STRATEGY IMPLEMENTATION AND ORGANIZATIONAL PERFORMANCE OF DEPOSIT MONEY BANKS IN NIGERIA

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ABSTRACT

This study examined the effect of strategy implementation on organizational performance of deposit money banks in Nigeria. The study concentrated on top and middle level management level staff at the Headquarters of Zenith Bank Plc. Access Bank, Guaranty Trust Bank, First Bank Plc. and United Bank of Africa Plc. In order to achieve the objectives of this study, four (4) research questions were raised and four (4) null hypotheses were formulated. The study adopted descriptive research design with a population of 252 and 205. Questionnaire was used as instrument for data collection and simple regression was used to analyze the collected data. The findings of the study revealed that, there is a significant statistical relationship between strategy implementation and prompt service delivery. It was also revealed that, there is a significant statistical relationship between strategy implementation and Customer Satisfaction. Also, the findings of the study revealed that, there is a significant statistical relationship between strategy implementation and corporate social responsibility. Finally, the finding revealed that, there is a significant statistical relationship between strategy implementation and Employee Engagement. The study therefore recommends that managers and stakeholders should consider and implement prompt service delivering, social responsibility, employee engagement and customers' satisfaction in order to survive and excel in the competitive world of business.

Keywords: Customer satisfaction, organizational performance, prompt service delivery, strategy implementation

INTRODUCTION

The core purpose of strategic management is the improvement of organizational performance. Irrespective of how organizational performance is defined or measured, the focus is on devising ways of building on past performance (Baum et al., 2010). Considering the different levels of performance assessment, a number of interventions are recognized to be useful. Variety of performance measures is valuable because different measures provide different information about an organization's functioning and strategic management process is vital (Brush et al., 2012).

Strategic management process is the art of formulating, implementing, and evaluating decisions with different functionalities that allow organizations to achieve set objectives (David, 2012). It is the process of specifying organizations' objectives by developing policies and plans to achieve those objectives; and allocating resources to implement those policies and plans. Strategic management process therefore, combines the activities of various functional areas of the organization to achieve organizational objectives. It is the highest level of managerial activity (Bianca, 2017). Effective managers use strategy to focus attention and effort on real priorities, provide consistent framework to guide decisions and actions, and provide new or renewed sense of purpose to organizations (Bryson, 2014).

Strategic management has become a common part of executives' lives. Whether trying to boost revenues, innovation, improve quality, increase efficiencies or plan for the future. The current environment of globalization and economic turbulence has increased the challenges executives face and, therefore, there is need to find the right strategies to meet these challenges. To do this successfully, executives must be more knowledgeable than ever as they sort through the options and select the right strategies and measures for their organizations. The selection process itself can be as complicated as business issues such as organizational performance. This study thus examines the effect of strategy implementation on organizational performance. The specific objectives of the study are to determine the effect of strategy implementation on prompt service delivery, customer satisfaction, corporate social responsibility (CSR) and employee engagement. The study is thus guided by the following null hypotheses:

Ho1: Strategy implementation does not significantly affect prompt service delivery.
Ho2: Strategy implementation does not significantly affect customer satisfaction**.**
Ho3: Strategy implementation does not significantly affect CSR.
Ho4: Strategy implementation does not significantly affect employee engagement.

THEORETICAL FRAMEWORK

This study is premised on profit maximizing and competition based theory. The profit maximizing and competition based theory is based on the notion that a business organization's main objective is to maximize long term profit and developing sustainable competitive advantage over rivals. The industrial organization perspective is the basis of this theory as it views the organization's external market positioning as the critical factor for attaining and sustaining competitive advantage, or in other words, the traditional I/O perspective offered strategic management a systematic model for assessing competition within an industry (Ainuddin et al., 2007).

CONCEPT OF STRATEGY IMPLEMENTATION

Strategic management is concerned with making and implementing decisions about an organization's future direction. But strategic management may not always guarantee success, it can be dysfunctional if conducted haphazardly (Awino, 2011). If well carried out, however strategic management allows the organization to be more proactive than reactive in shaping its own future. It allows an organization to initiate and influence (rather than just respond to) its environment and thus to exert control over its own activities. Strategic management help firms to make better strategies through the use of a more systematic logical and rational approach to business. It helps to elicit understanding and commitment from managers and employees (Aluko et al., 2004).

