THE ROLE OF EMPLOYEE COMMITMENT AND
EMPLOYEE COMMUNICATION TOWARDS
SUCCESSFUL STRATEGY IMPLEMENTATION IN
KLANG VALLEY

BY

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DECLARATION

We hereby declare that:

(1) This undergraduate FYP is the end result of our own work and that due acknowledgement has been given in the references to ALL sources of the information be they printed, electronic, or personal.

(2) No portion of this FYP has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.

(3) Equal contribution has been made each group member in completing the FYP.

(4) The word count of this research report is **12,070**.

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TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS

MPC	Malaysia Productivity Corporation
RBV	Resources-Based View
EC	Employee Commitment
EC^{a}	Employee Communication
SSI	Successful Strategy Implementation
UTAR	Universiti Tunku Abdul Rahman
SPSS	Statistical Package for Social Science

LIST OF APPENDICES

Page

PREFACE

This research project is conducted as part of the fulfilment of requirement for the course of Bachelor of International Business which offered by Faculty of Accountancy and Management in Universiti Tunku Abdul Rahman. This research is based upon studies conducted during October 2018 to April 2019. As described in the summary, the main body of the research is split into 5 parts, each with its own introduction and conclusion. However, there is a final conclusion which considers every sections in a broader setting.

This research seeks to investigate factors affecting towards successful strategy implementation in Klang Valley. The factors include employee commitment and employee communication.

This research project able to reveal the relationship between employee commitment and employee communication towards successful strategy implementation. The most influential factor will be determined which it provide a better understanding in the field of strategy implementation in order to increase success rate of strategy implementation.

ABSTRACT

This research focuses on the attempt to investigate employee commitment and employee communication towards successful strategy implementation. The purpose of conducting this research is to examine the relationship between employee commitment and employee communication towards successful strategy implementation. The data for this study was collected using survey questionnaire. For this research, the targeted population is employee who work in Klang Valley. A sample size of 173 sets of questionnaires was distributed to employee in Kuala Lumpur Sentral (KL Sentral). Moreover, the Statistical Package for Social Sciences (SPSS) is being used to analyse the data collected throughout the survey.

In addition, regression analysis revealed that "Employee Communication" was significantly predicted towards successful strategy implementation, and followed by "Employee Commitment". The findings suggested that organization should ensure that communication flow are smooth among all level of management. Besides, organization should recognize the importance of employee commitment and put more efforts in increasing the commitment of employee towards the organization in order to increase organizational success in the long run. Practical contributions are discussed, with future research suggested.

CHAPTER 1: RESEARCH OVERVIEW

1.0   Introduction

This chapter is a brief introduction of our research and will be discussing on purpose of conducting the research and significance of the study. There are six sections that involve in this chapter. The first section is the research background of this study. The second section is involving the problem statement of the study. The third section are the research objectives and research questions. The fourth section discuss on the significance of the study. Lastly, the chapter layout is the final part of this chapter.

1.1   Research Background

Strategy management is a set of decisions and actions that result in the formulation, implementation and control of plans designed to reach the mission, vision, strategy and strategy objectives of an organization (Pearce & Robinson, 2007). Strategy implementation is viewed as an integral part of the strategy management process and now widely regarded as the most crucial subject in the field of strategy management. Up to today, people overlook with strategy implementation because there has a notion which is it can be done by everyone. Besides, the successful of strategy implementation is essential for every organization (Alexander, 1985; Sproull & Hofmeister, 1986; Aaltonen & Ikavalko, 2002). However, Alexander (1991) report that there are some organization not willing to put attention and effort on strategy implementation.

This study is focused on employee because employee is the resources of the organization. The satisfied, highly motivated and loyal employees act as an important role in the organization and they represent the basis of competitive

company. Employee can determine the productivity or quality of a product or services (Gabcanova, 2011). According to Malaysia Productivity Corporation 25th Productivity Report (2018), Tun Dr. Mahathir Mohamad was announced the Vision 2020 during the 6th Malaysia Plan. The labour productivity in 2017 in terms of added value per person employed was RM81,268 which representing a growth of 3.8% compared to RM78,294 in 2016. The labour productivity of currently is only 12% away from the 2020 target of RM92,300 as outlined in the 11th Malaysia Plan, contributing to the GDP growth that has increased to 5.9% from 4.2% in 2016. Therefore, employee act as an asset of organization that will affecting the productivity growth of Malaysia.

Figure 1.1: MPC 25th Productivity Report
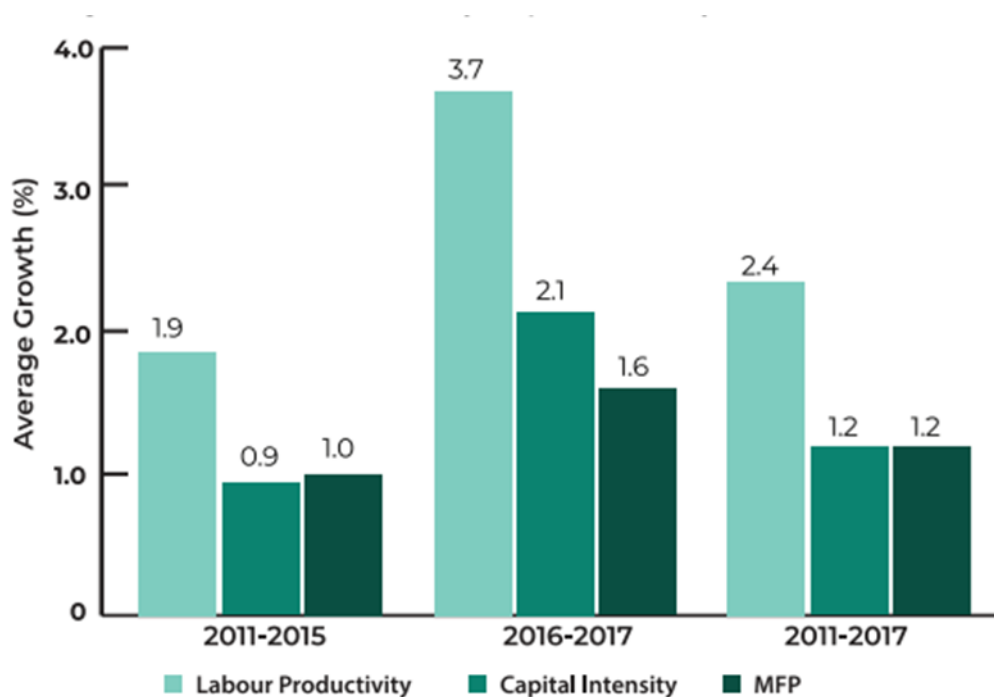
Source: Malaysia Productivity Corporation 25th Productivity Report

Klang Valley is the area of Malaysia that was located in center of Kuala Lumpur. It also can refer as Greater Kuala Lumpur. Besides that, Klang Valley has a large population with 7.2 million which is a population density that nearly equal to the city proper. Klang Valley is a city that mainly a mix of Malay, Chinese and Indian (World Population Review, n.d.). Moreover, Klang Valley is involving all the adjoining cities and towns in the state of Selangor. There are significant and strong of development and growth in cities of Klang Valley. This is leading to a good

economy and powerful real estate market. Therefore, Klang Valley is a location that appropriate with the study (ExpatGo, 2014).

In addition, Noble & Mokwa (1999) stated that there are three perspectives of strategy implementation which include structural views, interpersonal process views and individual level process. Structural views are describing the studies on the impacts of various organizational structures and control systems on organizational processes including implementation. Interpersonal process views are involving the research of the effects on strategy consensus and autonomy, the diffusion of organizational innovations, leadership and execution styles and the impact of communication processes on performance. The last perspective which is individual level processes such as cognition, commitment and organization roles.

Furthermore, practitioners found difficulties in implementing strategies organizations successfully. Beer & Eisenstat (2000) reported that there had several problems will face when implementing a strategy which are ambiguous on strategy (Shepsle, 1972; Eisenberg, 1984) poor communication (Worley & Doolen, 2006) and lack of commitment (Allen & Meyer, 1990; Cohen, 1993; Joshi, Namba & Pokharela, 2015). To date, Yang, Sun, & Martin (2008) highlighted factors that are associated with communication, tactics for implementation and commitment that will affect the success rate of strategy implementation.

Organization value commitment among their employee because it will lead implementation to success as employee reduce withdrawal behaviour such as lateness, absenteeism and turnover (Allen & Meyer, 1990; Cohen, 1993; Irefin & Mechanic, 2014; Joshi, Namba & Pokharela, 2015). Hence, these values seem to have potentially serious consequence for overall organizational performance. The study of employee commitment play a crucial role. This can be supported by the (Kohtamaki, Kraus, Makela & Ronkko, 2012; Irefin & Mechanic, 2014) where researchers found that commitment will increase personnel commitment, minimize the time required for strategy implementation and more willingness to accept change. In addition, organization need to know how to develop the right type and

level of employee commitment in order to sustain the right employee (Irefin & Mechanic, 2014).

Communication is vital factor of an organizational development tools. Lovlyn Ekeowa (2016) stated that communication refer to the necessary tool of social interaction and medium through which can developed and sustained the relationships among employee. An effective communication among employee is crucial for organizational goal achievement. Besides, employee who are striving to become better communicators must improve their message which the information that wish to transfer and reform their own understanding that every people who wants to communicate with them. However, ineffective communication in an organization also will cause in doubt, anxiety and dissatisfaction and these will lead to the poor productivity (Fidler & Johnson, 1984; Lovlyn Ekeowa, 2016). Therefore, this indicated that effective communication is play an important role towards employee in return of implementation success.

1.2   Problem Statement

Most of the organizations try to develop a good strategy that can help organizations to increase their competitive advantage. However, there are problems that will be faced by organization. There has been rising concern that field of strategy implementation is still under researched (Noble & Mokwa, 1999; Yang et al., 2008; Kalali, Anvari, Pourezzat, & Dastjerdi, 2011; Cândido & Santos, 2015).

