



Factors Affecting Strategy Implementation: Communication, Commitment, and Consensus

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Abstract: In the ever-evolving landscape of contemporary business, successful strategy implementation remains a formidable challenge for organizations. Bridging the gap between strategy formulation and execution is vital for sustainable success, with communication, commitment, and consensus emerging as pivotal elements influencing this process. This journal article explores the intricate relationships between communication, commitment, and consensus in the context of strategy implementation. Employing the research library method, this article systematically reviews and analyzes literature from diverse sources, offering a comprehensive understanding of the factors influencing strategy implementation. The research library method enables a thorough exploration of the nuanced relationships between communication, commitment, and consensus. The article concludes by formulating hypotheses for further research: (1) Communication affects Strategy Implementation; (2) Commitment affects Strategy Implementation; (3) Consensus affects Strategy Implementation. Acknowledging the importance of these factors is crucial for organizations aiming to achieve strategic goals and long-term success in a rapidly evolving business landscape.

Keyword: Communication, Commitment, Consensus

INTRODUCTION

In the dynamic and complex landscape of contemporary business environments, organizations face an ongoing challenge in successfully implementing their strategic initiatives. Strategy formulation alone is not sufficient; the execution phase, often referred to as strategy implementation, plays a pivotal role in determining the overall success of an organization. However, despite the recognition of its significance, many organizations struggle with effective strategy implementation, leading to a gap between formulated plans and actual outcomes. The gap between strategy formulation and implementation can be attributed to various factors, with communication, commitment, and consensus emerging as critical elements influencing the

success or failure of implementation efforts. Understanding and addressing these factors is imperative for organizations aiming to bridge the strategy-implementation gap and achieve sustainable success.

Effective communication is the cornerstone of successful strategy implementation. The dissemination of strategic goals, plans, and expectations throughout an organization ensures that all stakeholders are aligned and understand their roles in achieving the desired outcomes. Poor communication can lead to misunderstandings, confusion, and resistance among employees, hindering the seamless execution of strategic initiatives. Organizational commitment, both from leadership and employees, is a crucial factor influencing the successful implementation of strategies. Without a dedicated commitment to the strategic objectives, there is a risk of encountering resistance, apathy, or deviations from the intended course. Leadership commitment is exemplified by the allocation of resources, support for necessary changes, and active involvement in the implementation process.

Achieving consensus among key stakeholders is vital for ensuring a cohesive and unified approach to strategy implementation. In a diverse organizational environment, where individuals may have different perspectives, values, and priorities, building consensus helps align everyone towards a common purpose. Consensus-building involves collaborative decision-making, where the input of various stakeholders is considered, and compromises are reached to create a collective commitment to the strategic direction. In conclusion, the success of strategy implementation hinges on the effective management of communication, commitment, and consensus within an organization. As organizations navigate the challenges of a rapidly evolving business landscape, understanding and addressing these factors will be instrumental in achieving strategic goals and fostering long-term success. This journal aims to explore and analyze the intricate relationships between communication, commitment, and consensus in the context of strategy implementation, providing valuable insights for both scholars and practitioners in the field of strategic management.

METHOD

The writing of this article employs the research library method, involving the systematic search, review, and analysis of relevant literature from various library sources. This method has been chosen as it provides a comprehensive approach for the author to gain a profound understanding of the factors influencing Strategy Implementation. The research article strategically employs the research library method to investigate crucial aspects of Strategy Implementation, such as Communication, Commitment, Consensus. This method involves thorough literature searches from diverse and credible sources, enabling the author to present arguments firmly grounded in established theories and previous research. By delving into a range of reputable materials, the research library method facilitates the exploration of the nuanced relationships between these factors.

RESULTS AND DISCUSSION

Reviewing relevant articles as a foundation for establishing research hypotheses by explaining the results of previous studies, describing similarities and differences with the research plan, from relevant previous research as shown in Table 1 below:

Table 1. Relevant Previous Research Results

Author	Year	Findings	Similarities to My Research	Differences to My Research	Hypothesis
Rapert, M. I., Velliquette, A., &	2002	Examines the strategic consensus and communication's role	Explores the importance of frequent vertical communication in	Focuses on the role of frequent vertical communication and strategic consensus	H3

