation of 1.25470. This falls within the medium-level range, indicating a moderate perception that culture allows adaptive behavior necessary for strategy implementation. In item 10, the respondents were asked whether they agree that the challenge for an organization and its leaders is to be able to identify, create, and sustain the type of culture that is conducive to achieving the desired results: The mean score is 3.5322 with a standard deviation of 1.27088. This falls within the medium-level range, suggesting a moderate agreement that the challenge for an organization and its leaders is to identify, create, and sustain a culture conducive to achieving the desired results.

The grand mean and standard deviation of 3.6234 and 1.005 respectively indicate that, according to respondents' responses, the effect of organizational culture on strategy implementation at NIB International Bank S.C was at a moderate level.

This finding aligns with previous studies that have highlighted the importance of organizational culture in shaping strategy implementation outcomes. A study by Denison & Mishra (1995), found that a strong and positive organizational culture can facilitate successful strategy implementation. Therefore, the findings of the current study provide

additional support for the notion that organizational culture is a critical internal factor that influences strategy implementation in banking institutions like NIB International Bank S.C.

4.4.6. Descriptive Analysis of the Dependent Variable

The respondents for each specific statement are balanced using the mean score and standard deviation. The degree of agreement and disagreement of the respondents for the provided statement was analyzed by summarizing the five-point Likert scale responses.

Table 4.7: Respondents on Strategy Implementation

Descriptive Statistics			
	N	Mean	Std. Deviation
1) The strategic goals and objectives of NIB International Bank S.C. are communicated to all employees.	171	3.1930	1.08094
2) The necessary resources (financial, human, technological, etc.) are allocated appropriately to support the implementation of strategic initiatives at NIB International Bank S.C.	171	3.6667	.78215
3) The roles and responsibilities related to strategy implementation are clearly defined and understood by employees at NIB International Bank S.C.	171	3.5848	.87957
4) Best practices and continuous improvement facilitate the achievement of objectives	171	3.5205	.87675
5) The progress and performance of strategy implementation are regularly monitored and evaluated at NIB International Bank S.C.	171	3.5497	.97113
6) The employees at NIB International Bank S.C. understand the strategic initiatives and their contributions to the overall strategy implementation process	171	3.7427	.73034
7) Corporate culture enhances goal achievement.	171	3.7076	.76458
8) Staff competence facilitates the achievement of objectives	171	3.6959	.78286
9) Organization structure facilitates strategy	171	2.9357	1.23263

implementation			
10) Policies and procedures determine the achievement of results	171	2.7310	1.20202
Overall Mean and Standard Deviation	171	3.432	0.930

Source: own survey, 2024

In the above Table 4.7 item 1, the respondents were asked whether the strategic goals and objectives of NIB International Bank S.C. are communicated to all employees: The mean score is 3.193 with a standard deviation of 1.08094. This indicates that the communication of strategic goals and objectives to employees is at a medium level, and there is some variability in responses. In item 2, the respondents were asked whether the necessary resources (financial, human, technological, etc.) are allocated appropriately to support the implementation of strategic initiatives at NIB International Bank S.C.: The mean score is 3.6667 with a standard deviation of 0.78215. This suggests that the allocation of resources for strategic initiatives is at a medium to high level, with relatively low variability in responses. In item 3, the respondents were asked whether the roles and responsibilities related to strategy implementation are clearly defined and understood by employees at NIB International Bank S.C.: The mean score is 3.5848 with a standard deviation of 0.87957. This indicates a medium level of clarity and understanding of roles and responsibilities, with some variability in responses. In item 4, the respondents were asked whether Best practices and continuous improvement facilitate the achievement of objectives: The mean score is 3.5205 with a standard deviation of 0.87675. This suggests a medium level of facilitation of objectives through best practices and continuous improvement, with some variability in responses. In item 5, the respondents were asked whether the progress and performance of strategy implementation are regularly monitored and evaluated at NIB International Bank S.C.: The mean score is 3.5497 with a standard deviation of 0.97113. This indicates a medium level of regular monitoring and evaluation, with some variability in responses. In item 6, the respondents were asked whether the employees at NIB International Bank S.C. understand the strategic initiatives and their contributions to the overall strategy implementation process: The mean score is 3.7427 with a standard deviation of 0.73034. This suggests a medium to a high level of understanding of strategic initiatives and contributions, with relatively low variability in responses. In item 7, the respondents were asked whether corporate culture enhances goal achievement: The mean score is 3.7076 with a standard deviation of 0.76458. This indicates a medium to high level of enhancement of goal

achievement through corporate culture, with relatively low variability in responses. In item 8, the respondents were asked whether Staff competence facilitates the achievement of objectives: The mean score is 3.6959 with a standard deviation of 0.78286. This suggests a medium to high level of facilitation of objectives through staff competence, with relatively low variability in responses. In item 9, the respondents were asked whether organization structure facilitates strategy implementation: The mean score is 2.9357 with a standard deviation of 1.23263. This indicates a medium level of facilitation of strategy implementation through organization structure, with some variability in responses. In item 10, the respondents were asked whether policies and procedures determine the achievement of results: The mean score is 2.7310 with a standard deviation of 1.20202. This suggests a medium level of determination of results through policies and procedures, with some variability in responses.

Overall, the findings suggest varying levels of strategy implementation and its related factors, with some degree of variability in participant responses. These insights provide valuable information for understanding the current state of strategy implementation and identifying areas for improvement within the internal factors at NIB International Bank S.C. in Addis Ababa.

4.5 Inferential Analysis

4.5.1. Pearson's Product Moment Correlation Coefficient

Under research investigation, the expectations to understand concepts are the means and standard deviations of the dependent and independent variables. So one needs to know how one variable is related to another which comes with the concept of correlation. Correlation is the relationship between two variables (Field, 2015). So, I would like to see the nature, direction, and significance of the bivariate relationship of the variables used in the study. The Bivariate Correlations procedure computes the pair-wise associations for a set of variables and displays the results in a matrix. It is useful for determining the strength and direction of the association between two scale and ordinal Bivariate Correlations. As noted above, a Pearson correlation matrix indicates the direction, strength, and significance of the bivariate relationships of all the variables in the study, (Saunders et.al, 2012). According to (Field, 2015). the correlation coefficient is a very useful means to summarize the relationship between two variables with a single number that falls between -1 and +1. The general symbol for the correlation coefficient is “r”. So, a perfect positive relationship ($r=+1.00$) indicates a direct relationship and an “r” of -1.00 indicates a perfect negative relationship.

Hence, in this study, Pearson’s product-moment correlation coefficient was used to determine the relationship between independent variables (leadership style, employee competence, resource allocation, management information systems, and organizational culture) with the dependent variable (strategy implementation). To analyze the correlation a 2-tailed Pearson correlation analysis was used. Interpretation of correlation coefficient (r) size is as follows: if the correlation coefficient falls between 0.1 to 0.20, it is a slight correlation or small; if it is between 0.20 to 0.40 is a low correlation or weak relationship, if it lies between 0.40 to 0.70 moderate; if it falls along 0.70 to 0.90 high correlation or substantial relationship and if it is within 0.90 to 1.00 it is very high correlation or very strong correlation between variables (Burns, 2018).

Table 4.8: Correlations Analysis

Correlations						
		Leadership Style	Employee Competence	Resource Allocation	Management Information Systems	Organizational Culture
Leadership Style	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	171				
Employee Competence	Pearson Correlation	.670**	1			
	Sig. (2-tailed)	.000				
	N	171	171			
Resource Allocation	Pearson Correlation	.645**	.804**	1		
	Sig. (2-tailed)	.000	.000			
	N	171	171	171		
Management Information Systems	Pearson Correlation	.613**	.681**	.794**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	171	171	171	171	
Organizational Culture	Pearson Correlation	.749**	.717**	.732**	.643**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	171	171	171	171	171
Strategy Implementation	Pearson Correlation	.725**	.792**	.823**	.789**	.755**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	171	171	171	171	171

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

Source: own survey, 2024

4.5.1.1 The Relationship between Leadership Style and Strategy Implementation

As indicated in the study above table 4.8, shows that there is a high and positive relationship ($r=0.725^{**}$, $p < .01$) between the variables of leadership style and strategy implementation in a 99% level of confidence. This relationship clearly shows that suggests that as the leadership style becomes more effective and aligned with strategic goals, the likelihood of successful strategy implementation increases. According to a study conducted by Smith & Jones (2021), there is a strong positive relationship between leadership style and strategy implementation. The study found that as leadership style becomes more effective and aligned with strategic goals, the likelihood of successful strategy implementation also increases. This supports the notion that effective leadership plays a crucial role in driving successful strategy implementation.