According to Speculand (2009), there is a high failure rate of strategy implementation which is nine out of ten strategies fail to be successfully implemented. Besides that, Judson (1991) claimed that the success rate of strategy implementation is less than 10% due to the failure of communication in organization. Kaplan & Norton (2001) also said that the failure rate of the strategy implementation is between 70% to 90%. The reason for the high failure rate is due to 85% of management teams is not focusing on the strategy implementation and only use up less than one month to discuss the strategy. Besides that, 78% of

organizations always fixed their budgets within their fiscal cycle and 92% of organizations never routinely report on critical leading indicator that mechanism the performances. In addition, Parnell (2008) stated that the main problem that cause the high failure rate is a human issue because the success or failure of strategy implementation is relying on individuals throughout the organization.

Other than that, there are many researchers that discussing the success of strategy implementation. However, practitioners or researchers concern the poor successful rate of strategy implementation. Based on all of the journals and articles that had revealed, majority of the research claimed that the success rate of strategy implementation is low. The reasons of strategy implementation fail is due to high cost expenses that need to pay for implementing a strategy (Kalali et al., 2011). According to Farsight Leadership Organization (2007), this study had revealed that 80% of organizations are using the right strategies and only 14% that implement the strategy effectively.

Referring to Irefin & Mechanic (2014), employers are often confused when highly skill and experience employees are under-perform, resign or leave the organization. Although employers had implemented fair compensation policies and giving practices to their employee, but employee not committed to their jobs and lack of motivation towards the organization. Therefore, this will decrease the productivity of an organization due to lack of commitment of employee and lead to low success rate of strategy implementation.

Moreover, Hrebiniak (2016) proposed the problems of implementing a successful strategy are resist to change or lack of ability to manage the change effectively. The sufficient notice of change should prior given to employee for managing the change. Furthermore, an inadequate information sharing or lack of responsibility and accountability will cause the strategy implementation to fail. Working against the power structure will be the last problems that face when implement a successful strategy.

1.3   Definition of Terms

1.3.1 Employee Commitment

Commitment is defined as a forces that binds an individual to contribute a course of action to a particular target (Meyer & Herscovitch, 2001).

1.3.2 Employee Communication

Employee communication defined as communication transactions between individual or groups in different areas of specialization that are intended to design and redesign organization, implement designs and coordinate day-to-day activities (Frank & Brownell, 1989).

1.3.3 Strategy Implementation

The extent to which managers feels that a particular strategy is effectively and lucratively executed (Noble & Mokwa, 1999).

1.3.4 Employee

Employee means who are either uninformed or uncommitted to the organizational goals, exhibit inconsistent behavior which may cause substantial damage to the organization's cause which especially true in the context of middle and lower level employees, who generally do not participate in the strategic planning of the organization (Wooldridge & Floyd, 1989).

1.4   Research Objectives

1.4.1 General Objective

The general objective of this study is to investigate employee commitment and employee communication towards successful strategy implementation in Klang Valley.

1.4.2 Specific Objectives

1. To examine the relationship between employee commitment towards successful strategy implementation.

2. To examine the relationship between employee communication towards successful strategy implementation.

1.5   Research Questions

1. Do highly committed employee determine the success of the strategy implementation?

2. Does high degree of employee communication result in successful strategy implementation?

1.6   Hypotheses of the Study

H1:   There is a significant relationship between employee commitment towards successful strategy implementation.

H2:   There is a significant relationship between employee communication towards successful strategy implementation.

1.7   Significance of the Study

In this section, there are many values in this research that can contribute to many parties. The findings of this study can create awareness on the strategies that seek to reduce the complexity of strategy implementation and enhance effectiveness. This is because employee with sense of employee commitment are less likely to quit from an organization and more willing to accept change (Meyer & Allen, 1997; Iverson & Buttigieg, 1999; Lo, Ramayah & Min, 2009). This can helps to enhance the success rate of strategy implementation. Employee can learn to know how to develop the right type and level of employee commitment through this study. This can ensure that better employee can be retained in an organization and avoid employee that less committed to an organization route their commitment towards other direction (Lo, Ramayah & Min, 2009). High level of employee commitment of an employee can tend to be highly satisfied and fulfilled their jobs. Thus, employee can determine the importance of commitment and communication in employee perspective.

Other than that, this research also will significance to practitioners. This is because this study can increase the knowledge of the researchers that involve in this field of study. The findings of the research can be utilized as a reference or source of secondary data on strategy implementation. In addition, this research also can help to inspire practitioners on upcoming research of strategy implementation. Besides, this research help the current practitioners in improving the productivity level of employee and leads to higher success rate of strategy implementation. Therefore,

practitioners can treat this study as additional knowledge and secondary data for future research in this similar field of study.

Lastly, this research can significance to the employers in organization. Employers can enhance the understanding of the role of employee commitment and employee communication in achieving organizational goal. A good communication among employee can reduce the complexity of strategy implementation and enhance effectiveness. This is because employee communication help them identify with their firm by transmitting information, achieving the goals, values and achievements of the organization (Cheney, 1983). Effective communication among employee can enhance organizational relationship and prevent the occurs of strikes and lockouts (Lovlyn Ekeowa, 2016).

1.8 Chapter Layout

This research will comprise of five chapters. Chapter one is about the Introduction of the research which consists of the background of the study, problem statement, research questions, research objectives, and significance of the study. Chapter two will illustrate on the definition of the dependent variable which is successful strategy implementation and independent variables which are employee commitment and employee communication. This chapter will also consist of theoretical which is Resourced-Based View (RBV) that supported the study and proposed conceptual framework as well as the research models that are related to the research. Chapter three will explain the methodology that are involved in this study. Chapter four will outline the data analysis of the research by using the SPSS. Chapter five will summarize the finalized report as well as managerial implication, limitation of the study and suggesting the recommendations for future research.

1.9   Conclusion

This section provided a brief overview of the research topic. The significance of this study will bring advantages to several parties such as employee, employer and future researcher to have a better understanding on strategy implementation.

CHAPTER 2: LITERATURE REVIEW

2.0   Introduction

In this chapter, the review, study and summary on reputable journal and article is crucial action in the field of study this research. Besides, independent variables and dependent variable are concerned for discussion. The purpose of this study is mainly to examine the factors of employee commitment and employee communication and their relationship on successful strategy implementation. Other than that, relevant theoretical framework will also be included in this chapter.

2.1   Review of the Literature

2.1.1   Theoretical Foundation

This part is revealing the selected theory of communication and commitment towards successful strategy implementation. The theory that used is Resource-Based View (RBV). Mahoney & Pandian (1992) states out how the resource-based view (RBV) of the firm useful in the field of strategic management. Besides, firms possess resources that enable them to achieve competitive advantage and leads to superior long-term performance. The valuable and rare resources can be suitable by the controlling firm with a temporary competitive advantage. This advantage can sustain over a longer time duration that firm is able to protect against resource imitation, transfer, or substitution (Hoopes, Madsen & Walker, 2003; Wade & Hulland, 2004).

Moreover, Resource-Based View (RBV) focuses on internal strength and weakness in organizational resource. The studies of Wernerfelt (1984); Barney (1996); Barney (2001) stated that an organization must require resources and capabilities that are superior to its competitor to develop a competitive advantage and supporting the implementation of strategies. The competitors could replicate or copy the strengths of the organization without the superiority. This will cause the advantage of an organization gone in a fast time. Employees as one of the resources is the assets of an organization that are useful to establish a cost or differentiation advantage. The competition will achieve when customers are satisfied effectively. Besides that, Gupta & Govindaraja (2011) mentioned that explanation on how competitiveness can lead to the success and failure of business organization.

Furthermore, Collis & Montgomery (1995); Currie (1999) also proposed that resource-based view theory (RBV) is the key contributor to the development process of an organization and argues that the composition for resource of organization can provide the basis of strategy development and company performance and long term growth or decline. The unique resources are the key drivers that push for organizational performance regardless the structure of the organization and competitive advantage. The inputs of production process classified into three categories which are physical capital, human capital and organizational capital. Thus, resource-based view theory (RBV) views a strategy of successful firm which is able to sustain competitive advantage.

In addition, Barney (2001) claimed that resource is necessary to successfully implement strategies. The perspective in a contemporary view involving the structure, communication with a group of employees trying to coordinate information dispersed among them and commitment of the main individual in an organization management to ensure proper strategy implementation. The study of Collis & Montgomery (1995) also revealed that effectiveness of strategy implemented depends on the utilization and exploitation of existing resources.

2.1.2 Strategy Implementation

There are some terms have similar meaning with the terms "implementation" such as "execution" and "actualization of goals" in which are often discussed in the management literature (Sashittal & Wilemon, 1996; Yang et al., 2008). Besides, researchers often use the term "strategy implementation" as a key word or title instead of use the term "strategy execution" or "actualization of goals". Up to now, there is no consensus accepted definition of "strategy implementation" (Yang et al., 2008; Maotwanyane & Pretorius, 2018). This can be justified by three distinct conceptions of the term which involved "process perspective", "behavioral perspective" and "hybrid perspective".

The first approach concentrates on a process perspective and takes strategy implementation as a sequence of carefully planned consecutive steps (Yang et al., 2008; Maotwanyane & Pretorius, 2018). Implementation is the process that turns plans into action assignments and ensure such assignments are performed in a manner set objective (Noble, 1999; Maotwanyane & Pretorius, 2018). Oother studies from Hrebiniak (2006) examined that implementation is a process that is more time-consuming than formulation. Furthermore, strategy implementation is an iterative process of implementation strategies, policies, programs and action plans than allow an organization to utilize the resources wisely in order to gain advantage of opportunity from competitive environment. However, this iterative process only can fully define and formulated for the mission, goals and objectives in advance or faced emerge and change during the process (Harrington, 2006).

The second approach treats strategy implementation as a series of more or less concerted actions and examines these actions from a behavioral perspective (Yang et al., 2008; Maotwanyane & Pretorius, 2018). Implementation is a hand-on operation and action-oriented human behavioral activity that calls for executive leadership and key managerial

skills (Schaap, 2006; Maotwanyane & Pretorius, 2018). Implementation is defined as those senior-level leadership behaviors and activities that will transform a working plan into a concrete reality (Schaap, 2006).