This is because when managers and employees get to understand what the organization is doing and why they are doing it, they often feel as part of the firm and become committed to assisting it. Managers and employees become creative and innovative when they understand and support the firm's mission, objectives and strategies. Strategic management then provide personal empowerment which can be defined as the act of strengthening an individual's sense of effectiveness. In addition, Aluko et al. (2004) suggests that strategic management enhances awareness of environmental threats and improved understanding of competitors' strategies, increases employee productivity, and reduces resistance to change.

Basically, strategic management can be broken down into two phases: strategic planning and strategy implementation (Iravo, 2013; Gibson, 2011). Strategic planning is concerned with decision making regarding the determination of the organization's mission, formulation of policies to guide the organization in the establishment of objectives, choosing and implementing strategies, establishing short and long term objectives and determining the strategy that is to be used in achieving the objectives. On the other hand, strategy implementation according to Odiri (2014) is concerned with making decision, with regard to (1) developing organizational structure to achieve the strategy; (2) ensuring that activities necessary to accomplish the strategy are performed effectively; and (3) monitoring the effectiveness of the strategy in achieving the objectives.

Strategy implementation is concerned with the day-to-day activities of managing the strategy to achieve the strategic goals of the organization (Nzuve & Nyaega, 2012). Thus, once plans are developed, they must be actively managed and implemented to maintain the momentum of the strategy. Strategic thinking and periodic planning should never stop; they become ingrained in the culture and philosophy of a strategically managed organization. As part of managing the strategy, strategic momentum: is the actual work to accomplish specific objectives, concerns decision making processes and their consequences, provides the style and culture, fosters anticipation, innovation, and excellence, evaluates strategy performance through control, is a learning process, and relies on and reinforces strategic thinking and periodic strategic planning (Swayne et al., 2016).

ORGANIZATIONAL PERFORMANCE

Ateke and Kalu (2016) describes organizational performance describes the health of a firm as an outcome of management processes measured against nominated corporate goals or compared to the health of competing firms. It is a measure of a company's capacity to achieve set goals by optimizing scarce resources (Daft, 1991 cited in Ateke & Kalu, 2016). Organizational performance thus comprise actual results achieved by an organization, as measured against its objectives. According to Richard et al. (2014) organizational performance encompasses three specific areas of firm outcomes: (a) financial performance (profits, return on assets, return on investment, etc.); (b) product market performance (sales, market share, etc.); and (c) shareholder return (total shareholder return, economic value added, etc.). An orgnazation is deemed to be performing well if it is able to cope, survive and make progress in the face of the challenges and uncertainties that pervade the operating environment.

Management practitioners and theorists are concerned with organizational performance. In recent years, many organizations have attempted to manage organizational performance using the balanced scorecard approach, where performance is tracked and measured in multiple dimensions such as (Upadhaya et al., 2014), including, financial performance (e.g. shareholder return), customer service, social responsibility (e.g. corporate citizenship, community outreach), employee stewardship, organizational performance, performance measurement systems, performance improvement, organizational engineering and pluralistic stakeholder values (Upadhaya et al., 2014).

Organizational performance is an abstract concept; and is difficult to measure directly. Firms therefore select indirect indices to represent it (Ateke & Simeon, 2018). The most frequently used measures of organizational performance include market share, customer satisfaction, profitability, productivity, cost minimization and business development (Richard, 2009). Strategic management literature shows that organizational performance has been viewed from operational, market and financial perspectives (Fauzi et al., 2010 as cited in Ateke & Kalu, 2016). In the operational perspective, product quality and marketing effectiveness are considered; the market perspective considers sales growth and market share, while stock price, dividend pay-out and earnings per share are considered in the financial perspective. In this study however, we employ prompt service delivery, customers' satisfaction, corporate social responsibility and employee engagement as measures of organizational performance.