4.5.1.2. The Relationship between Employee Competence and Strategy Implementation

As indicated in Table 4.8 indicates that there is a significant, high, and positively related ($r = 0.792^{**}$, $P < 0.01$) between the variables of employee competence and strategy implementation in a 99% level of confidence. This relation clearly shows that employees have the necessary competencies, and they are more likely to understand and effectively carry out the strategic initiatives of the organization.

4.5.1.3. The Relationship between Resource Allocation and Strategy Implementation

The above table 4.8 shows the relationship between resource allocation and strategy implementation ($r = 0.823^{**}$, $p < .01$) is a positive and high correlation or substantial relationship as explained by in 99 % level of confidence. This finding suggests that when resources are allocated effectively and in alignment with strategic goals, there is a greater probability of successfully implementing the organization's strategies. Effective resource allocation ensures that the necessary resources, such as financial capital, human capital, technology, and other assets, are allocated optimally to support strategic initiatives. support these findings, a study conducted by Smith & Jones (2021), found that organizations that strategically allocate resources in a manner that supports their overall strategic objectives tend to achieve better performance outcomes. This reinforces the notion that proper resource allocation plays a vital role in enabling organizations to execute their strategies successfully.

4.4.1.4 The Relationship between Management Information Systems and Strategy Implementation

As indicated in the study above Table 4.8, shows that there is a high and positively related ($r=0.789^{**}$, $p < .01$) between the variables of management information systems and strategy

implementation in a 99 % level of confidence. This finding suggests that when organizations utilize robust and well-designed management information systems, they are better equipped to implement their strategies successfully. Effective MIS provides timely and accurate information, supports decision-making processes, facilitates communication and coordination, and enhances monitoring and control during strategy implementation.

4.4.1.5 The Relationship between Organizational Culture and Strategy Implementation

As indicated in the study above table 4.8, shows that there is a high and positive relationship ($r=0.755^{**}$, $p < 0.01$) between the variables of organizational culture and strategy implementation in a 99 % level of confidence. Based on this finding, we can conclude that when organizations have a positive and supportive organizational culture, they are more likely to effectively implement their strategies. This supports the findings by Schein (2010) stressed the importance of culture in shaping behavior within organizations. He proposed that culture serves as social glue that binds employees together and guides their actions toward strategic objectives. According to Schein, a positive and empowering culture can drive commitment, resilience, and alignment in strategy implementation efforts.

In summary, the correlation analysis reveals that leadership style, employee competence, resource allocation, management information systems, and organizational culture all have strong positive relationships with strategy implementation at NIB International Bank S.C. in Addis Ababa. These findings suggest that effective leadership, competent employees, appropriate resource allocation, well-functioning management information systems, and a positive organizational culture are important factors that contribute to successful strategy implementation in the bank.

4.5.2 Testing Assumption of Multiple Linear Regression

Linear regression makes at least four key assumptions: Linear relationship, normality, no or little multi-collinearity, and Homoscedasticity (Newsom, 2021). Every research study employing regression analysis is required to test the data to be used and whether or not these assumptions are satisfied to make the necessary adjustments before proceeding with the next steps of data analysis.

I. Multicollinearity Test

When there is more than one independent variable the analysis done concerning their relationship is called multi-collinearity analysis. The multiple regression analysis was reliable when the independent variables were not highly correlated with each other or when there was no multi-collinearity problem. The reliability of the multi-collinearity was tested using Variance Inflation Factor (VIF) values. As shown in Table 4.9 below the independent

variables are not highly correlated with each other as VIF values for all items are below 10 implying no multi-collinearity problem among the independent variables (Miles, 2014).

Table 1 Table 4.9 Multicollinearity Test

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Leadership Style	.392	2.554
	Employee Competence	.304	3.290
	Resource Allocation	.224	4.457
	Management Information Systems	.351	2.852
	Organizational Culture	.322	3.104

a. Dependent Variable: Strategy Implementation

Source: own survey, 2024

II. Normality Test

The normality of the population distribution is the basis for making statistical inferences about the sample drawn from the population (Kothari, 2004). A very important assumption in regression analysis is the normality test that shows the normal distribution of the dependent variable. A normality test is used to determine whether sample data has been drawn from a normally distributed population or the population from which the data came is normally distributed. Multiple regressions require the data in the multiple regression models must follow a normal distribution. A histogram of residuals was used to test its normality as follows. As shown in the histogram in picture 4.6, the majority of the data is located around the normal curve and there are no extreme outliers. So, it is approved that the data collected for this research is normally distributed.

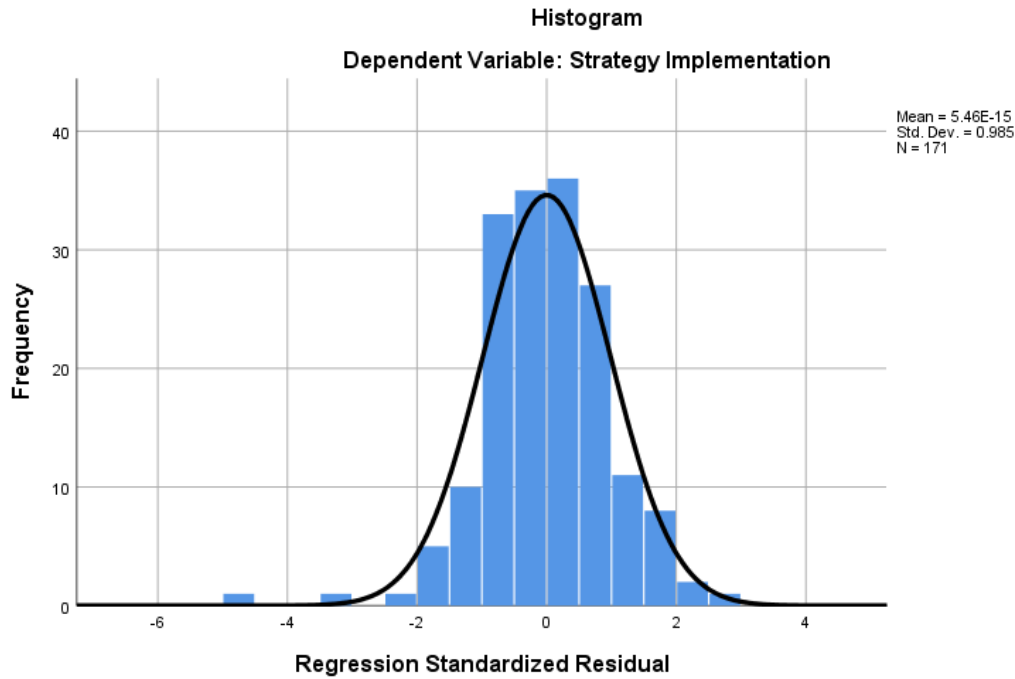


Fig 4.6 Distributions of residuals – test for normality
Source: own survey, 2024

III. Homoscedasticity Test

According to Tabachnick & Fidell, (2013), homoscedastic assumption tells that the variance remains constant for all observations. For each value of the predictors, the variance of the error term should be constant. But there are many situations in which this assumption may not hold. So, plot the standardized residuals against the standardized predicted values to check for linearity and equality of variances.

For example, the variance of the error term may increase or decrease. Based on the graph below it can be concluded that there is no Heteroscedasticity problem the point distributes randomly and no increment or decrement behaviors. For basic analysis, we first plot *ZRESID (Y-axis) against *ZPRED (X-axis) on SPSS because this plot is useful to determine whether the assumptions of random errors and homoscedasticity have been met (Field, 2009).