The third approach is the combination of process perspectives and behavioral perspectives or action perspectives which is called hybrid perspectives (Yang et al., 2008; Maotwanyane & Pretorius, 2018). Implementation is viewed as an action-oriented process that requires administration and control and also implementation appears to involve organizational design reconfiguration where plans, strategies, programs or technologies are new developed for the organization (Sashittal & Wilemon, 1996). Another studies from (Thomassin Singh, 1998) stated that strategy execution is defined as the step-by-step implementation of the various activities that make up a formulated decision-making strategy and strategy execution can defined as a cognitive process.

In short, the successful implementation of the process is requires the solution of methodological issues as a guideline for future research directions. Difference in strategy implementation can define through dynamic, iterative and complex process in which are comprised of a series of decisions and activities by managers and employees, to turn strategic plans into action and may affected by a number of interrelated internal and external factors.

2.1.3 Factors that Affecting Successful Strategy Implementation

A likelihood of successful implementation is clearly determined by defining strategy and goals, doing sufficient research into market potential, clearly identify marketing and product development, communication with employees (Ottenbacher & Harrington, 2011). Unfortunately, the success or failure in strategy implementation is depends on the development phase. Okumus (2001) observed that the success of strategy implementation initiatives is depends on content, strategy process, internal and external contexts. Strategy implementation efforts may fail due to poor understanding in communicating the strategy and wrong motivation leads from both employees and middle management (Heracleous, 2000; Brenes, Mena & Molina, 2008).

According to Beer & Eisenstat (2000), there are many capabilities required for sustainable competitive success. The predominant top team and leadership style that supports the paradox of top-down direction and upward influence. Down-the-line leadership which means the middle management has the potential to exploit the leadership skills that shows that an appropriate leadership necessary to affect the strategy implementation. The general manager should advocate the direction of their organization and learns from the mistake or feedback. This also supported by Hrebiniak (2006); Brenes, et al., (2008); Jooste & Fourie, (2009); Rajasekar (2014) that mentioned the leadership skills used by top management to ensure employee implement the selected strategies.

Next, distinct strategy and priorities are one of the required capabilities because when top team formulates the strategy as a group and lead to large amounts of time consuming for discussing with lower level management (Beer & Eisenstat, 2000; Sterling, 2003). Furthermore, another studied from Brenes et al., (2008) also proposed that strategy formulation, systematic execution, control and follow up of the implementation can affecting on the

success rate of strategy implementation. The study of Raps (2005) indicated that middle manager must utilize their valuable knowledge to account in strategy formulation to establish a better strategy implementation.

Furthermore, Beer & Eisenstat (2000); Atkinson (2006); Rajasekar (2014) revealed that open vertical communication and effective coordination are also important due to it can affect the effectiveness of organization and effective teamwork that leads to a successful strategy implementation. The effectiveness of coordination of activities and distraction from competing activities inhibited implementation. Hrebiniak (2006) also stated that common problem in companies is lack of coordination and clear guidelines and inadequate trust which results in a poor and inadequate message and knowledge sharing between individuals or business units that responsible for strategy implementation.

Moreover, Raps (2005); Rajasekar (2014); Imbali, Muturi & Abuga (2016) stated that organizational power structure and organizational culture that involving shared values, attitudes and norms of behavior are important because it can influence the decision regarding the allocation of resources that crucial to strategy execution. Clear accountability and authority of the general-management perspective also will be capabilities for competitive success (Beer & Eisenstat, 2000). The top manager's guidance, support and active involvement in strategy implementation is also critical. If the strategy that implemented do not take care of those that has authority, the success of the implementation process is clearly affected (Hrebiniak, 2006).

In addition, Lorange (1998); Raps (2005) stated that the main focus of strategy implementation is human resource but not financial resources. Human resource management acts an important role in the effective implementation of strategic plans. It was essential for the departments and employees of an organization to be enthusiastic about the strategy implementation. The implementation of strategy will have a positive

influence when people are getting involved and having a motivating reward system.

According to Brenes et al. (2008), some specific actions can take by firm to properly handle and improve the chance for success in implementing strategy. Firstly, the interdependent actions which are allowing the firm to move from defining the assumptions underlying the strategy to the mechanisms of feedback plan and performance. Secondly, strategy formulation has aligned with the mechanisms that used by the firm in formulating its strategy. Long-term vision is also a necessary component in ensuring effective contribution from the strategy formulation process to the implementation of the strategy chosen by the firm.

2.1.4 Employee Commitment

According to Allen & Meyer (1990), the term "commitment" was explained very differences in definition that cause people to conclude that commitment can take different forms and led to considerable confusion in the literature. Basically, commitment is defined as a force that binds an individual to contribute a course of action to a particular target (Meyer & Herscovitch, 2001) and given the mindset that ties an employee to the organization (Meyer, Stanley & Parfyonova, 2012). Commitment also reviewed as a significant factor for an organizational effectiveness and survival (Krishna & Marquardt, 2007). Furthermore, lack of commitment is seen as a negative indicator of absenteeism, dissatisfaction and higher employee turnover (Allen & Meyer, 1990; Cohen, 1993; Joshi, Namba & Pokharela, 2015; Jacobsen & Fjeldbraaten, 2019).

Noble & Mokwa (1999) put forward the three dimensions of commitment which involved organizational commitment, strategy commitment and role commitment in which directly influence the strategic outcomes. Organization commitment is usually associated with characteristics which

involved jobs and behavior of staff and the sociocultural environment of an organization (Reade & Lee, 2012; Limpanitgul, Boonchoo & Photiyarach, 2014). Besides, another studied from Mukulu & Sakwa (2014) indicated that organizational commitment is a variable that bind employees to the organization in which it is tantamount to previous studies (Meyer & Herscovitch, 2001). Indeed, organizational commitment is considered as a crucial factor that will affect employees work behavioural in organizations (Yahaya, Chek & Samsudin, 2014). Strategy commitment is defined as the extent to which a manager comprehends and support the goals and objectives of a marketing strategy (Noble & Mokwa, 1999). Role commitment is defined as the extent to which a manager is determined to perform his or her individual implementation responsibilities well, regardless of beliefs about the overall strategy (Noble & Mokwa, 1999).

Employee commitment is defined as the degree to which employee willing to share values and meet the goals with a particular organization (Peng et al., 2014; Alfalla-Luque, Maria-Garcia & Medina-Lopez, 2015; Mahmood, Akhtar, Talat, Shuai & Hyatt, 2019). According to Rothrauff, Abraham, Bride & Roman (2011); Almeida & Coelho (2018) where researchers examined that employee commitment had reviewed as a significant attention in the workforce. The result revealed that employee is likely to be more committed as they will reciprocal their perception of the organization's actions in their own attitudes and behaviour. (Rothrauff et al., 2011; Tirajoh, Saerang & Rumokoy, 2019). In order to enrich previous studies, according Nwachukwu, Chladkova & Olatunji (2018) had stated that employee commitment is necessary as part of the strategy to increase employee's effectiveness and competitiveness towards successful strategy implementation. However, it is difficult to implement new ideas and initiatives without commitment (Ramus & Steger, 2000).

According to (Shah, 2005) stated that employee commitment means it involve people to understand what the strategy is and what responsibilities tasks and jobs need to be performed. Employee must know what they need

to work in order to fix their responsibility. In order to seek full commitment form employee, the organization is likely to focus more on factors that will motivate employees towards successful strategy implementation. This can be supported by Dooley, Fryxell & Judge (2000); Shah (2005) where researchers examined that employee commitment will increase employee motivation and lead strategy implementation to success.

Besides, employee commitment can direct influence the efforts and attitudes of employee towards the organization or implementation success (Alfalla-Luque, Maria-Garcia & Medina-Lopez, 2012). As organization provided high commitment towards employees in which the organization is considered a well workplace to be selected for which it is worth working and which they are proud of working for (Alfalla-Luque et al., 2012). The results of the study concluded that employee is willing to put all of their efforts and loyalty towards the organization, develop core competencies as well as tend to be more accepting of any challenging task given to them.

2.1.5 Employee Communication

The term "communication" can be defined in many different of usage, which is the transfer of knowledge to influence other, message transfer through verbal way, understanding among people and social interaction that reveals common behavior (Sezgin & Telingun, 2016). Furthermore, Axley (1984); Loosemore & Muslmani (1999); DeSantics & Monge (2006); Gregory (2008); Cheung, Yiu & Lam (2013) proposed that communication is the process of message sharing or transformed between two or more people. By the means of communication, team member exchange and convey information each other to achieve project objectives (Tai, Wang & Anumba, 2009; Conrads & Lotz, 2015).

Employee communication is defined as the degree to which the communication transactions between individual or groups in different areas of specialization that are intended to design and redesign organization, to implement designs and to coordinate day-to-day activities (Frank & Brownell, 1989; Smidts, Pruyn & Van Riel, 2001). Employee are provided with useful message about their role in organizations. Organization deals with issues and communication about personal contribution of employees to the success of the firm (Smidts et al., 2001). According to (Jo & Shim, 2005) where researchers claimed that employee communication has been shown to increase job satisfaction and employee performance in which employee will communicate when they need more information on ongoing issues in the organization.

According to Forman & Argenti (2005), although a whole discipline is dedicated to the study of strategy implementation, but there is only little attention has been given to the links between communication and strategy. The contribution of corporate communication is increasingly interested by business communication researchers with the ability of the company to establish and disseminate its strategy. Besides, Botan (1997); Morley (1998); Rindova & Fombrun (1999) are discussing the link between strategy and communication and concluded that communication necessary to mold the interpretations and perception of employees and not only by creating desired outcomes to build the competitive advantage. This is because a company can generate competitive advantage by socializing its stakeholder which is employees to their own culture and utilize communication strategy to establish long-term relationships.

There are also researchers that have already underlined the crucial of communication in the process of strategy implementation (Alexander, 1985; Peng & Litteljohn, 2001; Rapert, Velliquette & Garretson, 2002; Forman & Argenti, 2005; Schaap, 2006). According to the study of Alexander (1985), communication is involving the clearest explanation of what new responsibilities, tasks and duties need to be performed by the affected

employees. Therefore, two-way communication is needed throughout the implementation process to monitor what is actually happening and analyze employee how to solve the emerging issues and deciding what modification might need when implementing a strategy.