Prompt Service Delivery

Service delivery is a business framework that supplies services from a provider to a client. It also includes the constant interaction between the two parties during the duration of the time in which the provider supplies the service and the customer purchases it. Service delivery processes typically aim to provide the client with increased value by setting standards, policies, principles and constraints to guide all aspects of their business and customer interactions. It helps provide people with amenities they want or need by linking them to an organization with the resources to provide those services (Ghosh & Lusch, 2020). Without the promptness and professionalism, it would make the customers feel very isolated and they would want to cease contracts with the service provider which would obviously leave the unit losing out on revenue. The value of the customer should be the most precious asset to the business, so it is vital that expectations are met with excellence in order to keep customer satisfaction high (Ghosh a & Lusch, 2020).

Customer Satisfaction

Customer satisfaction is perhaps the most popular of all non-financial Key Performance Indicators (KPIs). For a commercial organisation it is generally perceived as the most indicative non-financial measure of future financial performance, the belief being that the more satisfied the customer, the more likely they are to remain loyal/repurchase, which in turn leads to financial success. Put another way, measuring customer satisfaction provides an indication of how successful the organisation is at providing products and/or services to the marketplace (Bryan et al., 2010). Customer satisfaction shape executive behavior and attractive to managers, the extent to which including these measures in compensation schemes actually improves company value and financial performance is a matter of debate

Corporate Social Responsibility

CSR is a self-regulating business model that helps a company be socially accountable to itself, its stakeholders, and the public (Bryan et al., 2010). The effects of corporate social responsibility on employees' performance include, helps both society and the brand image of companies; corporate responsibility programs are a great way to raise morale in the workplace and corporate social responsibility is a business model by which companies make a concerted effort to operate in ways that enhance rather than degrade society and the environment (Van der Laan et al., 2008). CSR activities can help forge a stronger bond between employees and corporations, boost morale, and aid both employees and employers in feeling more connected to the world around them (Datar et al., 2011).

Employee Engagement

Employee engagement focuses on those who work within an organization to provide service delivery. Human resources and other leadership supervisors can use their influence to shape employee attitudes, activities and purposes that align with the service culture of the organization. This serves as the link between the service delivery design process and the excellence model that the customer experience (Höppe and Moers, 2011). Employee recognition refers to all the ways an organization shows its appreciation for employees' contributions. It can take many forms and may or may not involve monetary compensation. Companies recognize employees for things like: (1) achievements (2) exhibiting desired behaviors (3) going above and beyond expectations and (4) milestones such as tenure.

Employee recognition helps to: (1) Retain top talent (2) Increase employee engagement and (3) Encourage high performance (Anitha, 2014)

STRATEGY IMPLEMENTATION AND ORGANIZATIONAL PERFORMANCE

In strategy formulation, firm define their overall long-term direction and scope; and establish the way they will create value, by configuring their activities and resources. Strategy formulation is thus a deliberate exercise to develop a company's competitive advantage and thus enhance its performance (Gimbert et al., 2010). However, the extent to which a firm's goals are achieved relies on their strategy implementation expertise. Strategy implementation concern the activities and efforts exerted to actuate a strategy that has been formulated to enable the firm achieve its goals (Swayne et al., 2016). The role of strategy implementation in improving performance of organizations has been a discourse of interest to scholars; and several studies have been conducted on the subject.

For example, Ibrahim (2017) examined the effect of strategic management practices on performance of public health institutions in Mandera County. The specific objective of the study was to investigate the effect of strategy formulation, strategy implementation and strategy evaluation on performance of public health institutions in Mandera County. Correlation analysis showed that strategy formulation, strategy implementation and strategy evaluation are significantly and positively related to performance of public health institutions in Mandera County. Similarly,

Olanipekun et al. (2015) examined the impact of strategic management on competitive advantage and organization performance in Nigerian bottling company. The study used primary data with the aid of a structured questionnaire which was used to elicit information from respondents. The data collected were analyzed using both descriptive statistics such as frequencies, percentages mean, standard deviation and inferential statistics of Chi-square and Analysis of Variance (ANOVA). The findings revealed that adoption and implementation of strategic management practices makes organizations not only to be proactive, but also initiate positive change that consequently leads to competitive advantage and sustainable performance.