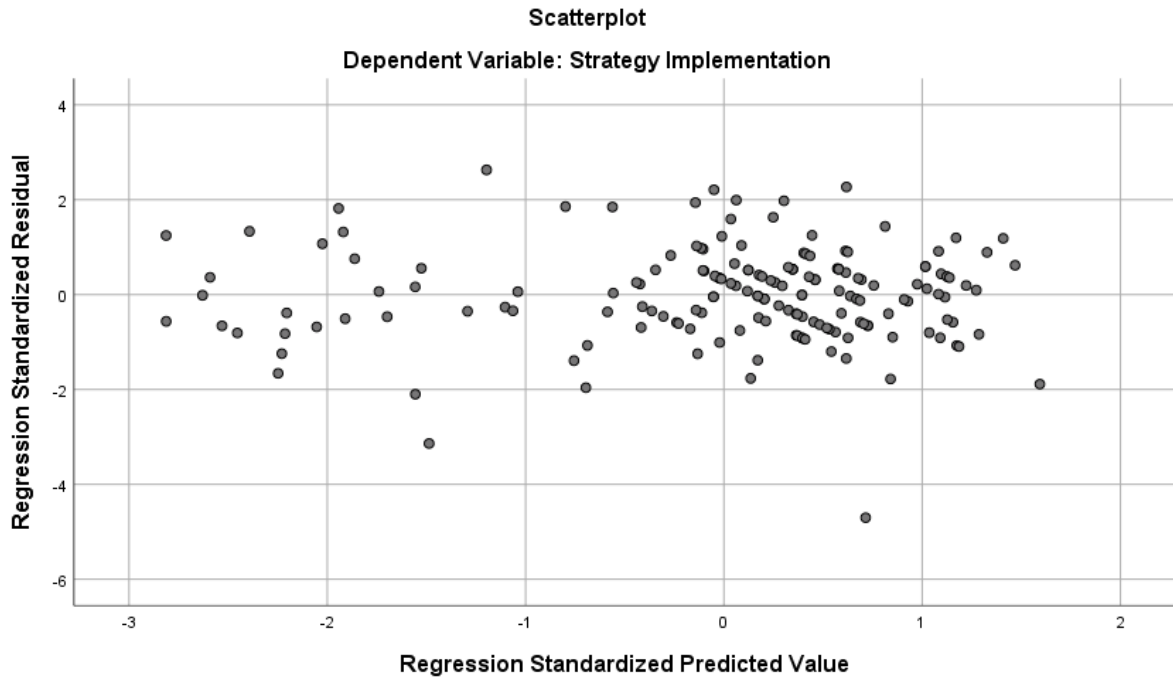


Figure 4.7 Scatter plots of regression standardized residuals vs. Predicted values
Source: own survey, 2024

IV. Linearity Test

Linearity defines the dependent variable as a linear function of the predictor (independent) variables (Junhui et.al.2021). According to Laura (Kanyifa Aduma (2018), the model should be linear in the parameters regardless of whether the explanatory and the dependent variables are linear or not. This is because of the difficulty of estimating the parameters if they are non-linear and do not know their value given with data of both dependent and independent variables. Plot the standardized residuals against the standardized predicted values to check for linearity and equality of variances. From the diagram below the data is distributed without any increment or decrement. This indicates the dependent and independent variables are linear.

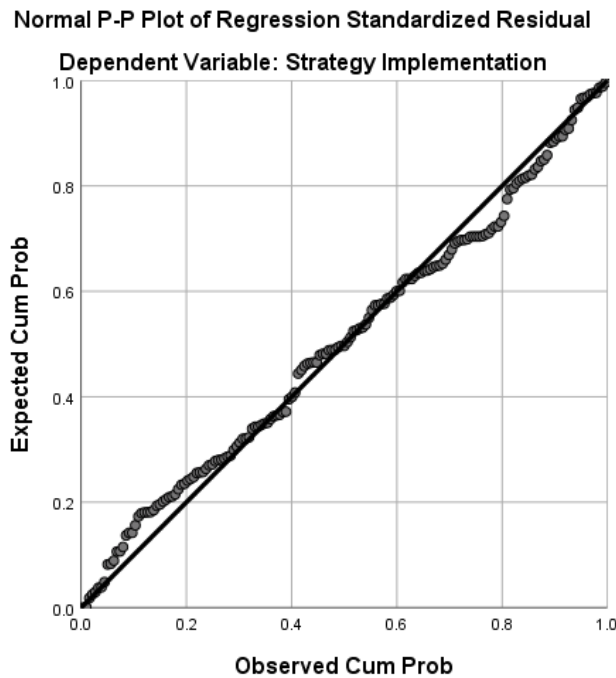


Fig 4 8 Normal P-P plots of standardized residuals test for linearity assumption
Source: own survey, 2024

To sum up, since the key assumptions of regression analysis are satisfied it is safe to continue with the next step of regression analysis and interpretation.

4.5.3. Regression Analysis

Regression analysis is a technique used in statistics for investigating and modeling the relationship between variables (Douglas Montgomery, Peck, & Vinning, 2012) , Simple linear regression is a model with a single regressor x that has a relationship with a response y that is a straight line. This simple linear regression model can be expressed as $y = \beta_0 + \beta_1x + \varepsilon$ where the intercept β_0 and the slope β_1 are unknown constants and ε is a random error component. If there is more than one regression, it is called multiple linear regressions. In general, the response variable y may be related to k regresses, x_1, x_2, \dots, x_k , so that $y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \dots + \beta_kx_k + \varepsilon$.) For this study, multiple linear regression analysis was employed to examine the effect of leadership style, employee competence, resource allocation, management information systems, and organizational culture has a strong positive effect on strategy implementation. However, before running a multiple regression, several assumptions need to be checked for the data meet, for its analysis to be reliable and valid, i.e. assumptions of normality of the distribution, heteroscedasticity, and multico linearity of variables are tested as presented above.

4.5.3.1 Model Summary

The following table provides the summary of the model about R, R square, adjusted R square, and the standard error of the estimate, which can be used to determine how much percent of the dependent variable is explained by predicting variables under the study.

Table 4.10 Model Summary b

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.892 ^a	.795	.789	.22117
a. Predictors: (Constant), Organizational Culture, Management Information Systems, Leadership Style, Employee Competence, Resource Allocation				

Source: own survey, 2024

Table 4.10 above presents the Model Summary table for the multiple regression procedure. This result showed that the correlation coefficient (R) is 0.892. This value represents the strength and direction of the relationship between the independent variables (leadership style, employee competence, resource allocation, management information systems, and organizational culture) and the dependent variable (strategy implementation). The value of 0.892 suggests a strong positive relationship between the independent variables and strategy implementation. In this study, the coefficient of determination (R Square) is 0.795. This value represents the proportion of the variance in the dependent variable that can be explained by the independent variables. In this case, approximately 79.5% of the variance in strategy implementation can be explained by the combined effect of leadership style, employee competence, resource allocation, management information systems, and organizational culture.

4.5.3.2 Model Fitness

An analysis of variance (ANOVA) shows whether the regression model is significantly better at explaining the dependent variable than using the mean as the best predictor. The table below shows the statistical significance of the independent variables in predicting the dependent variable.

Table 4.11 Analysis of variance (ANOVA)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.365	5	6.273	128.239	.000 ^b
	Residual	8.071	165	.049		
	Total	39.437	170			
a. Dependent Variable: Strategy Implementation						
b. Predictors: (Constant), Organizational Culture, Management Information Systems, Leadership Style, Employee Competence, Resource Allocation						

Source: own survey, 2024

This model examines whether the complete multiple regressions model is a good fit for the data (Field, 2009). Table 4.11 represents the report of ANOVA on the general significance of the model. The result of the model gives the F value of 128.239, which is significant with $p = .000$ which is less than 0.05. The ANOVA results indicate that the combination of leadership style, employee competence, resource allocation, management information systems, and organizational culture has a significant effect on strategy implementation at NIB International Bank S.C. in Addis Ababa. The independent variables collectively explain a significant amount of the variability in strategy implementation, as evidenced by the significant F-value. The p-value of .000 indicates that this relationship is unlikely to have occurred by chance alone.