Moreover, Peng & Litteljohn (2001) are also emphasizing the communication is a key requirement for successful strategy implementation. This study revealed that communication and cooperation between employees within an organization have been recognized as the crucial elements to maintain the stability of organizational for enhancing the success rate of strategy implementation. Organizational communication plays a crucial role in training, knowledge dissemination and learning when the process of strategy implementation. Therefore, communication is pervasive in strategy implementation because it was a complex way to organize process, organizational context and implementation objectives.

In addition, Rapert et al., (2002) mentioned that employees have easy access to organization through open and supportive communication climates tend to outperform with more restrictive communication environments. This is also supported by study of MacMillan & Guth (1985) that the requirement of an adequate communication within the organization about the strategy is the key to gaining the shared understanding. This is because establish comprehension requires often and constant communication when strategic change evolves one step at a time. The interaction provides tangible of organizational process and allowing for a socially constructed view of the organization which is shared among communication members. Organizational performance improved when communication is frequent as evidenced by higher levels of net operating income, gross revenues and net revenues. This helps employee with a mechanism for transmitting and generating new ideas and values. It is a vital instrument for establishing identification with the mission and goals of the organization (Duncan & Moriarty, 1988; Rapert et al., 2002).

Furthermore, Forman & Argenti (2005) proposed that communication benefits may result from the variety of issues about itself that a firm reveals through its communications and not only from the amount and frequency of communication. The transparent of firm's communication enable shareholders to appreciate better operation of the firm. According to Burke (1998); Varey & White (2000); Yamauchi (2001), one of the essential roles of corporate communication being to sustain, raise and establish a reputation of the firm.

Other than that, Andersson (2018) claimed there are few studies that indicated that no shortage of arguments for the reasons of employee communication is so necessary to consider. Employee communication can increase the competitive advantage of the firm which can lead to successful strategy implementation (Mazzei, 2014). Next, Kang & Sung (2017) stated that employee communication is important for organizational effectiveness and success. Employee communication also helps to influence the reputation and organizational-public relationship (Kim & Rhee, 2011). Furthermore, Opitz, Chaudhri & Wang (2018) also mentioned that employees pose a latent threat to the firm as the communication can affect the reputation of the organization.

Moreover, Welch & Jackson (2007); Borca & Baesu (2014) claimed that communication among employees is a critical success factor that fundamental to the success of the organization. This also revealed by the study of Bovee & Thill (2000) that communicating with employees helps organizations to build up the trusting among members of an organization, open relationships to creating the understanding. This will increase the organization's success and leading to successful strategy implementation.

2.2   Proposed Conceptual Framework

Figure 2.2: Factors that affecting successful strategy implementation towards
employee in Klang Valley.
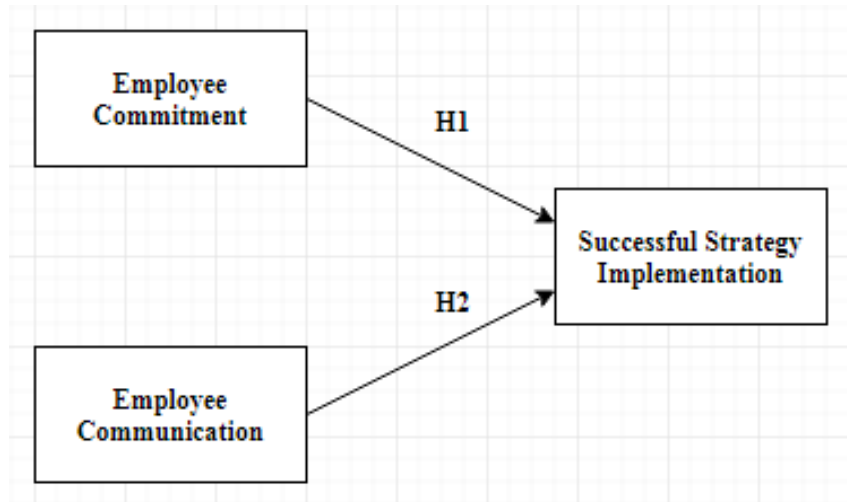
Figure 2.1 illustrates the proposed framework to show the relationship between independent variables and a dependent variable. In this research, independent variables consist of employee commitment and employee communication with the dependent variable of this research which is successful strategy implementation. There are two hypotheses that evaluate the connection between the independent variables and the dependent variable and the hypotheses are further tested in Hypotheses Development.

2.3 Hypotheses Development

Hypothesis 1

H0: There is no significant relationship between employee commitment towards successful strategy implementation.

H1: There is a significant relationship between employee commitment towards successful strategy implementation.

According to Noble & Mokwa (1999), role commitment appeared to be strongly impacted on strategy implementation. Besides, in the study of Alfalla-Luque et al. (2012), results indicated that employee commitment has a positive relationship towards successful strategy implementation. However, another studies done by Irawanto (2015) indicated that employee commitment is necessary as part of the strategy to increase employee's effectiveness and competitiveness towards successful strategy implementation.

Hypothesis 2

H0: There is no significant relationship between employee communication towards successful strategy implementation.

H1: There is a significant relationship between employee communication towards successful strategy implementation.

According to Peng & Litteljohn (2001), the communication is the key requirement for successful strategy implementation. Other than that, Forman & Argenti (2005) mentioned that the communication can benefit on operation of the organization which is the implementation of the strategy. In addition, there has a studies by Andersson (2018) that proposed that an employee communication is the critical importance of effective implementation.

2.4   Conclusion

In this chapter, there will be a discussion on the review of literature. It covered the reviews of literature on employee commitment and employee communication that will impact on strategy implementation. Besides, the proposed conceptual framework is formed to visualize the relationship between variables.

CHAPTER 3: METHODOLOGY

3.0   Introduction

In this chapter will discussed on the research method that used for analysis which include research design, data collection method, sampling design, research instrument, construct measurement, data processing and data analysis.

3.1   Research Design

Research design is a process plan that used by researcher to overcome questions in a way of validity, objectively, accurately, and economically (Kumar, 2011). Research design able to help researchers in minimizing the amount of getting incorrect or inaccurate information from the data collection process. This study employed quantitative and descriptive research design.

3.1.1 Quantitative Research

Quantitative research is designed to emphasize objective measurements and the statistical, mathematical or numerical analysis of data collected through various forms of survey or questionnaire (Babin, Carr, Griffin & Zikmund, 2013). In this research, quantitative research has applied because it can provide a clearer picture of conclusion and recommendation in the final chapter. The reason why the qualitative research not suitable for this research because it focuses more on stories as well as expressive descriptions in which it is not applicable for our research to involve an open ended question, discussion observation and the result is subjective (Sekaran & Bouige, 2012). Besides, questionnaire was developed for this study,

which adapted from the past literature and modified to suit the context of this study. Through the quantitative research, it enables us to find the relationship between independent variables and dependent variable.

3.1.2 Descriptive Research

According to Sekaran (2003), a phenomenon, a current situation or characteristics that involving in descriptive research which one wants to be able to describe them better by offering a profile of factors. This research employs descriptive study to describe the demographics and characteristics of employee who are working within Klang Valley and provide a better interpretation of the essence of the problem exists for researchers. Therefore, questionnaire was used as it helped in designing the descriptions.

3.2 Data Collection Method

Data collection method is divided into two categories which involved primary data and secondary data. In this research, primary data has applied.

3.2.1 Primary Data

Primary data refer to data that obtained firsthand by the researcher on the variables for the specific research purpose of the study (Sekaran & Bougie, 2012). Referring to Burns and Bush (2009), the problem statement on hand usually get through primary data that established or collected by researchers. The example of primary data is involved surveying, questionnaire, face-to-face interview, which can be administered personally or electronically and sent by email.

In this research, self-administered questionnaire are distributed to target respondents which is an efficient way to reach a huge amount of respondents and researchers able to gain more accurate information as compared to observation. Moreover, the data obtained is original as it was obtained directly from the target respondents. Besides, 173 sets of questionnaires are collected from 173 respondents in Klang Valley. The respondents were requested to scan the QR-code and answer the entire questions and return it immediately after they have answered.

3.3 Sampling Design

3.3.1 Target Population

In this research, the target population will focus on employee who are working in public or private organization within Klang Valley. The reason of selecting public or private employee who work in Klang Valley is due to they are able to provide precious information about their working experience after they have employed in their current position with the company. Other than that, the reason we set the working experience with the company is because their experience is important and easy for them to recall the experience gained when they are answering to the questionnaire.

3.3.2 Sampling Location and Sampling Frames

The location that chosen for this study is situated at Kuala Lumpur Sentral (KL Sentral). The reason to set KL Sentral because the location offers global connectively and seamlessly linking all urban and suburban residential, commercial and industrial areas. Besides, it is easier to distribute survey questionnaire to employee as it consumes a longer time to target on other

places. Therefore, they able to provide valuable information to the researchers and the outcome will be more reliable.

There is no appropriate and suitable sampling frame for this research because the complete list of all of the employees in Malaysia is unable to collect.

3.3.3 Sampling Technique

As sampling frame is not available in this study, therefore non-probability sampling design is employed (Sekaran & Bougie, 2012). Judgment sampling is one of the type of purposive sampling and this method was used in this research when distribute questionnaire as it is the effective and easier way to reach to target respondents. This sampling technique involves in selecting the most suitable respondents to be sampled placed on our questionnaire (Etikan, 2016). The accuracy of result can be higher due to the respondents with enriched experience will provide advantages in the research. In order to strengthen the reliability of the data, two questions will ask against the target respondents: 1) Are you working in Klang Valley? 2) Are you employee? If all answers are yes, respondent is required to complete the questionnaire. However, incomplete questionnaire will be discarded.

3.3.4 Sample Size

Based on MacCallum, Widaman, Doole & Hong (1999), a study must have minimum of 100 sample size which can give researchers an ideal result. Besides, Roscoe (1975) suggested that the appropriate sample size for a quantitative research is larger than 30 and less than 500. Therefore, 173 sets of self-administered questionnaires were prepared and distributed to target

respondents in KL Sentral and respondents were requested to answer all the questions in the questionnaire.