In another study, Garad et al. (2014) studied the relationship between strategic management and organizational performance in Mogadishu, Somalia. The study employed the use of both descriptive and correlation research design to establish the nature of the relationships. To analyze the data, the Spearman correlation statistical tool was used with the aim of establishing the relationship between above variables. The findings revealed a moderate positive and statistically significant relationship between strategic management and firms' performance.

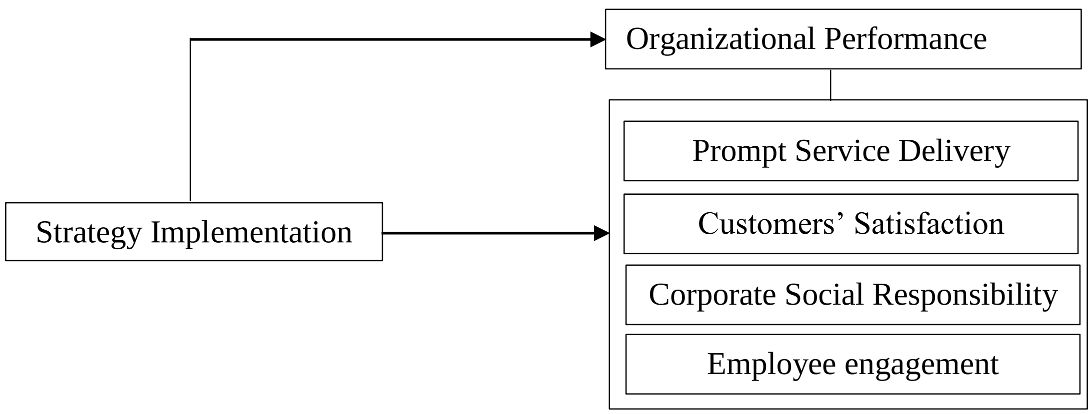

Fig. 1: Conceptual model of strategy implementation and organizational performance

METHODOLOGY

The design adopted a descriptive research design. The population of the study comprised top and middle managers at the Headquarters of deposit money banks with international authorization in Nigeria. Zenith Bank, Access Bank, Guaranty Trust Bank, First Bank Plc and United Bank of Africa Plc. were covered in the study, and the number of top and middle managers in these banks was given as 205. Simple random sampling technique was used to arrive at test units for the study. A structured questionnaire was used as instrument of primary data collection. The questionnaire was constructed based on the modified Likert 5-point scale of Strongly Agree (SA), Agree (A), Strongly Disagree (SD), Disagree (D) and Undecided (U). The instruments for the study were faced validated, Cronbach Alpha value of 0.86 was obtained for study's reliability. The data that was collected from the administration of the questionnaire was analyzed using descriptive statistic. The research questions were answered using simple percentage and mean; while the hypotheses were tested using simple regressions via Microsoft Excel 2018 tool at a significant level of 0.05. The model of multiple regressions as follow:

$Y = \beta_0 + \beta_1X_1 + e$; $SI = \beta_0 + \beta_1SD + e$; $SI = \beta_0 + \beta_1CS + e$; $SI = \beta_0 + \beta_1RS + e$; $SI = \beta_0 + \beta_1EE + e$

Where: SI = Responses variable = Strategy Implementation; SD, CS, RS and ee = explanatory variables. That is,

SD = Prompt Service Delivery
CS = Customer Satisfaction
RS = Corporate Social Responsibility
EE = Employee Enlargement
β_0 = The value of SI when all the explanatory variables are equal to zero.
$\beta_1\beta_2\beta_3$ = The estimated regression coefficient