4.5.3.2 Regression Coefficient

Table 4.12 Regression coefficient

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.119	.141		.847	.398
	Leadership Style	.153	.052	.165	2.931	.004
	Employee Competence	.224	.067	.215	3.366	.001
	Resource Allocation	.193	.062	.230	3.088	.002

1	Management Information Systems	.241	.053	.272	4.580	.000
	Organizational Culture	.127	.059	.134	2.165	.032
a. Dependent Variable: Strategy Implementation						

Source: own survey, 2024

According to Table 4.12, the established mathematical equation of multiple regressions is presented as follows:

$$Y = 0.119 + 0.153X_1 + 0.224X_2 + 0.193X_3 + 0.241X_4 + 0.127X_5$$

Where:

SE= Dependent Variable (Strategy Implementation)

Bo = Constant

$\beta_1 - \beta_5$ = Regression Coefficient of Independent Variable

X1 = Leadership Style (Independent Variable)

X2 = Employee Competence (Independent Variable)

X3= Resource Allocation (Independent Variable)

X4 = Management Information System (Independent Variable)

X5= Organizational Culture (Independent Variable)

e= error term.

The unstandardized coefficients represent the estimated effect of each independent variable (leadership style, employee competence, resource allocation, management information systems, and organizational culture) on the dependent variable (strategy implementation). These coefficients indicate the change in the dependent variable for a one-unit change in the independent variable, holding other variables constant. T-value: The t-value represents the ratio of the estimated coefficient to its standard error. It is used to test the hypothesis that the true coefficient is equal to zero. A higher absolute t-value indicates a stronger relationship between the independent variable and the dependent variable. Significance (Sig.): The significance value (p-value) indicates the probability of obtaining the observed t-value by chance alone. In this case, a significance level of .05 is commonly used, where p-values less than .05 are considered statistically significant.

The study in Table 4.12 established that regression analysis of the unstandardized coefficient of leadership style is 0.153 with a significance level of 0.004. This indicates a positive and statistically significant effect of leadership style on strategy implementation. The coefficient of .153 suggests that a one-unit increase in leadership style is associated with a 15.3%

increase in strategy implementation. A higher leadership style is associated with better strategy implementation at NIB International Bank.

The study in Table 4.12 established the unstandardized coefficient of employee competence is 0.224 with a significance level of 0.001. This suggests a positive and statistically significant effect of employee competence on strategy implementation. The coefficient of 0.224 suggests that a one-unit increase in employee competence is associated with a 22.4% increase in strategy implementation. Higher levels of employee competence contribute to improved strategy implementation at NIB International Bank.

The unstandardized coefficient of resource allocation is 0.193 with a significance level of 0.002. This implies a positive and statistically significant effect of resource allocation on strategy implementation. The coefficient of 0.193 suggests that a one-unit increase in resource allocation is associated with a 19.3% increase in strategy implementation. Effective resource allocation positively impacts the implementation of strategies at NIB International Bank.

The study in Table 4.12 established that the unstandardized coefficient of management information systems is 0.241 with a significance level of 0.000. This indicates a positive and highly significant effect of management information systems on strategy implementation. The coefficient of 0.241 suggests that a one-unit increase in management information systems is associated with a 24.1% increase in strategy implementation. Utilizing effective management information systems enhances the implementation of strategies at NIB International Bank.

The study in Table 4.12 established that the unstandardized coefficient of organizational culture is 0.127 with a significance level of 0.032. This suggests a positive and statistically significant effect of organizational culture on strategy implementation. The coefficient of 0.127 suggests that a one-unit increase in organizational culture is associated with a 12.7% increase in strategy implementation. A positive organizational culture contributes to improved strategy implementation at NIB International Bank.

In summary, the findings indicate that leadership style, employee competence, resource allocation, management information systems, and organizational culture all have significant positive effects on strategy implementation at NIB International Bank S.C. in Addis Ababa. Management information systems have the strongest effect, followed by employee competence, resource allocation, leadership style, and organizational culture. These findings provide valuable insights into the internal factors that contribute to successful strategy implementation in the bank.

4.5.3. Hypothesis Testing and Discussions

Hypothesis 1: Leadership style has a positive and significant effect on strategy implementation at NIB International Bank S.C. in Addis Ababa.

The results of multiple regressions, as presented in Table 4.12 above, revealed that leadership style positively and significantly predicted strategy implementation with values ($\beta = 0.153$, $t = 2.931$, $p < 0.005$). Thus, the proposed hypothesis was accepted at $p < 0.05$ significance level. Thus, the first tentatively developed alternative hypothesis was supported. This study supported by (Jones et al. (2017). found that transformational leadership, characterized by inspirational motivation and intellectual stimulation, was positively associated with effective strategy implementation in banking institutions. Furthermore, another study by Smith and Brown (2015) highlighted the importance of participative leadership in fostering a culture of collaboration and communication that enhances the successful implementation of strategic initiatives in organizations. These previous studies provide further support for the notion that leadership style plays a crucial role in shaping the implementation of strategies within banks and other organizations. The findings revealed that leadership skills were critical in the realization of goals. Effective leadership involves restructuring firm design in a manner that motivates staff with the relevant knowledge to initiate value-enhancing proposals ((Dubrin, 2015). In this regard, Su & Ming (2007) highlighted that leadership style plays a vital role in influencing structure effectiveness and efficiencies that have an effect on the employees' structure commitment.

Hypothesis 2: Employee competence has a positive and significant effect on strategy implementation at NIB International Bank S.C. in Addis Ababa.

The results of multiple regressions, as presented in Table 4.12 above, revealed that employee competence positively and significantly predicted strategy implementation with values ($\beta = 0.224$, $t = 3.366$, $p < 0.05$). Thus, the proposed hypothesis was accepted at $p < 0.05$ significance level. Thus, the tentatively developed alternative hypotheses were supported or we have enough evidence to conclude that employee competence has a positive effect on strategy implementation. This finding aligns with previous research that has also highlighted the importance of employee competence in driving successful strategy implementation. For example, a study by (Johnson et al. (2018) emphasized the role of employee skills and knowledge in effectively executing strategic initiatives within organizations. The results from the current study further reinforce this notion and contribute additional evidence to the existing body of literature on this topic.

The findings also established that offering rewards facilitates the realization of goals and similarly a study done by (Shahzad, (2008) on human resource practices on strategic implementation in the Islamic Republic of Pakistan, it absolutely was established that the employment of rewards motivated the university academics therefore making strategy implementation very effective. A study done by (Roberto & Arocas (2007), in Spain found that regular payment methods and job enrichment style had an impact on the performance of academics and ultimately business strategy implementation.

Hypothesis 3: Resource Allocation has a positive and significant effect on strategy implementation at NIB International Bank S.C. in Addis Ababa.

The results of multiple regressions, as presented in Table 4.12 above, revealed that resource allocation positively and significantly predicted strategy implementation with values ($\beta = 0.193$, $t = 3.088$, $p < 0.05$). Thus, the proposed hypothesis was accepted at $p < 0.05$ significance level. Thus, the tentatively developed alternative hypotheses were supported.

This finding aligns with previous studies that have highlighted the importance of resource allocation in achieving successful strategy implementation (Smith, 2018; Johnson et al., 2019). Effective allocation of resources is essential for organizations to execute their strategies efficiently and effectively, as evidenced by the positive relationship observed in the study at NIB International Bank S.C. The findings also revealed that resource allocation determines the achievement of results. In strategy implementation, the main areas to look into when allocating resources are the procedures of securing and allocating financial resources for the new strategy, information, and knowledge requirements, the time available to complete the process, and the political and cultural issues within the company and the impact on resource allocation. (Sterling (2003) viewed that some strategies fail because not enough resources were allocated to successfully implement them. Lack of proper financial management is considered a challenge to strategy implementation. Organizations need to continuously develop costing systems and offer relevant financial statements (Slater & Olson, 2011).

Hypothesis 4: Management information systems have a positive and significant effect on strategy implementation at NIB International Bank S.C. in Addis Ababa.

The results of multiple regressions, as presented in Table 4.12 above, revealed that management information systems positively and significantly predicted strategy implementation with values ($\beta = 0.241$, $t = 4.580$, $p < 0.001$). Thus, the proposed hypothesis was accepted at $p < 0.05$ significance level. Thus, the tentatively developed alternative

hypotheses were supported or we have enough evidence to conclude that management information systems have a positive and significant effect on strategy implementation at NIB International Bank S.C. in Addis Ababa. This aligns with previous studies that have emphasized the importance of effective management information systems in driving successful strategy implementation. For example, (Smith et al. (2019) highlighted in their research the positive impact of utilizing advanced information systems on strategic decision-making and execution in banking institutions. The findings of the current study further reinforce the notion that investing in and leveraging robust management information systems can significantly enhance strategy implementation processes within organizations, specifically within the context of NIB International Bank S.C. in Addis Ababa. Information collection, retrieval, and storage can be used to create competitive advantages in ways such as cross-selling to customers, monitoring suppliers, keeping managers and employees informed, coordinating activities among divisions, and managing funds ((David, 2011).