3.4   Research Instrument

3.4.1 Questionnaire Design

Self-administered questionnaire have been employed in this research in which the respondents request to scan QR-code to access in our questionnaire and answer entire questions (Zikmund, Babin, Carr & Griffin, 2010). The overall quality of research conclusions that obtain from questionnaire can determined a prefect questionnaire design (Makienko & Bernard, 2012). Therefore, as our questionnaire is adapted from prior research studies, high validity of the questionnaire is presented.

There are three sections in the questionnaire. Section A is qualifying questions which involved two questions. If all answers are yes, respondent is required to complete the questionnaire. However, if one of the answers is no, respondent is required to complete it but this set of questionnaire will be discarded. Section B is designed to measure the independent variables which are employee commitment and employee communication. Section C measures the dependent variable which is successful strategy implementation. Respondents are required to rate the level of agree or disagree in Section B and Section C and the respondents are asked to rate on a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Other than that, the responses can compute easily due to all of the questions are designed with closed-ended questions. Section D concerns with the respondents' demographic profile and general information such as gender, race, age, level of education, monthly gross income, working sector and working experience.

3.4.2 Pilot Test

Pilot test is conducted in this study and it refers to a mini version of a full-scale test. The purpose of implementing pilot test is to determine the problem and obstacle to ensure the validity of the questionnaire before its approach to our target respondents. Therefore, 30 sets of survey questionnaire will be distributed to selected respondents which are eight set of questionnaire from UTAR lecturer and the rest are people who works in Klang Valley.

3.5 Constructs Measurement

3.5.1 Scale Measurement

Ordinary scale refers to the data that is to be ordered according to some preference (Kumar, Abdul Talib & Ramayah, 2013). In this research, respondents' age, yearly income and working experience were categorized as ordinal scale question. Moreover, interval scale can be considered as a rating scale (Kumar, Abdul Talib & Ramayah, 2012). Section B and Section C of the questionnaire in this research is the example of interval scale in which respondent is required to show their degree of agreement in a 5-point Likert scale. The 5-point Likert scale is used as a tool of measurement range from 1 (Strongly Disagree) until 5 (Strongly Agree). This interval scale is allowed respondents to have a wider choice of expression rather than just answering "yes" or "no". Furthermore, nominal scale is presented in this research where the answers are provided in an options base such as gender (Male or Female), race (Malay or Chinese or Indian or Others), level of education and working sector (Brown, 2011).

3.5.2 Origin of Construct

Table 3.1 show the list of variables used in questionnaire. In addition, the adapted items and sources are included in the table below.

Table 3.1: Origin of Constructs

Constructs	Adapted Items	Cronbach's Alpha	Sources
Employee Commitment	1. I took tremendous pride in my responsibilities in this strategy. 2. I was committed to my role in implementing this strategy. 3. I was determined to meet my personal objectives in this strategy. 4. In implementing this strategy, I tried to work as hard as possible. 5. I intentionally expended a great deal of effort in carrying out my responsibilities in this strategy. 6. I gave a tremendous effort in implementing the strategy.	0.846	Noble & Mokwa, 1999
	7. Our employees prioritize their tasks based on our strategy.	0.88	Kohtamaki et al., 2012
	8. I talk up this organization to my friends as a great organization to work for. 9. I am proud to tell others than I am part of this organization. 10. I am extremely glad that I chose this organization to work for, over others I was considering at the time I joined.	0.89	Alfalla-Luque et al., 2012

Constructs	**Adapted Items**	**Cronbach's Alpha**	**Sources**
Employee Communication	1. Company strategy are clearly communicated to employees. 2. Organization gives sufficient notice to us prior to making changes in strategy. 3. Most of time I received sufficient notice of change that affect my work group. 4. Organization makes a sufficient effort to get our opinions. 5. The channels of employee communication in the organization are effective.	0.88	Vandenberg et al, 1999
	6. Unclear communication of responsibility and accountability will affecting on strategy implementation of our organization. 7. Informal communication such as person-to-person contact affecting the effectiveness of strategy implementation.	0.79	Hrebiniak, 2008
	8. Our organization has integrated the process of communication in the formulation of its strategic plan. 9. All information necessary for implementation of strategies are disseminated to the concerned parties in time. 10. Communication is a critical tool for the realization of program objectives. 11. I am aware of the role of communication in our organization.	0.683	Olang, 2015

Constructs	Adapted Items	Cronbach's Alpha	Sources
Successful Strategy Implementation	1. The implementation of the strategy was generally considered a great success in the organization. 2. I personally think the implementation of the strategy was a success.	0.90	Noble & Mokwa, 1999

3.6 Data Processing

3.6.1 Data Checking

Data checking is a process of checking the reliability and quality of the questionnaire. Researchers have to make sure that the questionnaires are completed as respondents follow the procedures without missing out a single question and all questions needs to answer in the questionnaire (Sekaran & Bougie, 2009). In order to ensure the reliability and quality of the questionnaire, researchers need to remove all invalid questionnaires such as incomplete answer of questionnaires.

3.6.2 Data Editing

Data editing is performed to identify the omission, errors and ambiguities in responses which often conducted by respondents (Kumar et al., 2012). Researchers have to make sure that there are no missing data during the checking process. Unfortunately, 14 incomplete questionnaires eliminated because the respondents did not complete the survey form and some of the respondents not willing to answer few questions. Therefore, 159 questionnaires are valid in this research and use it for further analysis.

3.6.3 Data Coding

Data coding is a process that assigned a number of participants' responses and converted the gathered information into database (Sekaran & Bouige, 2012). In this research, self-administered questionnaire have been employed, and therefore the entry of responses directly into the computer without any manual keying in of the data. Hence, researches able to avoid confusion,

especially when there are a large number of questionnaire. Further, researchers need to assign a code to each respondent's response. For instance, gender was coded as 1- "Male", 2- "Female".

3.6.4 Data Transcribing

Data transcribing is a key to transfer the responses gathered from questionnaires into the computer (Malhotra, Birks & Wills, 2012). The data collected from respondents is key into Statistical Package for Social Science (SPSS) software in order to make data analysis.

3.7 Data Analysis

Data analysis is a process of generating meaningful and useful information via evaluation and interpretation of data (Kumar et al., 2012). Data collected from questionnaires will be analyse through SPSS software. It can help researchers to transform data into practical information and provides accurate and quicker analysis.

3.7.1 Descriptive Analysis

Descriptive analysis was adopted to explain the characteristics of the employee. Descriptive analysis refers to the collection of raw data information that into a clear and easy to understandable interpretation where the data is collected via primary data (Burns and Bush, 2009). Frequency and percentage were employed to present the demographic profile and general information of respondents such as gender, race, age, monthly gross income, education level, working sector and working experience which are in Section D of the survey questionnaire whereas mean and standard deviation were used to present the findings of employee commitment,

employee communication and successful strategy implementation from employee who works in Klang Valley.

3.7.2 Scale Measurement

According to Hair, Bush & Ortinau (2003) has stated that the internal consistency in which the different dimensions of a multidimensional construct have a mutual relationship with the scale. Cronbach's Alpha is used to evaluate the internal consistency and measure the reliability of each item in the questionnaire. In this research, multiple items are presented and will be employed Cronbach's Alpha to evaluate the items. The rules of thumb of Cronbach's Alpha Coefficient are shown in the Table 3.2.

Table 3.2: Rules of Thumb of Cronbach's Alpha Coefficient Range

Cronbach's Alpha	Internal Consistency
$\alpha \geq 0.9$	Excellent
$0.9 \geq \alpha \geq 0.8$	Good
$0.8 \geq \alpha \geq 0.7$	Acceptable
$0.7 \geq \alpha \geq 0.6$	Questionable
$0.6 \geq \alpha \geq 0.5$	Poor
$0.5 \geq \alpha$	Unacceptable

Adapted from: Sharma, B. (2016). A focus on reliability in developmental research through Cronbach's Alpha among medical, dental and paramedical professionals. *Asian Pacific Journal Of Health Sciences*

Alpha coefficient ranges from 0 to 1 is used to describe the reliability of factors extracted and/or multi-point formatted questionnaires or scales. A value below 0.6 would show a low internal consistency (Hair et al., 2003). Nunnally (1978) stated that Cronbach Alpha of 0.7 or greater is acceptable. The rule of thumb has stated that there will be more reliability coefficient when the figure is more nearest to 1.0 (Hair et al., 2003). Therefore, the higher value of the Cronbach's Alpha which mean it will produce a higher reliability of a construct.

3.7.3 Inferential Analysis

Inferential analysis assumes a population by inspecting the sample analysis in which result can be used to generalize the entire population that the sample stands for. In this research, multiple regression analysis is chosen and conducted.

3.7.3.1 Multiple Regression Analysis

Multiple regression analysis is a statistical technique that can be used to identify and analyse the relationship between two or more independent variables and single dependent variable (Kumar et al. 2012). It also help to identify which predictor of the factors have most influence towards successful strategy implementation. Variance could be explained by R square value while beta coefficient will show which independent variable contribute the most. The general formula for multiple linear regressions is as followed:

$Y = a + b1X1 + b2X2 + b3X3 + b4X4 + b5X5 + … + bkXk$

The equation in this research are as followed:

$SSI = a + b1 (EC) + b2 (EC^a)$

Whereby:

SSI = Successful Strategy Implementation

a = constant

EC = Employee Commitment

EC^a = Employee Communication

3.8   Conclusion

The stages of data collection, processing and analysis process, sampling design and research instrument are described in great depth and clearly. Besides, the gathered information will be discussed in the next chapter for analysis purpose.

CHAPTER 4: DATA ANALYSIS

4.0   Introduction

In this chapter, 159 sets of questionnaire were used to conduct data analysis via Statistical Package for Social Science (SPSS) Version 21.0. Respondent's demographic profile and general information will be presented. Besides, Cronbach Alpha reliability test in determining the internal consistency of multi items scale will be presented. Moreover, statistical analysis is also presented in order to determine the relationship between variables.

4.1   Descriptive Analysis

4.1.1   Respondent Demographic Profile

4.1.1.1 Gender

Table 4.1: Gender

Male	Female
Frequency (%)	Frequency (%)
91 (57.2%)	68 (42.8%)

Source: Developed for the research

Table 4.1 illustrate the frequencies of respondents according to gender. There are a total of 159 respondents, 91 respondents are "Male" while 68 respondents are "Female" which consists 57.2% and 42.8% of the total respondents respectively.