RESULTS AND DISCUSSION

Table 1: Descriptive statistics on prompt service delivery

S/N	Statement/Items	SA	A	SD	D	U	%	DECISION
1.	Prompt service delivery boost customer confidence	56 (28%	92 (46%)	22 (11%)	18 (9%)	12 (6%)	100	Agreed
2.	Prompt service delivery help to distinguish an organization from its competitors by providing higher quality service	82 (41%)	50 (25%)	20 (10%)	32 (16%)	16 (8%)	100	Agreed
3.	Prompt service delivery create value and engage both customers and employee	90 (45%)	80 (40%)	8 (4%)	12 (6%)	10 (5%)	100	Agreed
4.	Prompt service delivery helps to create a favorable brand image for organization- and increase revenue	74 (37%)	56 (28%)	20 (10%)	30 (15%)	20 (10%)	100	Agreed
5.	Prompt service delivery helps to provide people with amenities they want or need by linking them to an organization with the resources to provide those services.	52 (26%)	80 (40%)	30 (15%)	20 (10%)	18 (9%)	100	Agreed

Field survey (2022)

Based on the response order and the higher percentages of responses of the respondents (Table 1), it can be concluded that, the effects of strategic implementation on prompt service delivery includes: boost customer confidence; help to distinguish an organization from its competitors by providing higher quality service; create value and engage both customers and employee; helps to create a favorable brand image for organization- and increase revenue and helps to provide people with amenities they want or need by linking them to an organization with the resources to provide those services.

Table 2: Descriptive statistics on customer satisfaction

S/N	Statement/Items	SA	A	SD	D	U	%	DECISION
6.	Customer' satisfaction make customer remain loyal/repurchase, which in turn leads to financial success	88 (44%)	70 (35%)	2 (1%)	34 (17%)	6 (3%)	100	Agreed
7.	customer satisfaction provides an indication of how successful the organization is at providing products and/or services to the marketplace	68 (24%)	54 (27%)	32 (16%)	30 (15%)	16 (8%)	100	Agreed
8.	Managers use customer satisfaction to shape executive behavior	50 (25%)	70 (35%)	20 (10%	46 (23%)	14 (7%)	100	Agreed
9.	Customer satisfaction improves company value and financial performance	86 (43%)	90 (45%)	4 (2%)	18 (9%)	2 (1%)	100	Agreed
10	Customer satisfaction gives room for new customers	102 (51%)	64 (32%)	18 (9%)	16 (8%)	0 (0%)	100	Agreed

Field survey (2022)

From Table 2, it can be concluded that, the effects of strategy implementation on customers' satisfaction includes: make customer remain loyal/repurchase, which in turn leads to financial success; provides an indication of how successful the organization is at providing products and/or services to the marketplace; managers use customer satisfaction to shape executive behavior; improves company value and financial performance and gives room for new customers.

Table 3: Descriptive statistics on Corporate Social Responsibility

S/N	Statement/Items	SA	A	SD	D	U	%	DECISION
11.	Social responsibility helps both society and the brand image of companies	60 (30%)	90 (45%)	20 (10%)	20 (10%)	10 (5%)	100	Agreed
12.	Corporate responsibility programs are a great way to raise morale in the workplace	80 (40)	70 (35%)	30 (15%)	18 (9%)	2 (1%)	100	Agreed
13.	Corporate social responsibility enhances society and the environment.	70 (35%)	120 (60%)	10 (5%)	0 (0%)	0 (0%)	100	Agreed
14.	Corporate social responsibility helps to forge a stronger bond between employees and corporations	90 (45%)	80 (40%)	20 (10%)	4 (2%)	6 (3%)	100	Agreed
15.	Corporate social responsibility helps to retain top talent employees	54 (27%)	102 (51%)	6 (3%)	18 (9%)	20 (10%)	100	Agreed

Field survey (2022)

In Table 3, it can be concluded that, the effects strategy implementation on corporate social responsibility includes: helps both society and the brand image of companies; raise morale in the workplace; enhances society and the environment; helps to forge a stronger bond between employees and corporations and helps to retain top talent employees.

