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The Effects of Commitment, Departmental-Relationship and Competence on Organizational performance: The case of Zambia Electricity Supply Corporation Limited and Copperbelt Energy Corporation in Zambia

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Abstract

The purpose of this study is to examine the effects of Commitment, Departmental relationships, and Competence on Organizational performance in Zambia Electricity Supply Corporation Limited (ZESCO Limited) and Copperbelt Energy Corporation (CEC) power utility companies in Zambia. Drawing on resource-based, organizational culture, organizational structure, strategic leadership, and contingency theories the author formulated and tested the hypotheses that ensued.

H1: There is a significant positive relationship between Commitment and Organizational performance.

H2: There is a significant positive relationship between Departmental-relationships and Organizational performance.

H3: There is a significant positive relationship between Competence and Organizational performance.

H4: There is a significant positive categorical moderating effect of firm's type on the relationships among the model construct.

A cross-sectional descriptive survey was adopted. The main instruments in data collection used was semi-structured questionnaires targeting top, middle, and lower management staff because people in these positions were deemed to be knowledgeable about the factors that influence the implementation of strategy. A total of 230 responses were received from 267 questionnaires, constituting a response rate of 86%. SmartPLS structural equation modelling (PLS-SEM) utilizing latent variables was employed to hypothesize the model, and partial least-squares (LVPLS) was employed for the analysis.

The study revealed that strategy implementation was at 57.6%, and could not be achieved. This was attributed to inadequate competence among employees. In addition, Multi-group analysis (PLS-MGA) revealed that the type of organization did not have any effect on their performances.

The research will serve as a valuable tool to enhance organizational performance. All relevant data used are within the research paper.

1.0 Introduction

Strategy implementation is an integral part of strategic management, and depends on many factors that directly or indirectly influence its course. To improve the effectiveness of strategy implementation, it is necessary to examine the factors that influence its effectiveness (Wheelen & Hunger, 2004).

1.1 Background

Most organizations that have strategic plans in place are not strangers to the impact of commitment, departmental-relationships, and competence on their performance. While the theoretical basis of these variables has been relatively well explored, less research has been conducted on the practicalities of variables that influence the effectiveness of strategy implementation in any particular situation (Suderwall et al., 2010).

In Zambia, most organizations have incorporated these variables in their quest to enhance performance, and although critical, they have failed to produce the desired results (Gumboh 2012). This has created a knowledge gap in the implementation process that this study seeks to address.

1.2 Choice of ZESCO limited and CEC

The author decided to study ZESCO Limited and CEC, because they are both power utility companies and have strategic plans in place.

1.3 Statement of problem

Organizations have churned out strategic plans after another, yet they have not been effectively implemented. Strategy implementation at a higher level of the organization, that is, Board or Executive level, may face challenges at sub-sectional and departmental levels because these are left out from the initial phase of formulation, thus compromising individual commitment and interaction among departments (Norris et al 2014, Sausman et al 2016).

In this regard, this study attempts to validate the relationship between Commitment, Departmental relationships, and competence and their impact on organizational performance in ZESCO Limited and CEC of Zambia.

1.3.1 Research objective

To determine the extent to which Commitment, Departmental-relationship, and Competence influenced Organizational performance in ZESCO Limited and the Copperbelt Energy Corporation (CEC) based in Zambia.

2.0 Literature review

The aim of this section is to observe the limitations and identify the shortcomings of the previous work by examining the existing issues and gaps to enhance the development of the methodology.

2.1 Key concepts and definitions

2.1.1 Strategy

Jonas (2000) defines strategy as a plan of action that allows an organization to accomplish its mission in terms of goals, objectives, and purpose. In essence, it is a tool for guiding the organization forward and providing a framework through which it will operate. It provides a business with a roadmap that it needs to pursue a specific strategic direction and performance goals (Elsen 2019).

Based on the definitions by Mintzberg (1994) and Andrews (1980), a strategy is defined as the pattern of decisions and actions over time in a company that determines and reveals its objectives, purposes, or goals and produces the principal policies and plans to achieve those goals.

2.1.2 Strategy implementation

The essence of strategy implementation is simply to get things done (Hrebiniak 2006). Therefore, it is concerned with putting strategy into practice and can be described as the execution of tactics so that the company moves in the desired strategic direction (Giles 1991). Not all effectively formulated strategies are effectively implemented.

Miller et al. (2007) stated that strategy implementation is a combination of necessary actions and steps to implement a strategic plan. It is a dual word that offers a combination of the two key concepts of 'strategy' and 'implementation' alluded to already. In this regard, the implementation of strategy means the achievement of results (performance) and that the two terms are synonymous and used interchangeably.