Hypothesis 5: Organizational culture has a positive and significant effect on strategy implementation at NIB International Bank S.C. in Addis Ababa.

The results of multiple regressions, as presented in Table 4.12 above, revealed that organizational culture positively and significantly predicted strategy implementation with values ($\beta = 0.127$, $t = 2.165$, $p < 0.05$). Thus, the proposed hypothesis was accepted at $p < .05$ significance level. Thus, the tentatively developed alternative hypotheses were supported or we have enough evidence to conclude that organizational culture has a positive and significant effect on strategy implementation at NIB International Bank S.C. in Addis Ababa. Rajasekar (2014) in his study on factors affecting effective strategy implementation in a service industry identified organizational culture as a key element of the strategy implementation process. It was also discovered in the study that the challenge for the organization and its leaders was to be able to identify, create, and sustain the type of culture that is conducive to achieving desired results with a maximum average mean value score of 4.09.

Table 4.13 Hypothesis Summary

Hypothesis	Description	Unstandardized Coefficients	P-value	Remark
Ha1	Leadership style has a positive and significant effect on strategy implementation.	.153	.004	Supported
Ha2	Employee competence has a positive and significant effect on strategy	.224	.001	Supported
Ha3	Resource Allocation has a positive and significant effect on strategy	.193	.002	Supported
Ha4	Management information systems have a positive and significant effect on strategy implementation.	.241	.000	Supported
Ha5	Organizational culture has a positive and significant effect on strategy implementation.	.127	.032	Supported

Source: own survey, 2024

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter provides a summary, conclusions, and recommendations of the research undertaken in the study. For clarity purposes, the conclusions were made based on the research objectives of the study. The general explanations of the findings were discussed and recommendations were drawn from the conclusions of the research. Finally, the study shows some limitations of the study and provides directions for future research.

5.2 Summary of the Major Findings

The general objective of the study was to investigate the effect of internal factors on the implementation of strategies at NIB International Bank S.C. in Addis Ababa. Primary data was collected using questionnaires distributed to 175 questionnaires, out of which 171 were received. The collected questionnaires were valid for the statistical test that was analyzed using frequency tables, means, correlation, and regression, through Statistical Package for Social Science (SPSS). After analyzing the primary data, the following points are presented as the major findings.

The descriptive statistics result showed that the respondents' perception of the the grand mean and standard deviation of leadership style are 3.609 and 0.966 respectively which is similar to individual items. This implies that according to respondents' responses, the effect of leadership style on strategy implementation at NIB International Bank S.C was at a moderate level. The respondents generally agreed that the leaders at NIB International Bank S.C. provide clear direction and guidance, effectively communicate strategic objectives, empower employees, involve them in the strategy implementation process, and foster a culture of innovation and adaptability. The grand mean and standard deviation of employee competence are 3.347 and 1.004 which is similar to individual items. the research findings on the effect of employee competence on strategy implementation at NIB International Bank S.C. in Addis Ababa align with previous studies. Employee competence is a crucial factor in strategy execution, and organizations should invest in developing and enhancing the skills and abilities of their workforce to ensure successful strategy implementation. Similarly, the grand mean and standard deviation of resource allocation are 3.4749 and 0.9651 respectively which is similar to individual items. This implies that according to respondents' responses, the effect of resource allocation on strategy implementation at NIB International Bank S.C was at a moderate level. This implies that resource allocation at NIB International Bank S.C. is

perceived to have a moderate effect on enhancing the achievement of sufficient results, allocating human and technological resources, and facilitating strategy implementation. Moreover, the grand mean and standard deviation of management information systems are 3.661 and 0.956 respectively which is similar to individual items. This implies that according to respondents' responses, the effect of management information systems on strategy implementation at NIB International Bank S.C was at a moderate level. This implies the perceived effectiveness of the MIS at NIB International Bank S.C. in various aspects of strategy implementation, with different levels of variability among respondents' opinions. The grand mean and standard deviation of organizational culture are 3.6234 and 1.005 respectively indicating that, according to respondents' responses, the effect of organizational culture on strategy implementation at NIB International Bank S.C was at a moderate level.

The result of correlation analysis showed that leadership style, employee competence, resource allocation, management information systems, and organizational culture all have strong positive relationships with strategy implementation at NIB International Bank S.C. in Addis Ababa. These findings suggest that effective leadership, competent employees, appropriate resource allocation, well-functioning management information systems, and a positive organizational culture are important factors that contribute to successful strategy implementation in the bank.

The model suggests that the combination of leadership style, employee competence, resource allocation, management information systems, and organizational culture has a strong positive effect on strategy implementation at NIB International Bank S.C. in Addis Ababa. These factors collectively explain approximately 79.5% of the variance in strategy implementation. The model's predictions have an average error of 0.22117, indicating a reasonable level of accuracy. Furthermore, The ANOVA results indicate that the combination of leadership style, employee competence, resource allocation, management information systems, and organizational culture has a significant effect on strategy implementation at NIB International Bank S.C. in Addis Ababa. The independent variables collectively explain a significant amount of the variability in strategy implementation, as evidenced by the significant F-value. The p-value of .000 indicates that this relationship is unlikely to have occurred by chance alone.

The results of multiple regressions, as presented in Table 4.12 above, the study reveals that leadership style has a significant positive effect on strategy implementation at NIB International Bank. The unstandardized coefficients for leadership style is 0.153, with a p-

value of 0.004. This indicates that a favorable leadership style positively influences the successful implementation of strategies. Therefore, it is important for the bank to focus on developing effective leadership styles that align with strategic goals. Also, the research findings demonstrate that employee competence plays a crucial role in strategy implementation. The coefficient for employee competence is 0.224 (unstandardized beta value), with a p-value of 0.001, indicating a significant positive relationship. This suggests that competent employees contribute to the successful execution of strategies. To enhance strategy implementation, the bank should prioritize hiring, training, and developing competent employees. The results of multiple regressions, as presented in Table 4.12 above, revealed that the study highlights the significance of resource allocation in strategy implementation. The findings indicate a significant positive effect of resource allocation on strategy implementation, with a coefficient of 0.193 (unstandardized beta value) and a p-value of 0.002. This implies that the proper allocation of resources supports the effective execution of strategies. Therefore, the bank should ensure efficient and appropriate allocation of resources to facilitate strategy implementation. The research findings emphasize the importance of management information systems (MIS) in strategy implementation. The study reveals a significant positive relationship between MIS and strategy implementation, with a coefficient of 0.241 (unstandardized beta value) and a p-value of 0.000. This suggests that effective utilization of MIS enhances strategy implementation. The bank should invest in robust MIS and promote its integration into strategy execution processes. Similarly, the study indicates that organizational culture significantly influences strategy implementation. The coefficient for organizational culture is 0.127 (unstandardized beta value), with a p-value of 0.032, indicating a significant positive effect. This implies that a favorable organizational culture promotes successful strategy implementation. The bank should foster a culture that aligns with strategic objectives, encourages collaboration, and supports innovation to enhance strategy implementation.

The regression equation can be written as: $Y = 0.119 + 0.153X_1 + 0.224X_2 + 0.193X_3 + 0.241X_4 + 0.127X_5$

5.3 Conclusion

Based on the results of the study and the summary of findings the following conclusions are made. Correlation analysis revealed that their leadership style, employee competence, resource allocation, management information systems, and organizational culture all have strong positive relationships with strategy implementation at NIB International Bank S.C. in

Addis Ababa. These findings suggest that effective leadership, competent employees, appropriate resource allocation, well-functioning management information systems, and a positive organizational culture are important factors that contribute to successful strategy implementation in the bank.