Table 4: Descriptive statistics Employee Engagement

S/N	Statement/Items	SA	A	SD	D	U	%	DECISION
16.	Employee engagement increase employee's productivity	80 (40%)	60 (30%)	36 (18%)	14 (7%)	0 (0%)	100	Agreed
17.	Employee engagement enhanced employee morale to do more	90 (45%)	80 (40%)	10 (5%)	16 (8%)	4 (2%)	100	Agreed
18.	Employee engagement leads to healthier relationship between employer and employee which in-turn increase productivity	80 (40%)	70 (35%)	20 (10%)	20 (10%)	10 (5%)	100	Agreed
19.	Employee engagement leads to innovative thinking by employee to facilitate productivity	70 (35%)	100 (50%)	10 (5%)	16 (8%)	4 (2%)	100	Agreed
20.	Employee engagement leads to **better employee retention and talent acquisition**	82 (41%)	98 (49%)	10 (5%)	8 (4%)	2 (1%)	100	Agreed

Field survey (2022)

In Table 4, it can be concluded that, the effects strategy implementation on employee engagement includes: increase employee's productivity; enhanced employee morale to do more; leads to healthier relationship between employer and employee which in-turn increase productivity; leads to innovative thinking by employee to facilitate productivity and leads to better employee retention and talent acquisition.

Table 5: Summary of effect of strategy implementation on prompt service delivery

Summary Output

Regression Statistics	
Multiple R	0.87364
R Square	0.763247
Adjusted R Square	0.762051
Standard Error	0.256735
Observations	200

	df	*SS*	*MS*	*F*	*Significance F*
Regression	1	42.07	42.07	638.31	0.00
Residual	198	13.05	0.07		
Total	199	55.12			

	Coefficients	*Standard Error*	*t Stat*	*P-value*	*Lower 95%*	*Upper 95%*	*Lower 95.0%*	*Upper 95.0%*
Intercept	0.45	0.13	3.48	0.00	0.19	0.70	0.19	0.70
SD	0.86	0.03	25.26	0.00	0.80	0.93	0.80	0.93

Field survey (2022)

From Table 5, therefore, the null hypothesis which states that strategy implementation does not have significant effect on prompt service delivery is rejected. This implies that strategy implementation has a statistically significant effect on prompt service delivery.

Table 6: Summary effect strategy implementation on customer satisfaction

Regression Statistics	
Multiple R	0.82831
R Square	0.686098
Adjusted R Square	0.684512
Standard Error	0.29562
Observations	200

	Df	*SS*	*MS*	*F*	*Significance F*
Regression	1	37.82	37.82	432.77	0.00
Residual	198	17.30	0.09		
Total	199	55.12			

	Coefficients	*Standard Error*	*t Stat*	*P-value*	*Lower 95%*	*Upper 95%*	*Lower 95.0%*	*Upper 95.0%*
Intercept	0.84	0.14	6.10	0.00	0.57	1.11	0.57	1.11
CS	0.74	0.04	20.80	0.00	0.67	0.81	0.67	0.81

Field survey (2022)

From Table 6, therefore, the null hypothesis which states that strategy implementation does not have any significant effect on customers' satisfaction.is rejected. This implies that strategy implementation does have significant effect on customers' satisfaction.

Table 7: Summary Output of the Relationship between SR and SI

Regression Statistics	
Multiple R	0.780016
R Square	0.608425
Adjusted R Square	0.606448
Standard Error	0.330175
Observations	200

	df	*SS*	*MS*	*F*	*Significance F*
Regression	1	33.54	33.54	307.65	0.00
Residual	198	21.59	0.11		
Total	199	55.12			

	Coefficients	*Standard Error*	*t Stat*	*P-value*	*Lower 95%*	*Upper 95%*	*Lower 95.0%*	*Upper 95.0%*
Intercept	-0.63	0.25	-2.57	0.01	-1.12	-0.15	-1.12	-0.15
SR	1.15	0.07	17.54	0.00	1.02	1.28	1.02	1.28

Field survey (2022)

From Table 7, therefore, the null hypothesis which states that strategy implementation does not have any significant effect on corporate social responsibility is rejected. This implies that strategy implementation does have significant effect on corporate social responsibility

Table 8: Summary of effect of strategy implementation on employee engagement

Regression Statistics	
Multiple R	0.917688
R Square	0.84215
Adjusted R Square	0.841353
Standard Error	0.209633
Observations	200

	Df	*SS*	*MS*	*F*	*Significance F*
Regression	1	46.42	46.42	1056.36	0.00
Residual	198	8.70	0.04		
Total	199	55.12			