4.1.1.2 Race

<div align="center">Table 4.2: Race</div>

		Male Frequency (%)	**Female** Frequency (%)
Race	Malay	24 (26.4%)	17 (25%)
	Chinese	44 (48.3%)	39 (57.4%)
	Indian	18 (19.8%)	12 (176%)
	Others	5 (5.5%)	0 (0%)
Total		91	68

Source: Developed for the research

Based on Table 4.2, the results revealed that from 91 male respondents, majority of the male respondents are "Chinese" 44 (48.3%), followed by "Malay" 24 (26.4%), "Indian" 18 (19.8%) and "Others" 5 (5.5%). From 68 female respondents, the sequence is similar to male which are "Chinese" 39 (57.4%), followed by "Malay" 17 (25%), "Indian" 12 (17.6%) and "Others" 0 (0%).

4.1.1.3 Age

Table 4.3: Age

		Male Frequency (%)	**Female** Frequency (%)
Age	21-30	41 (45%)	42 (61.8%)
	31-40	34 (37.4%)	20 (29.4%)
	41-50	15 (16.5%)	5 (7.3%)
	51-60	1 (1.1%)	1 (1.5%)
Total		91	68

Source: Developed for the research

As shown in Table 4.3, in term of age, majority of the male respondents are in the age "between 21 to 30" 41 (45%), followed by 34 male respondents (37.4%) in the age "between 31 to 40", 15 male respondents (16.5%) in the age "between 41 to 50" and only 1 male respondent (1.1%) in the age "between 51 to 60". Besides, 42 out of 68 female respondents are in the age "between 21 to 30" which is the highest whereas there are only 1 in the age "between 51 to 60" which consists of 61.8% and 1.5% respectively. Furthermore, there are 20 female respondents who are in the age "between 31 to 40" and 5 female respondents who are in the age "between 41 and 50" which consists of 29.4% and 7.3% respectively.

4.1.1.4 Highest Education Level

Table 4.4: Highest Education Level

	Male **Frequency (%)**	**Female** **Frequency (%)**
Education Level		
Primary School	1 (1.1%)	1 (1.5%)
Secondary School	13 (14.3%)	8 (11.8%)
Foundation or A-level or Diploma	34 (37.3%)	17 (25.0%)
Bachelor's Degree	35 (38.5%)	41 (60.2%)
Master	8 (8.8%)	0 (0%)
PhD	0 (0%)	1 (1.5%)
Total	91	68

Source: Developed for the research

Referring to the Table 4.4, the data show that male respondent's highest education level with "Bachelor's Degree" forms 35 (38.5%) which is the highest, followed by "Foundation or A-level or Diploma", "Secondary School", "Master" and "Primary School" which is 34 (37.3%), 13 (14.3%), 8 (8.8%) and 1 (1.1%) respectively. From a total of 68 female respondents, 41 (60.2%) with the education level with "Bachelor's degree", followed by "Foundation or A-level or Diploma" 17 (25%), "Secondary School" 8 (11.8%) and both "Primary School" and "PhD" 1 (1.5%).

4.1.1.5 Monthly Gross Income

Table 4.5: Monthly Gross Income

	Male	**Female**
	Frequency (%)	**Frequency (%)**
Monthly Gross Income		
Less than RM3,000	32 (35.2%)	34 (50.0%)
RM3,001-RM6,000	43 (47.2%)	27 (39.7%)
RM6,001-RM9,000	12 (13.2%)	6 (8.8%)
RM9,000 and above	4 (4.4%)	1 (1.5%)
Total	91	68

Source: Developed for the research

From Table 4.5, there are 43 male respondents (47.2%) with monthly gross income between "RM3,001 to RM6,000" which is the highest, followed by 32 male respondents (35.2%) with monthly gross income of "less than RM3,000", 12 male respondents (13.2%) with monthly gross income between "RM6,001 to RM9,000" and 4 male respondents (4.4%) with monthly gross income of "RM9,000 and above" which is the lowest. From the total 68 female respondents, 34 (50%) with monthly gross income of "less than RM3,000" and 27 (39.7%) with monthly gross income between "RM3,001 to RM6,000". The rest are respondents with monthly gross income between "RM6,001 to RM9,000" and "RM9,000 and above" which account for 6 (8.8%) and 1 (1.5%) respectively.

4.1.2 General Information

4.1.2.1 Which sector are you currently work with?

Table 4.6: Working Sector

	Male Frequency (%)	**Female** Frequency (%)
Working Sector		
Public	8 (8.8%)	6 (8.8%)
Private	83 (91.2%)	62 (91.2)
Total	91	68

Source: Developed for the research

According to Table 4.6 shows that majority of the respondents are working in "Private Sector" which consists of 83 (91.2%) of male respondents and 62 (91.2%) of female respondents whereas working in "Public Sector" which consists of 8 (8.8%) of male respondents and 6 (8.8%) of female respondents.

4.1.2.2 How long have you been employed in your current position with the company?

Table 4.7: Working Experience

	Male	**Female**
	Frequency (%)	**Frequency (%)**
Working Experience		
0-4 years	39 (42.9%)	39 (57.4%)
5-9 years	33 (36.2%)	23 (33.7%)
10-14 years	17 (18.7%)	4 (5.9%)
15-19 years	1 (1.1%)	1 (1.5%)
20 years and above	1 (1.1%)	1 (1.5%)
Total	91	68

Source: Developed for the research

Referring to Table 4.7, majority of the both male and female respondents have been employed in their current position in "between 0 to 4 years" which consists of 39 (42.9%) and 39 (57.4%) respectively, followed by "between 5 to 9 years" 33 (36.2%) and 23 (33.7%) respectively and "between 10 to 14 years" which is 17 (18.7%) and 4 (5.9%) respecitively. Besides, both duration working "between 15 to 19 years" and "20 years and above" are the lowest which involved only respondents which comprises 1 (1.1%) and 1 (1.5%) respectively.

4.1.3 Stacked Bar for Independent Variables

4.1.3.1 Employee Commitment

Figure 4.1: Employee Commitment

Employee Commitment
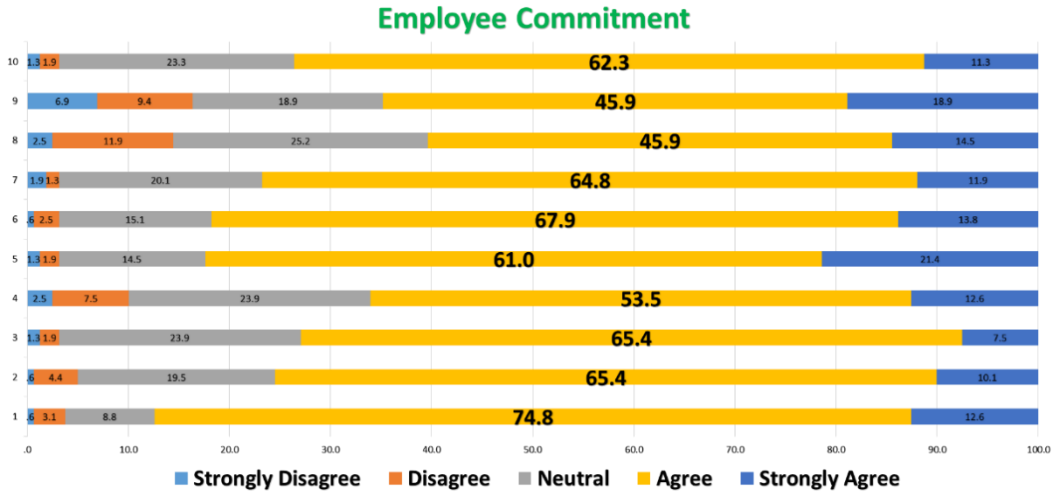
Source: Developed for the research

4.1.3.2 Employee Communication

Figure 4.2: Employee Communication

Employee Communication
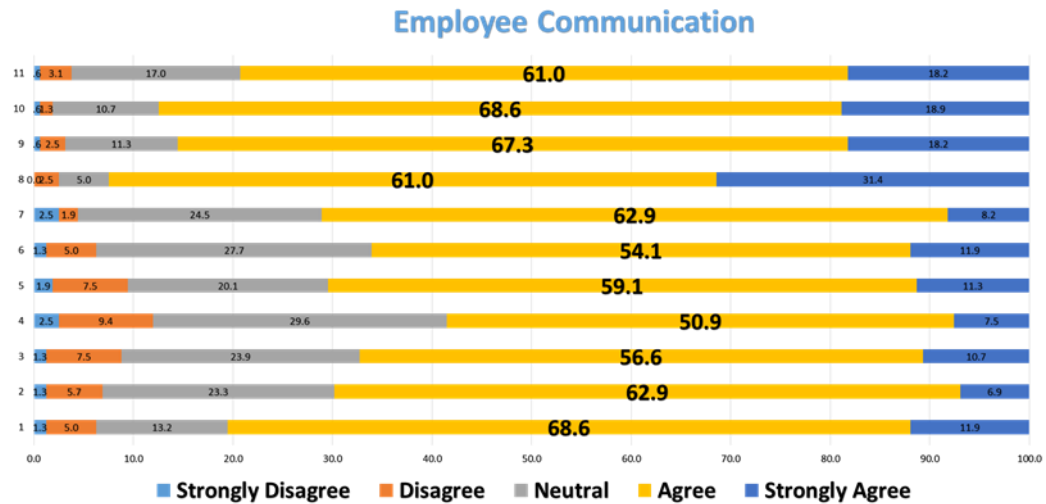
Source: Developed for the research

Figure 4.1 illustrate the total 10 questions of employee commitment, result revealed that majority of the respondents are agree with employee commitment that will lead implementation to success. This result is consistent with the previous literature which are Noble & Mokwa (1999), Alfalla-Luque et al. (2012) and Irawanto (2015).

As shown in Figure 4.2, from a total 11 questions of employee communication, majority of the respondents are agree with employee communication that will lead implemenatation to success. The result also consistent with past literature which are Peng & Litteljohn (2001), Forman & Argenti (2005) and Rapert et al., (2002).