Garretson, J. A. (2002)		in effective strategy implementation.	enhancing strategic consensus and improving organizational performance.	in the implementation process.	
Lines* (2004)	2004	Assessed the outcomes of participation in strategic change processes in a national telecommunications firm.	Examines the relationship between participation, resistance, organizational commitment, and change goal achievement.	Focuses on participation in strategic change within a national telecommunications firm.	H2
Smith, B. D. (2009)	2009	Proposed new perspectives on marketing strategy implementation, incorporating concepts from organizational psychology.	Incorporates concepts from organizational psychology, including goal-setting theory, expectancy theory, and organizational commitment.	Focuses on the management problem of marketing strategy implementation and introduces new perspectives from organizational psychology.	H2
Kohtamäki et al. (2012)	2012	Explored the role of personnel commitment to strategy implementation and organizational learning.	Examines the link between strategic planning, personnel commitment, organizational learning, and company performance.	Focuses on the mediating role of personnel commitment and organizational learning in the relationship between strategic planning and company performance.	H2
Ho, J. L., Wu, A., & Wu, S. Y. (2014)	2014	Investigates how consensus on strategy implementation between operational-level managers and employees impacts the effectiveness of performance measures and employee performance.	Explores the relationship between consensus, performance measures, and employee performance in a Taiwanese financial services company.	Focuses on the operational-level perspective and the impact of consensus on performance measures and employee performance.	H3
Waititu, J. W. (2016)	2016	Analyzed drivers affecting strategy implementation in commercial banks in Nairobi, Kenya.	Emphasizes the impact of communication systems, leadership styles, organizational structure, and culture on strategy implementation.	Focuses on the commercial banking sector in Nairobi, Kenya.	H1&H2
Ayusa, E. (2016)	2016	Explored communication forms and channels in telecommunication firms in Kenya.	Investigates the relationship between communication forms and	Focuses specifically on telecommunication firms in Kenya.	H1

			channels and their impact on strategy implementation.		
Odero, J. A. (2016)	2016	Examined communication as a factor affecting effective strategy implementation in the banking industry in Kakamega County, Kenya.	Investigates the relationship between communication and strategy implementation in the banking industry.	Focuses on the banking industry in Kakamega County, Kenya.	H1
Shimizu, K. (2017)	2017	Senders' bias, the overestimation of communication quality by top managers, is a fundamental implementation problem.	Examining the relationship between communication and strategy implementation.	Focuses on the sender's bias in communication as a key factor.	H1
Echessa, P. W. (2020)	2020	Investigated the influence of strategy implementation on the performance of agribusiness firms in Nyanza region, Kenya.	Explores the impact of strategic consensus, firm structure, and firm resource allocation on agribusiness firm performance.	Focuses on the agribusiness sector in Nyanza region, Kenya.	H3
Ateş et al. (2020)	2020	Explored the dark side of visionary leadership in strategy implementation, focusing on strategic alignment, consensus, and commitment.	Theorizes and tests the mechanism through which visionary leadership affects team commitment.	Focuses on the potential negative effects of visionary leadership, especially when there is a lack of strategic alignment between managers and CEOs.	H2&H3
Lim, Y. W., & Chuah, F. (2022)	2022	Explores the link between successful strategy implementation (SSI), strategic consensus (SCon), and strategic communication (SCom) in higher education in Malaysia.	Investigates the relationship between communication, consensus, and successful strategy implementation.	Focuses specifically on higher education in Malaysia.	H1&H3

Discussions

Based on the problem statement, relevant discussions, and research, the conceptual framework of this article is:

1. Communication to Strategy Implementation

The studies collectively underscore the pivotal role of communication in the success of strategy implementation across diverse organizational contexts. Shimizu's exploration of sender's bias emphasizes that top managers' perception of communication quality is crucial, introducing the notion that effective communication is fundamental for successful strategy implementation. In commercial banks, Waititu's findings highlight the positive impact of innovative communication systems on strategic implementation performance. (Ayusa, 2016) Ayusa study in telecommunication firms stresses the significance of various forms and channels of communication, identifying verbal, non-verbal, and written communication as critical elements positively affecting strategy implementation. Odero's work in the banking

industry further reinforces the importance of regular communication with employees, emphasizing its role in enhancing the implementation of strategic plans. Lim and Chuah's recent study in higher education in Malaysia solidifies the link between strategic communication, strategic consensus, and successful strategy implementation. The research suggests that communication, when aligned with consensus, significantly contributes to the effectiveness of plan implementation in the higher education sector (Lim & Chuah, 2022).

Common threads across these studies highlight the importance of adopting diverse communication approaches, tailoring them to the organizational context. Additionally, the studies consistently emphasize the positive influence of strategic consensus on the relationship between communication and successful strategy implementation. A shared understanding and agreement on strategic priorities enhance the effectiveness of communication in implementation, ensuring organizational alignment with goals. Implications for organizational leaders include the need to invest in communication systems, consider diverse communication channels, and actively seek consensus among stakeholders. Future research opportunities lie in delving into specific communication mechanisms fostering consensus and effectiveness in strategy implementation across industries and cultural contexts. Exploring the role of emerging communication technologies in strategy implementation could provide valuable insights for contemporary organizational practices (Odero, 2016).

Communication to strategy implementation, this is in line with research conducted by: (Ayusa, 2016), (Lim & Chuah, 2022), (Odero, 2016).

2. Commitment to Strategy Implementation

The studies examined collectively emphasize the significance of commitment as a crucial determinant of successful strategy implementation across various organizational settings. Commitment, both from leadership and employees, emerges as a common thread in understanding the dynamics of effective strategy execution. Shimizu's study introduces the concept of "sender's bias," suggesting that top managers' commitment to communication quality is a fundamental implementation challenge. In commercial banks, Waititu's research identifies inspirational leadership as a key driver of successful strategy implementation, emphasizing the positive impact of committed leadership in navigating change and ensuring alignment with strategic goals (Shimizu, 2017).