	Coefficients	*Standard Error*	*t Stat*	*P-value*	*Lower 95%*	*Upper 95%*	*Lower 95.0%*	*Upper 95.0%*
Intercept	-1.86	0.17	-10.90	0.00	-2.19	-1.52	-2.19	-1.52
EE	1.55	0.05	32.50	0.00	1.46	1.65	1.46	1.65

Field survey (2022)

Table 8 indicated that the null hypothesis which states that strategy implementation does not have any significant effect on employees' engagement is rejected is rejected. This implies that strategy implementation does have significant effect on employees' engagement is rejected.

DISCUSSION OF FINDINGS

The findings of the analysis of research question revealed that, strategy implementation does have significant effect on prompt service delivery; and that, strategy implementation boost customer confidence; help to distinguish an organization from its competitors by providing higher quality service; create value and engage both customers and employee; helps to create a favorable brand image for organization- and increase revenue and helps to provide people with amenities they want or need by linking them to an organization with the resources to provide those services. This finding is in agreement with the findings of Ghosh and Lusch, (2020) who ascertained that one of the insignificance of being prompt is when the service has been delivered within the time scale that was agreed on, this will leave the customer having confidence in you and the company which will have a positive effect on the unit.

The analysis also revealed that strategy implementation does have significant effect on customer satisfaction; and strategy implementation result in customer loyalty, which in turn leads to financial success; provides an indication of how successful the organization is at providing products and/or services to the marketplace; managers use customer satisfaction to shape executive behavior; improves company value and financial performance and gives room for new customers. This finding is in concord the findings of Bryan et al. (2010) who said that, the more satisfied the customer, the more likely they are to remain loyal/repurchase, which in turn leads to financial success.

Furthermore, the analyses revealed that strategy implementation does have significant effect on corporate social responsibility; and that strategy implementation helps both society and the brand image of companies; raise morale in the workplace; enhances society and the environment; helps to forge a stronger bond between employees and corporations and helps to retain top talent employees. This findings concord with the findings of Datar et al. (2011) who ascertained that corporate social responsibility activities can help forge a stronger bond between employees and corporations, boost morale, and aid both employees and employers in feeling more connected to the world around them. The finding is also in line with the findings of Van der Laan et al. (2008) who said that, The effects of corporate social responsibility on employees' performance include, helps both society and the brand image of companies; corporate responsibility programs are a great way to raise morale in the workplace and corporate social responsibility is a business model by which companies make a concerted effort to operate in ways that enhance rather than degrade society and the environment.

Finally, the finding revealed that strategy implementation does have significant effect on employees' engagement; and that strategy implementation increase employee's productivity; enhances employee morale to do more; leads to healthier relationship between employer and employee which in-turn increase productivity; leads to innovative thinking by employee to facilitate productivity and leads to better employee retention and talent acquisition. This finding is in line with the findings of Anitha (2014) who ascertained that employee recognition helps to: (1) Retain top talent (2) Increase employee engagement and (3) Encourage high performance. It is also in line with the findings of Höppe and Moers (2011) who said that employee engagement to shape employee attitudes, activities and purposes that align with the service culture of the organization.

CONCLUSION AND RECOMMENDATIONS

Non-financial measures help to distinguish an organization from its competitors by providing higher quality service; create value and engage both customers and employee. It helps to create a favorable brand image for organization- and increase revenue and helps to provide people with amenities they want or need. These measures make customer to remain loyal/repurchase, which in turn leads to financial success; provides an indication of how successful the organization is at providing products and/or services to the marketplace. It also helps both society and the brand image of companies; raise morale in the workplace; enhances society and the environment; helps to forge a stronger bond between employees and corporations and helps to retain top talent employees. Conclusively, there is a significant relationship between the non-financial measures and strategy implementation. The non-financial measures are vital to the success of a division and also to the overall success of a firm. Base on the findings and conclusions of this study, the study therefore recommends that managers of organizations that desire to achieved improved performance in terms of customer satisfaction, prompt service deliver, CSR and also engage well with their employees should institute effective strategy implementation schemes in their operations.

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