Compare the trend of employee commitment and employee communication, some question for employee commitment have less than 50%. However, all questions for employee communication have above 50%, which mean more than 50% of respondents have agreed with each question of employee communication. In short, the results indicated that respondents are more agree with employee communication and has most impart towards successful strategy implementation.

4.1.4 Central Tendencies Measurement of Constructs

Table 4.8: Central Tendencies Measurement of Constructs

Variables	N	Mean	Std. Deviation
Employee Commitment	159	3.7912	0.48397
Employee Communication	159	3.8222	0.45205
Successful Strategy Implementation	159	3.9340	0.70736

Source: Developed for the research

Table 4.8 shows that the mean value for "Employee Commitment" and "Employee Communication" which were around 3.7 to 3.8, representing neutral and agree in the 5-point Likert scale. Majority of the respondents satisfied with the "Employee Communication" which scored the highest mean of (χ = 3.8222) among the independent variables and followed by "Employee Commitment" with a mean score of (χ = 3.7912). This indicated that most of the respondent were satisfied with the "Employee Communication" and therefore has the most impact on strategy implementation.

4.2   Scale Measurement

4.2.1 Reliability Analysis

Table 4.9: Reliability Analysis

Construct	Cronbach's Alpha	Number of items
Employee Commitment	0.813	10
Employee Communication	0.824	11
Successful Strategy Implementation	0.729	2

Source: Developed for the research

The internal consistency of the 23 items was analyzed by Cronbach's Alpha analysis. Based on the rules of thumb suggested by Sharma (2016), the cronbach alpha coefficient of the scale should be above 0.7 which is the minimum standard in order to measure the same underlying construct. In this study, 10 items related to "Employee Commitment" with (α = 0.813), "Employee Communication" include 11 items with (α = 0.824) and "Successful Strategy Implementation" comprised 2 items with (α = 0.729).

4.3   Inferential Analysis

4.3.1 Multiple Regression Analysis

Table 4.10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.512*	.262	.253	.61148

a. Predictors: (Constant), Employee Commitment, Employee Communication

Source: Developed for the research

From the Table 4.10 above revealed that the results of multiple regression produced adjusted R square = 0.253. This show that 25.3% of the variance of the dependent variable, successful strategy implementation can be explained by the variable of the independent variables, employee commitment and employee communication. Hence, it is a moderate model. Low adjusted R-square indicates that the predictor variables still provides information about the response. Sample size for this research is 173 sets, but only 159 sets of questionnaires are valid. In order to obtain high adjusted R-square, it is possible to increase the size of response.

Table 4.11: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig
1 Regression	20.728	2	10.364	27.718	.000^b
Residual	58.329	156	.374		
Total	79.057	158			

a. Dependent Variable: Successful Strategy Implementation

b. Predictors: (Constant), Employee Commitment, Employee Communication

Source: Developed for the research

From the Table 4.11 above shows that the regression model was significant, F (2,156) = 27.718, $p < .01$. Therefore, it can be concluded that the regression model was statistically significant to predict that employee commitment and employee communication in explaining the successful strategy implementation.

Table 4.12: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	.684	.440		1.555	.122
Employee Commitment	.386	.133	.264	2.908	.004
Employee Communication	.467	.142	.298	3.284	.001

a. Dependent Variable: Successful Strategy Implementation

Source: Developed for the research

Referring to Table 4.12, results show that "Employee Commitment" is significant (p = 0.004) and "Employee Communication" is significant (p = 0.001). This indicated that all of the independent variables, employee commitment and employee communication are having a significant and positive relationship towards dependent variable, successful strategy implementation.

In addition, standardized coefficients beta had shown that the vital of each independent variables on the dependent variable. From Table 4.12 shows that majority contribute predictor on successful strategy implementation was "Employee Communication" (β = 0.298), followed by "Employee Commitment" (β = 0.264). In short, both predictor have significant and positive regression weights on successful strategy implementation. The following equation was created:

$SSI = 0.684 + 0.386\ EC + 0.467\ EC^a$

4.4   Conclusion

This section concluded that there are few method to conduct in the data analysis to ensure the accuracy which includes descriptive analysis to present the respondent's demographic profile and general information, reliability test to prove the reliability and validity and inferential analysis has been interpreted by using Multiple Regression Analysis to evaluate whether the independent variables has significant influence towards the dependent variable.

CHAPTER 5: DISCUSSION, CONCLUSION AND IMPLICATION

5.0 Introduction

This chapter will discuss on the summary of statistical analyses and the major findings in the previous chapter. Furthermore, the managerial implications and limitation will be discussed. Lastly, recommendation for future research will also be included.

5.1 Summary of Statistical Analyses

5.1.1 Descriptive Analysis

In summary, there are 91 male respondents (57.2%) and 68 female respondents (42.8%). Besides, majority of the respondents (52.2%) were "Chinese". Moreover, 52.2% of the overall respondents are "between the age of 21 to 30". Approximately 47.8% of the respondents having "Bachelor's Degree". In term of monthly gross income, majority of the respondents (44.0%) were in the monthly gross income of "RM3, 001-RM6, 000". In addition, almost 91.2% of the respondents are working in the "Private" sector. Lastly, most of the respondents (49.1%) have the working experience with the company for "0 – 4 years".

<u>Table 5.1: Descriptive Analysis</u>

Variables		**Frequency (%)**	**Total**
Gender	Male	91 (57.2%)	57.2
	Female	68 (42.8%)	100
Race	Malay	41 (25.8%)	25.8
	Chinese	83 (52.2%)	78.0
	Indian	30 (18.9%)	96.9
	Others	5 (3.1%)	100
Age	21-30	83 (52.2%)	52.2
	31-40	54 (34.0%)	86.2
	41-50	20 (12.5%)	98.7
	51-60	2 (1.3%)	100
Education Level	Primary School	2 (1.3%)	1.3
	Secondary School	21 (13.2%)	14.5
	Foundation or A-level or Diploma	51 (32.1%)	46.6
	Bachelor's Degree	76 (47.8%)	94.4
	Master	8 (5.0%)	99.4
	PhD	1 (0.6%)	100
Monthly Gross Income	Less than RM3,000	66 (41.5%)	41.5
	RM3,001-RM6,000	70 (44.0%)	85.5
	RM6,001-RM9,000	18 (11.4%)	96.9
	RM9,000 and above	5 (3.1%)	100
Working Sector	Public	14 (8.8%)	8.8
	Private	145 (91.2%)	100
Working Experience	0-4 years	78 (49.1%)	49.1
	5-9 years	56 (35.1%)	84.2
	10-14 years	21 (13.2%)	97.4
	15-19 years	2 (1.3%)	98.8
	20 years and above	2 (1.3%)	100

5.1.2 Inferential Analysis

From the result of regression shown in Table 4.11, it reviewed that a significant model had existed, $F(2,156) = 27.718$, $p < .01$. This indicate that there is a significant and positive relationship between the predictors as a set and successful strategy implementation among employee who working in Klang Valley.

Moreover, significant level of employee commitment is (p=0.004) and employee communication is (p=0.001). Hence, this two independent variables have significant influence on successful strategy implementation among employee who working in Klang Valley. Therefore, two hypotheses have tested in this study which supported and accepted with significant level less than 0.05. In conclusion, H1 and H2 were supported.

5.2 Discussion of Major Findings

1. Research Question = Do highly committed employees determine the success of the strategy implementation?

1. Research Objective = To examine the relationship between employee commitment towards successful strategy implementation.

Table 5.2: Major Findings for Hypothesis Testing of Employee Commitment

No.	Hypothesis	Significant Level	Supported/ Rejected
H1	There is a significant relationship between employee commitment towards successful strategy implementation.	Sig= 0.004 P< 0.05	Supported

Source: Developed for the research

According to Table 5.2, the first hypothesis is supported. Previous literature had proven that employee commitment can predict success of strategy implementation.

For example, the findings of Noble & Mokwa (1999) show that role commitment appeared to be second highest variable in influencing employee toward implementation success. This mean that employee are concern with commitment in order to meet success in implementation. Besides, Dooley et al (2000) claimed that commitment play an important role in influencing implementation success. In addition, Ali, Rehman, Ali, Yousaf & Zia (2010) also tested on corporate social responsibility and employee commitment. Result show that corporate social responsibility included activities for the welfare of employees and their family and it will influence employee commitment towards implementation to success.

2. Research Question = Does high degree of employee communication result in successful strategy implementation?

2. Research Objective = To examine the relationship between employee communication towards successful strategy implementation.

Table 5.3: Major Findings for Hypothesis Testing of Employee Communication

No.	Hypothesis	Significant Level	Supported/ Rejected
H2	There is a significant relationship between employee communication towards successful strategy implementation.	Sig= 0.001 P< 0.05	Supported

Source: Developed for the research

Based on Table 5.3, the second hypothesis is supported. There are past literature and journal proven that employee communication can affect the success of strategy implementation. For instance, Olang (2015) shows that communication among employee is positive related to strategy implementation which means the communication among employee are critical to the success of strategy implementation. Furthermore, Vandenberg (1999) also examine the information transmit which is communication toward organizational effectiveness. The test showing that communication is necessary to achieve the organizational effectiveness which including the strategy implementation. Other than that, Al Kandi et al. (2013) also shows that employee communication is one of the factor

that affecting strategy implementation. Their research prove that communication is significant in influencing the outcome factors which is strategy implementation.

5.3   Implication of the Study

5.3.1   Managerial Implications

Employee commitment (H1) play a crucial role in implementing strategy implementation. As employees who are committed to their organization, they may feel a connection with the organization, feel that they fit in and feel they are understand the goals of the organization. Therefore, it is suggested that organization should recognize the importance of employee commitment and put more efforts in increasing the commitment of employee towards the organization. Hence, it will increase employees' performance or even organizational success in the long run. Besides, organization should also treat employees in which treat them fairly in term of compensation or punishment. Hence, it is able to gain employee's loyalty toward the organization. As employee loyal towards the organization, they tend to be more self-motivate and tend to be more determined in their work as well as more proactive in offering their support.