Ayusa's work in telecommunication firms underscores the relationship between commitment and strategy implementation, with a focus on various forms and channels of communication (Ayusa, 2016). The findings suggest that commitment, particularly from leadership, plays a pivotal role in shaping the organizational approach to strategy execution. Odero's study in the banking industry in Kakamega County, Kenya, further solidifies the relationship between communication and strategy implementation. The findings reveal that a regular commitment to communication with employees is essential for enhancing strategy implementation. Lim and Chuah's recent study in higher education in Malaysia reinforces the idea that commitment, both at the leadership and organizational levels, significantly influences the success of strategy implementation. The study suggests that commitment, when aligned with strategic communication and consensus, contributes to the effectiveness of plan implementation in the higher education sector (Lim & Chuah, 2022).

Common insights across these studies emphasize that commitment is a driving force for successful strategy implementation. Whether it is commitment from top management, inspirational leadership, or organizational dedication to regular communication, the studies collectively highlight the positive impact of commitment on navigating the complexities of strategy execution. Implications for organizational leaders include the recognition of the pivotal role commitment plays in ensuring strategy implementation success. Leaders should invest in fostering a culture of commitment, aligning organizational values with strategic goals,

and providing the necessary resources and support for effective execution (Lines, 2004).

Commitment to strategy implementation, this is in line with research conducted by: (Shimizu, 2017), (Lim & Chuah, 2022), (Lines, 2004), (Kohtamäki, M., Kraus, S., Mäkelä, M., & Rönkkö, 2012).

3. Consensus to Strategy Implementation

Consensus emerges as a critical factor shaping the landscape of successful strategy implementation across diverse organizational contexts, as highlighted by the studies under review. The shared understanding and agreement among stakeholders on strategic priorities play a fundamental role in navigating the complexities of strategy execution. Shimizu's exploration of sender's bias introduces the notion that a shared consensus on the quality of communication is essential for overcoming implementation challenges. In commercial banks, Waititu's study emphasizes the need for consensus across leadership, focusing on inspirational leadership as a key driver of successful strategy implementation. The study suggests that a unified strategic vision among leaders fosters consensus, ensuring that strategic goals are effectively communicated and embraced throughout the organization (Shimizu, 2017).

Ayusa's research in telecommunication firms underlines the importance of consensus on various forms and channels of communication. The findings suggest that a shared consensus on the significance of verbal, non-verbal, and written communication positively influences strategy implementation effectiveness. Odero's study in the banking industry in Kakamega County, Kenya, adds further weight to the relationship between consensus and strategy implementation. The findings reveal that a consensus-driven approach to communication with employees significantly contributes to the enhancement of strategy implementation (Ayusa, 2016).

Lim and Chuah's recent study in higher education in Malaysia solidifies the link between strategic communication, consensus, and successful strategy implementation. The research suggests that consensus, when aligned with strategic communication, significantly contributes to the effectiveness of plan implementation in the higher education sector. Across these studies, consensus is recognized as a cornerstone for successful strategy implementation. Whether it is consensus on communication quality, leadership vision, or the importance of various communication forms, the studies collectively underscore the positive impact of shared understanding and agreement on strategy execution (Lim & Chuah, 2022).

Implications for organizational leaders involve actively fostering consensus among stakeholders, aligning organizational goals, and promoting a culture that encourages collaboration and shared vision. Recognizing the role of consensus in strategy implementation success can guide leaders in developing communication strategies that resonate with diverse perspectives within the organization.

Consensus to strategy implementation, this is in line with research conducted by: (Shimizu, 2017), (Lim & Chuah, 2022), (Ayusa, E, 2016).

Conceptual Framework

Based on the problem formulation, relevant research and discussion, a conceptual framework for this article has been developed as shown in Figure 1.

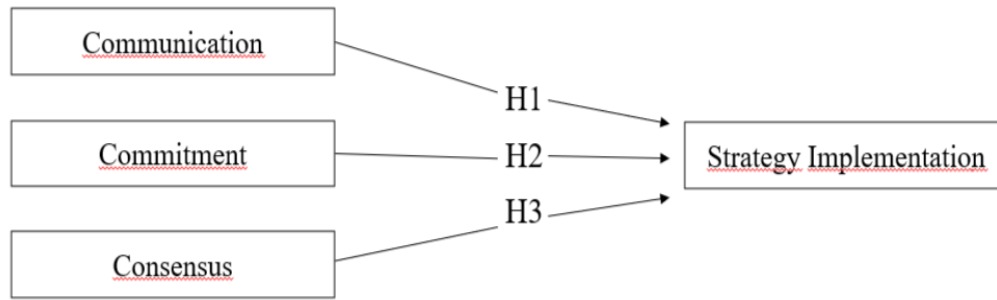


Figure 1. Conceptual Framework

CONCLUSIONS

Based on the objectives, results, and discussion, the conclusion of this article is to formulate hypotheses for further research, namely: (1) Communication affects Strategy Implementation; (2) Commitment affects Strategy Implementation; (3) Consensus affects Strategy Implementation.

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