Based on the Regression Analysis of these findings, it can also be concluded that leadership style, employee competence, resource allocation, management information systems, and organizational culture all have significant positive effects on strategy implementation at NIB International Bank S.C. in Addis Ababa. Management information systems have the strongest effect, followed by employee competence, resource allocation, leadership style, and organizational culture. These findings provide valuable insights into the internal factors that contribute to successful strategy implementation in the bank. The results indicate that leadership style has a positive impact on strategy implementation, suggesting that adopting effective leadership behaviors can enhance the bank's ability to execute its strategic objectives. Additionally, employee competence was found to play a vital role in strategy implementation, highlighting the importance of investing in employee training and development to ensure they possess the necessary skills and knowledge. Furthermore, resource allocation was identified as a significant factor influencing strategy implementation. Proper allocation of financial, technological, and human resources is crucial for supporting the execution of strategic initiatives. The study also underscores the importance of management information systems, indicating that having robust information systems aids decision-making and monitoring of strategic progress. Lastly, the research findings demonstrate that organizational culture has a significant impact on strategy implementation. A supportive culture, characterized by collaboration, innovation, adaptability, and accountability, can positively influence the successful execution of strategies.

The study model summary indicates (R Square) is 0.795. This value represents the proportion of the variance in the dependent variable that can be explained by the independent variables. In this case, approximately 79.5% of the variance in strategy implementation can be explained by the combined effect of leadership style, employee competence, resource allocation, management information systems, and organizational culture.

5.4 Recommendations

Based on the study findings, the researcher forwarded the following recommendations.

📖 The study found that leadership style significantly affects strategy implementation at NIB International Bank. Therefore, it is recommended that the bank pay attention to the

leadership style exhibited by its managers and leaders. They should focus on developing and promoting transformational leadership behaviors that inspire and motivate employees to effectively execute the bank's strategic objectives.

📖 The research indicates that employee competence has a significant impact on strategy implementation. To enhance strategy execution, NIB International Bank should invest in employee training and development programs. These initiatives should focus on enhancing the skills, knowledge, and abilities of employees, ensuring they possess the necessary competencies to effectively carry out their roles and responsibilities.

📖 The study highlights the importance of proper resource allocation for successful strategy implementation. NIB International Bank should ensure that resources, including financial, technological, and human resources, are allocated appropriately to support the execution of strategic initiatives. This involves conducting regular assessments of resource needs, optimizing resource allocation processes, and ensuring alignment between resource allocation decisions and strategic priorities.

📖 The research demonstrates that management information systems significantly influence strategy implementation. It is recommended that NIB International Bank invest in robust information systems that provide accurate, timely, and relevant data for decision-making and monitoring the progress of strategic initiatives. Additionally, the bank should ensure that employees are trained in effectively utilizing these systems to support strategy implementation efforts.

📖 The study indicates that organizational culture has a significant effect on strategy implementation. NIB International Bank should foster a culture that aligns with its strategic objectives and supports the desired behaviors and attitudes necessary for successful strategy execution.

5.5 Limitations and Suggestions for Future Research

This study focused solely on internal factors affecting strategy implementation. Future research could explore the influence of external factors, such as market conditions, regulatory environment, or competitive dynamics, on strategy implementation in the banking industry.

The research was conducted in a specific bank (NIB International Bank) located in Addis Ababa. The findings may not be generalizable to other banks or organizations in different locations. Future studies could include a larger sample size, encompassing multiple banks or organizations, to enhance the external validity of the findings.

While the current study examined leadership style, employee competence, resource allocation, management information systems, and organizational culture, there may be other internal factors that influence strategy implementation. Future research could explore additional factors such as teamwork, communication, or organizational structure to provide a more comprehensive understanding of the internal dynamics impacting strategy implementation.

Conducting a comparative analysis between different banks or financial institutions could provide valuable insights into the unique factors that contribute to successful strategy implementation. Comparing organizations with varying levels of performance or different strategic orientations could help identify best practices and areas for improvement.

REFERENCE

- Abagissa, J. (2019). The assessment of balanced scorecard implementation in the commercial bank of Ethiopia: The case of three branches in East Addis Ababa Districts. *Journal of Public Administration, Finance and Law*, 16, 75–87.
- Abdullah, Rashid, H., Pagliari, R., & Khan, F. (2023). Identification of strategy implementation influencing factors and their effects on the performance. *International Journal of Business and Social Science*, 8(1), 34-44.
- Afuah, A. (2020). Innovation management-strategies, implementation, and profits.
- Ahmed, M., & Shafiq, S. (2014). The impact of organizational culture on organizational performance: A case study of telecom sector. *Global journal of management and business research*, 14(3), 21-30.
- Akinyi, K. (2015). Influence of organizational culture on strategy implementation at the university of Nairobi. *Unpublished Masters Research Project, University of Nairobi]. University of Nairobi Repository*
- Alam, M. K. (2021). A systematic qualitative case study: questions, data collection, NVivo analysis and saturation. *Qualitative Research in Organizations and Management: An International Journal*, 16(1), 1–31.
- Ali, B. J., & Anwar, G. (2021). An empirical study of employees' motivation and its influence job satisfaction. Ali, BJ, & Anwar, G.(2021). An Empirical Study of Employees' Motivation and Its Influence Job Satisfaction. *International Journal of Engineering, Business and Management*, 5(2), 21–30.
- Al-Kandi, I., Asutay, M., & Dixon, R. (2013). Factors influencing the strategy implementation process and its outcomes: Evidence from Saudi Arabian banks. *Journal of Global Strategic Management*, 7(2), 5-15.
- AlNuaimi, B. K., Singh, S. K., Ren, S., Budhwar, P., & Vorobyev, D. (2022). Mastering digital transformation: The nexus between leadership, agility, and digital strategy. *Journal of Business Research*, 145, 636–648.
- Armstrong, C. S., Ittner, C. D., & Larcker, D. F. (2014). An exploratory investigation of the determinants and ratings implications of performance appraisal plan characteristics. *European Journal of business and management*, 5(5), 109-125.
- Arocas, R. L. (2017). *Gestión del Talento: De los recursos humanos a la dirección de personas basada en el talento (DPT)*: Ediciones Pirámide.
- Arthur. (2020). *Crafting and executing strategy: Concepts and readings. (No Title)*.

- Asongu, S. A., & Odhiambo, N. M. (2020). Foreign direct investment, information technology and economic growth dynamics in Sub-Saharan Africa. *Telecommunications Policy*, 44(1), 101838.
- Auka, D. O., & Langat, J. C. (2016). Effects of strategic planning on performance of medium sized enterprises in Nakuru town. *International Review of Management and Business Research*, 5(1), 188-203.
- Avgeropoulos, S., & Bonnici, T. (2018). Wiley Encyclopedia of Management, edited by Professor Sir Cary L Cooper.
- Bargau, M.-A. (2020). Leadership versus management. *Romanian Economic and Business Review*, 10(2), 197.
- Berman, B., & Thelen, S. (2018). Planning and implementing an effective omnichannel marketing program. *International Journal of Retail & Distribution Management*, 46(7), 598–614.
- Bhardwaj, P. (2019). Types of sampling in research. *Journal of Primary Care Specialties*, 5(3), 157–163.
- Bryson, J. M. (2018). *Strategic planning for public and nonprofit organizations: A guide to strengthening and sustaining organizational achievement*: John Wiley & Sons.
- Busenbark, J. R., Wiseman, R. M., Arrfelt, M., & Woo, H.-S. (2018). A review of the internal capital allocation literature: Piecing together the capital allocation puzzle. *Journal of Management*, 43(8), 2430-2455.
- Cash, P., Isaksson, O., Maier, A., & Summers, J. (2022). Sampling in design research: Eight key considerations. *Design Studies*, 78, 101077.
- Cohen-Shacham, E., Andrade, A., Dalton, J., Dudley, N., Jones, M., Kumar, C., Maginnis, S., Maynard, S., Nelson, C. R., & Renaud, F. G. (2019). Core principles for successfully implementing and upscaling Nature-based Solutions. *Environmental Science & Policy*, 98, 20–29.
- Day, G. S. (2020). Rethinking market orientation from the outside in. *Marketing Science Institute Working Paper Series*, 20-115.
- Denison, D. R., & Mishra, A. K. (1995). Toward a theory of organizational culture and effectiveness. *Organization science*, 6(2), 204-223.
- De Bruyn, C., & Meyer, N. (2022). An assessment of the viewpoints of local stakeholders on tourism sustainability and local economic development (LED). *Forum Scientiae Oeconomia*, 10(1), 82–96.
- Doole, I., Lowe, R., & Kenyon, A. (2019). International marketing strategy: analysis,