Employee communication (H2) also acts a necessary role in implementing strategy implementation. When communication of an organization higher, the effect of strategy implementation becomes stronger. Employees who are exposed to an open and supportive communication climate tend to outperform employees who function in a restrictive communication climate. Therefore, organization can implement strategy more successfully when there has an effective communication strategy in which ensure that the communication flow are smooth among all level of management. Hence, it can increase the success rate of strategy implementation.

5.4   Limitations of the Study

Purposive sampling approach had employed to collect data from employee who only works in Klang Valley. The first limitation is limited of area to collect data. As this study only targeted employee who work in Klang Valley and hence, the results only resemble to this specific group and cannot be generalized to whole population of employee in Malaysia. Besides, employee who works in Klang Valley might have a different perception on employee commitment and employee communication towards successful strategy implementation as compared to other area.

The second limitation is time constraint and it bring researchers have a difficulty in obtaining a vast area of respondents and also unable to search more variables that had been taken up by previous research. Meanwhile, the time period to conduct this research is relatively short which only have six months (one short semester and long semester). Therefore, only two independent variables are presented in this research. However, the results of the study will be more reliable when involving different variables.

5.5   Recommendations for Future Research

Future researches is suggested to gather data from extensive sample and distribute the survey questionnaires to employees in different areas from Malaysia in order to obtain a comparable result. Hence, this can help future researches to determine the identity of employee commitment and employee communication from employees because different working area tend to have different point of view.

Moreover, instead of employee commitment and employee communication, future researchers were suggested to overlook other factors such as employee involvement, employee autonomy, employee significance and others in order to gain better insight on the employees' perception towards successful strategy implementation.

In addition, the time frame to conduct this research should be extended to allow researchers to view more related factors and variables as well as past research studies. Therefore, it is able to help researchers to deliver a high reliable discoveries and better understanding towards successful strategy implementation.

5.6   Conclusion

As a conclusion, the general objective of this study is achieved and all hypotheses are supported. Besides, this study also had achieved specific research objectives which include examine the relationship between employee commitment towards successful strategy implementation and examine the relationship between employee communication towards successful strategy implementation.

The findings have contributed to the literature and provided a better understanding of employee commitment and employee communication towards successful strategy implementation from employee perspectives. Furthermore, employees can utilize these finding to determine the important of employee commitment and employee communication. Other than that, employers could also benefits from this study by enhancing their understanding of the role of employee commitment and employee communication in achieving organization goals. Lastly, the findings also provide benefits for researchers to have a better understanding and additional knowledge for future research in the similar field.

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Appendix 3.1: Questionnaire

UNIVERSITI TUNKU ABDUL RAHMAN (UTAR)

FACULTY OF ACCOUNTANCY AND MANAGEMENT (FAM)

BACHELOR OF INTERNATIONAL BUSINESS (HONS)

Survey Questionnaire

Dear Respondent,

We are undergraduate students pursuing a Bachelor degree in International Business (Hons) at University Tunku Abdul Rahman (UTAR). We are conducting a survey study **to investigate employee commitment and employee communication toward successful strategy implementation**. This questionnaire consists of THREE parts.

Please answer ALL questions in ALL sections. Completion of this form will take you approximately 10 minutes. **We will assure that all information you provide to us will be kept private and confidential and used solely for the academic study purpose**.

We highly appreciate your participation and cooperation in helping us to complete this survey.

Sincerely:

CHIN KAH HOW 1506568

TAN KIAT HAU 1607574

Section A: Qualifying Questions

*Please put a tick (√) on the answer box for each of the question below. You are required to choose only **ONE** answer.*

1. Are you employee?

   ☐ Yes

   ☐ No, thank you for your time.

2. Are you working in Klang Valley?

   ☐ Yes

   ☐ No, thank you for your time.

Section B: Employee Commitment and Employee Communication

Please indicate your level of agree or disagree regarding each areas listed below based on your current working experience in Klang Valley.

Part 1: Employee Commitment

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I will prioritize my work task based on my organization's strategy.	1	2	3	4	5
2. I took tremendous pride in my responsibilities in this strategy.	1	2	3	4	5
3. I was committed to my role in implementing this strategy.	1	2	3	4	5
4. I was determined to meet my personal objectives in this strategy.	1	2	3	4	5
5. In implementing this strategy, I tried to work as hard as possible.	1	2	3	4	5
6. I intentionally expended a great deal of effort in carrying out my responsibilities in this strategy.	1	2	3	4	5

7. I gave a tremendous effort in implementing the strategy.	1	2	3	4	5
8. I talk up this organization to my friends as a great organization to work for.	1	2	3	4	5
9. I am proud to tell others than I am part of this organization.	1	2	3	4	5
10. I am extremely glad that I chose this organization to work for, over others I was considering at the time I joined.	1	2	3	4	5

Part 2: Employee Communication

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Company strategy are clearly communicated to employees.	1	2	3	4	5
2. Organization gives sufficient notice to us prior to making changes in strategy.	1	2	3	4	5
3. Most of time I receive sufficient notice of change that affect my work group.	1	2	3	4	5
4. Organization makes a sufficient effort to get our opinions.	1	2	3	4	5
5. The channels of employee communication in the organization are effective.	1	2	3	4	5
6. Our organization has integrated the process of communication in the formulation of its strategic plan.	1	2	3	4	5

7. All information necessary for implementation of strategies are disseminated to the concerned parties in time.	1	2	3	4	5
8. Communication is a critical tool for the realization of program objectives.	1	2	3	4	5
9. I am aware of the role of communications in our organization.	1	2	3	4	5
10. Unclear communication of responsibility and accountability will affecting on strategy implementation of our organization.	1	2	3	4	5
11. Informal communication such as person-to-person contact affecting the effectiveness of strategy implementation.	1	2	3	4	5

Section C: Successful Strategy Implementation

Please indicate your level of agree or disagree regarding each areas listed below based on your current working experience in Klang Valley.

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. The implementation of the strategy was generally considered a great success in the organization.	1	2	3	4	5
2. I personally think the implementation of the strategy was a success.	1	2	3	4	5

Section D: Demographics and General Information

*Please put a tick (√) on the answer box for each of the question below. You are required to choose only **ONE** answer.*

Part 1: Demographics

1. Gender:
   - ☐ Male
   - ☐ Female

2. Race:
   - ☐ Malay
   - ☐ Chinese
   - ☐ Indian
   - ☐ Others

3. Age:
   - ☐ 21 – 30
   - ☐ 31 – 40
   - ☐ 41 – 50
   - ☐ 51 – 60

4. Highest Education Level:
   - ☐ Primary school
   - ☐ Secondary school
   - ☐ Foundation or A-level or Diploma
   - ☐ Bachelor's degree
   - ☐ Master
   - ☐ PhD

5. Monthly Gross Income:

☐ Less than RM3,000

☐ RM 3,001 – RM6,000

☐ RM 6,001- RM 9,000

☐ RM 9,000 and above

Part 2: General Information

6. Which sector are you currently work with?

☐ Public

☐ Private

7. How long have you been employed in your current position with the company?

☐ 0 – 4 years

☐ 5 – 9 years

☐ 10 – 14 years

☐ 15 – 19 years

☐ 20 years and above

Appendix 4.1: SPSS output: Respondent Demographic Profile

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	91	57.2	57.2	57.2
	Female	68	42.8	42.8	100.0
	Total	159	100.0	100.0	

Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	41	25.8	25.8	25.8
	Chinese	83	52.2	52.2	78.0
	Indian	30	18.9	18.9	96.9
	Others	5	3.1	3.1	100.0
	Total	159	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30	83	52.2	52.2	52.2
	31-40	54	34.0	34.0	86.2
	41-50	20	12.6	12.6	98.7
	51-60	2	1.3	1.3	100.0
	Total	159	100.0	100.0	

Highest Education Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary school	2	1.3	1.3	1.3
	Secondary school	21	13.2	13.2	14.5
	Foundation or A-level or Diploma	51	32.1	32.1	46.5
	Bachelor's degree	76	47.8	47.8	94.3
	Master	8	5.0	5.0	99.4
	PhD	1	.6	.6	100.0
	Total	159	100.0	100.0	

Monthly Gross Income

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than RM3,000	66	41.5	41.5	41.5
	RM3,001 - RM6,000	70	44.0	44.0	85.5
	RM6,001 - RM9,000	18	11.3	11.3	96.9
	RM9,000 and above	5	3.1	3.1	100.0
	Total	159	100.0	100.0	

Appendix 4.2: SPSS output: Respondent General Information

Working Sector

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Public	14	8.8	8.8	8.8
	Private	145	91.2	91.2	100.0
	Total	159	100.0	100.0	

Working Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 - 4 years	78	49.1	49.1	49.1
	5 - 9 years	56	35.2	35.2	84.3
	10 - 14 years	21	13.2	13.2	97.5
	15 - 19 years	2	1.3	1.3	98.7
	20 years and above	2	1.3	1.3	100.0
	Total	159	100.0	100.0	

Appendix 4.3: SPSS output: Descriptive Statistics

Descriptive Statistics

	N	Mean	Std. Deviation
Employee Commitment	159	3.7912	.48397
Employee Communication	159	3.8222	.45205
Successful Strategy Implementation	159	3.9340	.70736
Valid N (listwise)	159		

Appendix 4.4: SPSS output: Reliability Test

Successful Strategy Implementation

Case Processing Summary

		N	%
Cases	Valid	159	100.0
	Excluded[a]	0	.0
	Total	159	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.729	.731	2

Employee Commitment

Case Processing Summary

		N	%
Cases	Valid	159	100.0
	Excluded[a]	0	.0
	Total	159	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.813	.819	10

Employee Communication

Case Processing Summary

		N	%
Cases	Valid	159	100.0
	Excluded[a]	0	.0
	Total	159	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.824	.819	11

Appendix 4.5: SPSS output: Multiple Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.512[a]	.262	.253	.61148

a. Predictors: (Constant), Employee Commitment, Employee Communication

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.728	2	10.364	27.718	.000[b]
	Residual	58.329	156	.374		
	Total	79.057	158			

a. Dependent Variable: Successful Strategy Implementation

b. Predictors: (Constant), Employee Commitment, Employee Communication

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.684	.440		1.555	.122
	AVRC	.386	.133	.264	2.908	.004
	AVR	.467	.142	.298	3.284	.001

a. Dependent Variable: Successful Strategy Implementation