- development and implementation. Cengage Learning.
- Du, W. D., Pan, S. L., Leidner, D. E., & Ying, W. (2019). Affordances, experimentation and actualization of FinTech: A blockchain implementation study. *The Journal of Strategic Information Systems*, 28(1), 50–65.
- Elwak, R. A. (2023). *Challenges of strategy implementation at Mazars Kenya*. University of Nairobi.
- Fatima, T., & Elbanna, S. (2023). Corporate social responsibility (CSR) implementation: A review and a research agenda towards an integrative framework. *Journal of Business Ethics*, 183(1), 105–121.
- Fred. (2019). *Strategic management: Concepts and cases*: Prentice hall.
- Friesl, M., Stensaker, I., & Colman, H. L. (2021). Strategy implementation: Taking stock and moving forward. *Long Range Planning*, 54(4), 102064.
- Fuertes, G., Alfaro, M., Vargas, M., Gutierrez, S., Ternero, R., & Sabattin, J. (2020). Conceptual framework for the strategic management: a literature review—descriptive. *Journal of Engineering*, 2020, 1–21.
- Grant, R. M. (2021). *Contemporary strategy analysis*. John Wiley & Sons.
- Henry, A. (2021). *Understanding strategic management*. Oxford University Press.
- Hitt, M., Ireland, D., & Hoskisson, R. (2020). *Administración estratégica*: Cengage Learning.
- Ibraheem, S. A. (2024). Assessment of the Effective Leadership Styles for the Administration or Management of Secondary School System in Kwara State. *Ilorin Journal of Business Education*, 5(1), 260–272.
- Islam, M. R. (2019). Designing a PhD proposal in qualitative research. In *Social research methodology and new techniques in analysis, interpretation, and writing* (pp. 1–22). IGI Global.
- Kabeyi, M. (2019). Organizational strategic planning, implementation and evaluation with analysis of challenges and benefits. *International Journal of Applied Research and Studies*, 5(6), 27–32.
- Kamau, J. (2022). Credible–authentic leadership principles. *European Journal of Business and Management Research*, 7(5), 6–10.
- Kombate, B., Emmanuel, M., & Richard, K. K. (2021). The implication of the strategic implementation style and middle management effort in public organization strategic management implementation and its organizational performance. *Journal of Public Administration and Governance*, 11(1), 1–25.
- Latif, A., & Khatun, J. (2020). Leadership competence for undergraduate nursing students: a

- concept analysis. *J Nurs Res Educ Manage*, 2, 24–39.
- Levitt, H. M. (2021). Qualitative generalization, not to the population but to the phenomenon: Reconceptualizing variation in qualitative research. *Qualitative Psychology*, 8(1), 95.
- Lohr, S. L. (2021). *Sampling: design and analysis*. Chapman and Hall/CRC.
- Mahmood, F., Khan, A. Z., & Bokhari, R. H. (2020). ERP issues and challenges: a research synthesis. *Kybernetes*, 49(3), 629–659.
- Markos, S., & Lemma, M. (2022). Assessment of Strategic Human Resource Management Practices and Challenges in Selected Ethiopian Commercial Banks. *Journal of Strategic Human Resource Management*, 11(1), 23–34.
- Maxwell, P. O., Ombui, K., & Mungatu, J. (2013). Factors affecting effective strategy implementation for attainment of Millennium Development Goal 5 by international reproductive health non-governmental organizations in Kenya. *TQM Journal*, 25(5), 507.
- Micheletti, P. (2019). *A NEW WAY OF BUSINESS THROUGH THE EUROMEDITERRANEAN MODEL*. Paper presented at the 7th Annual Conference of the EuroMed Academy of Business.
- Mintzberg, H. (1990). The design school: reconsidering the basic premises of strategic management. *Strategic management journal*, 11(3), 171-195.
- Mintzberg, H., Ahlstrand, B., & Lampel, J. B. (2020). *Strategy safari: The complete guide through the wilds of strategic management*: Pearson UK.
- Ng'enhoh, J. (2013). Organization structure and strategy implementation in selected major banks in Kenya. University of Nairobi.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2018). *Human resource management: Gaining a competitive advantage* (11th ed.). McGraw-Hill Education.
- Northouse, P. G. (2018). *Leadership: Theory and practice* (8th ed.). SAGE Publications.
- Niclas. (2021). *Strategy implementation: Key factors, challenges and solutions*. University of Twente.
- Nowak, R. (2021). Process of strategic planning and cognitive diversity as determinants of cohesiveness and performance. *Business Process Management Journal*, 27(1), 55–74.
- Ogutu, M., & Nyatichi, V. (2019). Competitive strategies adopted by multinational banks in Kenya.
- Olson, E. M., Slater, S. F., Hult, G. T. M., & Olson, K. M. (2018). The application of human resource management policies within the marketing organization: The impact on

- business and marketing strategy implementation. *Industrial Marketing Management*, 69, 62–73.
- Olum, Y. (2004). Strategic management in institutions of higher learning: The case of Makerere University. *Makerere Journal of Higher Education*, 1, 13-24.
- Poister, T. H., Pitts, D. W., & Hamilton Edwards, L. (2022). Strategic management research in the public sector: A review, synthesis, and future directions. *The American review of public administration*, 40(5), 522-545.
- Radomska, J. (2014). The role of managers in effective strategy implementation. *International Journal of Contemporary Management*, 2014(Numer 13 (3)), 77-85.
- Radwan, H. R. I., & Radwan, I. (2017). Managing hotels during economic challenges: A case study on hotels in Sharm El-Sheikh and Hurghada, Egypt. *Journal of Tourism and Hospitality Management*, 5(2), 84-100.
- Ralston, D. A., Egri, C. P., Naoumova, I., Treviño, L. J., Shimizu, K., & Li, Y. (2020). An empirical test of the trichotomy of values crossvergence theory. *Asia Pacific Journal of Management*, 37, 65-90.
- Richlin, L. (2023). *Blueprint for learning: Constructing college courses to facilitate, assess, and document learning*. Taylor & Francis.
- Saunders, M. N. K., & Townsend, K. (2018). Choosing participants. *The Sage Handbook of Qualitative Business and Management Research Methods*, 480–494.
- Schünemann, H. J., Vist, G. E., Higgins, J. P. T., Santesso, N., Deeks, J. J., Glasziou, P., Akl, E. A., Guyatt, G. H., & Group, C. Grade. M. (2019). Interpreting results and drawing conclusions. *Cochrane Handbook for Systematic Reviews of Interventions*, 403–431.
- Sjödin, D. R., Parida, V., Leksell, M., & Petrovic, A. (2018). Smart Factory Implementation and Process Innovation: A Preliminary Maturity Model for Leveraging Digitalization in Manufacturing Moving to smart factories presents specific challenges that can be addressed through a structured approach focused on people, . *Research-Technology Management*, 61(5), 22–31.
- Schein, E. H. (2010). *Organizational culture and leadership* (4th ed.). John Wiley & Sons.
- Smith, D., & Brown, E. (2015). The role of participative leadership in strategy implementation: A case study of successful organizational change. *Strategic Management Journal*, 20(2), 78-93.
- Spender, J.-C. (2022). *Business strategy: Managing uncertainty, opportunity, and enterprise*: OUP Oxford.
- Stratton, S. J. (2021). Population research: convenience sampling strategies. *Prehospital and*

- Disaster Medicine, 36(4), 373–374.
- Tabesh, P., Mousavidin, E., & Hasani, S. (2019). Implementing big data strategies: A managerial perspective. *Business Horizons*, 62(3), 347–358.
- Tang, K. N., & Tang, K. N. (2019). Leadership in business organization. *Leadership and Change Management*, 1–9.
- Torlak, N. G., & Kuzey, C. (2019). Leadership, job satisfaction and performance links in private education institutes of Pakistan. *International Journal of Productivity and Performance Management*, 68(2), 276–295.
- Vigfússon, K., Jóhannsdóttir, L., & Ólafsson, S. (2021). Obstacles to strategy implementation and success factors: a review of empirical literature. *Strategic Management*, 26(2), 12–30.
- Volberda, H. W., Morgan, R. E., Reinmoeller, P., Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2011). *Strategic management: Competitiveness and globalization (concepts and cases)*: Cengage Learning.
- Wamucii, B. (2022). *Challenges of strategy implementation in higher education institutions in Kenya*. JKUAT.
- Williams, N. J., Wolk, C. B., Becker-Haimes, E. M., & Beidas, R. S. (2020). Testing a theory of strategic implementation leadership, implementation climate, and clinicians' use of evidence-based practice: a 5-year panel analysis. *Implementation Science*, 15, 1–15
- Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2020). *Strategic management: Concepts and cases: competitiveness and globalization (13th ed.)*. Cengage Learning.
- Laudon, K. C., & Laudon, J. P. (2016). *Management information systems: Managing the digital firm (14th ed.)*. Pearson.

APPENDIXES I - QUESTIONNAIRE
DEBRE BERHAN UNIVERSITY
COLLEGE OF POST GRADUATE
DEPARTMENT OF MANAGEMENT
MBA PROGRAM

Greetings, participant the purpose of this questionnaire is to gather primary data for my executive MBA thesis at Debre Birhan University regarding the influence of internal factors on strategy implementation. I have a better understanding of the internal elements influencing Nib International Bank's strategy implementation thanks to the information you have provide. Your involvement in this study highly value as a member of this organization. I ask you to answer the questions honestly and frank since you are the only one who can provide us with accurate information about the bank's experience implementing strategies. I sincerely appreciate your cooperation and time. I am really grateful for your organization and for helping to further this research project.

PART I: Respondent Back Ground Information

This section contains general biographic data regarding the respondent. Please tick as appropriate in the boxes using a tick (√) or cross mark (x)

No			Tick as Appropriate
1	Gender	Male	
		Female	
2	Age	18-25	
		26-35	
		36-45	
		Above 45	
3	Educational level	BA/B.S	
		MBA/M.S	
4	How long have you worked for the Organization?	5 years and below	
		6-10 years	
		11-15 years	
		16 -20 years	
		21 years and above	
		Vice, Preside	

5	Management Level	Head of Department	
		Middle management	
		District Manager	
		Branch Manager	

PART II:-Questionnaires on the effect of Internal Factors on Strategy Implementation.

In this section there are questions concerning to the effect of leadership style, staff competence, resource allocation, organizational culture, management information system on strategy implementation. Please tick the number that you feel most appropriate, using the scale from 1 to 5. The questions were form in a five point Likert scale such as 1-Strongly Disagree; 2-Disagree; 3-Neutral; 4-Agree; and 5- Strongly Agree which allows respondents to indicate their level of agreement with the statement provided.

N	Leadership Style	1	2	3	4	5
1	The leaders of the provide clear direction and guidance for strategy implementation.					
2	The leaders effectively communicate the strategic objectives to employees.					
3	The leaders empower employees to make decisions aligned with the strategic goals.					
4	The leaders actively involve employees in the strategy implementation process.					
5	The leaders provide the support and resources necessary for successful strategy implementation.					
6	The leadership style fosters a culture of innovation and adaptability for strategy implementation.					
7	Coordination enhances the achievement of sufficient results					
8	Manager levels influence the strategic management process					
9	Communication facilitates the achievement of sufficient results					
10	Leadership skills are critical in the realization of goals					

No	Employee Competence	1	2	3	4	5
1	Employees in NIB International Bank S.C. possess the necessary skills and knowledge to effectively implement strategies.					
2	Employee skills and knowledge enhance goal realization.					

3	The training and development programs adequately equip employees with the skills required for strategy implementation.					
4	Employees are proactive in seeking opportunities for professional growth and development related to strategy implementation.					
5	The performance appraisal system of the Bank effectively measures and rewards employee competence in strategy implementation.					
6	Employees of the Bank possess a strong understanding of the bank's strategic goals and objectives.					
7	Employees of the Bank actively contribute their expertise and knowledge to the strategy implementation process.					
8	The recruitment and selection process of the bank ensures the hiring of competent individuals for strategy implementation roles.					
9	There is a set competence management system					
10	Aligning the person to the job facilitates the achievement of results					

No	Resource Allocation Effect on Strategy Implementation	1	2	3	4	5
1	Funds allocation enhances the achievement of sufficient results					
2	The bank effectively allocates human resources to support strategy implementation efforts.					
3	The Bank allocates appropriate technological resources to facilitate strategy implementation processes.					
4	Lack of human and physical resources affects realization of goals					
5	Monitoring resources influences the attainment of results					
6	We have implemented IT effectively to facilitate strategy implementation					
7	NIB International Bank S.C. provides adequate training and development programs to enhance employees' ability to utilize allocated resources effectively for strategy implementation.					
8	The resource allocation process allows for flexibility and adjustments based on changing business needs and external factors.					
9	The resource allocation practices of the bank contribute to the successful implementation of strategic initiatives.					

No	Management Information Systems Effect on Strategy Implementation	1	2	3	4	5
----	--	---	---	---	---	---

1	Success of management information systems in influencing the strategic planning process depends on the adequacy of capital					
2	The MIS in NIB International Bank S.C. provides timely and accurate information to facilitate decision-making during strategy implementation.					
3	The MIS at NIB International Bank S.C. enables efficient coordination and communication among different departments and teams involved in strategy implementation.					
4	The MIS in NIB International Bank S.C. effectively captures and analyse relevant data for monitoring and evaluating the progress of strategic initiatives.					
5	The MIS at NIB International Bank S.C. supports the alignment of activities and resources with strategic goals and objectives.					
6	The MIS in NIB International Bank S.C. enhances the organization's ability to respond quickly and effectively to changes in the business environment during strategy implementation.					
7	The MIS at NIB International Bank S.C. provides accurate and reliable performance metrics to evaluate the outcomes and impact of strategic initiatives.					
8	Strategic Information System is playing a larger role in organizations' approaches to obtaining competitive advantage					
9	The MIS at NIB International Bank S.C. promotes effective knowledge sharing and learning among employees involved in strategy implementation.					
10	The lack of qualified human resources in IT and IS limits the influence of management information systems in strategic planning.					

No	Organizational Culture Strategy	1	2	3	4	5
1	Organizational culture is a resource and a source of competitive advantage for the organization which has an active and dire role in performance management and strategic plan implementation					
2	There is a strong sense of accountability and responsibility among employees towards strategy implementation at NIB International Bank S.C.					
3	Collaboration and teamwork are encouraged and promoted in the organizational culture of NIB International Bank S.C. to support strategy implementation efforts.					
4	NIB International Bank S.C. values innovation and encourages employees to take calculated risks to support the implementation of strategic initiatives.					
5	The organizational culture at NIB International Bank S.C. promotes open and effective communication across different levels and departments, facilitating strategy implementation.					
6	Employees at NIB International Bank S.C. are empowered to make decisions and take ownership of their roles in strategy implementation.					

7	The organizational culture at NIB International Bank S.C. values continuous learning and development to enhance employees' skills and capabilities for strategy implementation.					
8	The organizational culture at NIB International Bank S.C. plays a significant role in the successful implementation of strategic initiatives.					
9	Culture allows the adaptive behavior by the organization necessary for strategy implementation.					
10	Do you agree that the challenge for an organization and its leaders is to be able to identify, create, and sustain the type of culture that is conducive to achieve the desired results					

No	Items Related to Strategy Implementation	1	2	3	4	5
1	The strategic goals and objectives of NIB International Bank S.C. are communicated to all employees.					
2	The necessary resources (financial, human, technological, etc.) are allocated appropriately to support the implementation of strategic initiatives at NIB International Bank S.C.					
3	The roles and responsibilities related to strategy implementation are clearly defined and understood by employees at NIB International Bank S.C.					
4	Best practices and continuous improvement facilitate the achievement of objectives					
5	The progress and performance of strategy implementation are regularly monitored and evaluated at NIB International Bank S.C.					
6	The employees at NIB International Bank S.C. understand the strategic initiatives and their contributions to the overall strategy implementation process.					
7	Corporate culture enhances goal achievement.					
8	Staff competence facilitates the achievement of objectives					
9	Organization structure facilitates strategy implementation					
10	Policies and procedures determine the achievement of results					