2.1.3 Commitment

It refers to the level of engagement and dedication of team members toward their individual jobs and the organization. When employees are committed to their work and business, they are more likely to be happy and productive. Moreover, committed employees take ownership of their work and are ambassadors for their company, both inside and outside the office doors. Individuals and teams that are committed to the values and goals of an organization have higher morale and lower turnover, increased job satisfaction, and increased productivity. According to Kraus (2012), commitment in organizations means that senior management and key personnel throughout the company buy-in to drive the company to reach its objectives. They give employees a clear sense of focus and help them prioritize and coordinate their actions.

2.1.4 Departmental-relationship

Departmentalization is the grouping of jobs according to the functional structure that provides a system of coordination (Lulwani 2005). Functional structures refer to departmentalization in which jobs are grouped based on similarity in functions such as Accounts, Maintenance, Planning departments, etc. Departmental relationships, in this regard, are aligned with the understanding that the functioning of the organization is a result of collective work practices, but also by the association between individuals and sectional areas that serve as a basis for organizational outcomes and results.

2.1.5 Competence

For an organization, competence can be defined as the technical capability that differentiates the organization from competition. At the individual level, it can be defined as a group of related knowledge, skills, and abilities that influence job performance (Prahalad & Hamel, 1990). Moreover, Dubois (1993:9) defines competence as "those skills that are required for satisfactory or exemplary job performance within the context of a person's job roles, responsibilities, and relationships in an organization and its internal and external environments". Core competencies refer to employees' fundamental skills and abilities that an organization relies on for its performance.

2.2 Empirical evidence on factors that influence strategy implementation

A study by Khayota (2014), investigated strategy implementation and its functional relationship with organizational performance in service delivery in the Lake Victoria Water Services Board (LWSB) in Kenya. The study found that commitment, skills and competencies, organizational structure, culture, employee involvement, and strategic leadership influenced strategy implementation at LVWSB and its affiliated institutions.

Guruwo and Chinguvi (2017) conducted a study on retail clothing outlets in Zimbabwe. The researchers found that the retail outlets had their strategic plans in place and that about 90% of the strategies formulated were not implemented. The findings revealed that the strategies were shelved due to a lack of staff commitment and restricted inter-departmental relationships, adversely affecting strategy implementation.

Mbaka and Mugambi (2014) conducted a study on the factors affecting successful strategy implementation in Kenya's Water Sector. The study employed desktop research by reviewing the existing literature, government reports, articles, websites, journals, and books. The findings revealed that inadequate commitment to workers and inadequate core competencies were some of the constraints on strategy implementation.

Onochie (2020) examined the effects of departmental relationships on organizational performance. His study found that departmental relationships were a useful technique through which the activities, behaviour, skills, knowledge, and attitude of workers could be improved. The study recommended that in order to ensure the efficiency and effectiveness of employees' productivity, members of groups and teams were encouraged to participate fully in any task.

Ansah (2017) conducted a study on the effects of strategy implementation on the performance of small businesses in Ghana. The study used a resource-based approach, and the results showed that managerial competence, commitment, departmental relationships, and resource allocation had a significantly positive influence on the strategic planning and performance of a firm.

Usman Kamau and Mireri (2014) studied the influence of the implementation phase had on the performance of a project in the building industry in Abuja, Nigeria. This study adopts descriptive and explanatory approaches. The results indicated that poor planning, lack of commitment, budgetary allocations, and poor management led to poor project performance.

Alharthy, Rashid, Pagliari, and Khan, (2017) conducted a study on the factors that influence strategic implementation and the effects that they had on performance. This study relied on both the primary and secondary data. The findings of the study indicate that coordination between departments within the organization, commitment, and managerial competence are key aspects of strategy implementation that enhance the performance of firms.

Lemarleni et al. (2017) evaluated the effects of resource allocation on strategy implementation in the Kenya Police Service in Nairobi County. This study used a descriptive research design. The findings showed that employee commitment coupled with competence and skills registered strong and positive correlations with strategy implementation, and had a positive and significant effect on strategy implementation.

Masinde (2017) examined the effect of strategic management drivers on the operational performance of container terminals through a case study of the Kenya port authority. This study adopted a descriptive research design with stratified sampling to select personnel working at the KPA. The collected data was analyzed using descriptive statistics. The results indicated that inter-departmental collaboration had a positive influence on operational performance.

Osoro and Owino (2014) studied the effects of implementation plans on the performance of Commercial Banks in Kenya. This study set out to investigate the effects of the implementation of plans on the overall performance of commercial banks in major towns in Kenya. The study purposively targeted the case of Migori Town to form a basis for objective generalization. The findings were analyzed using

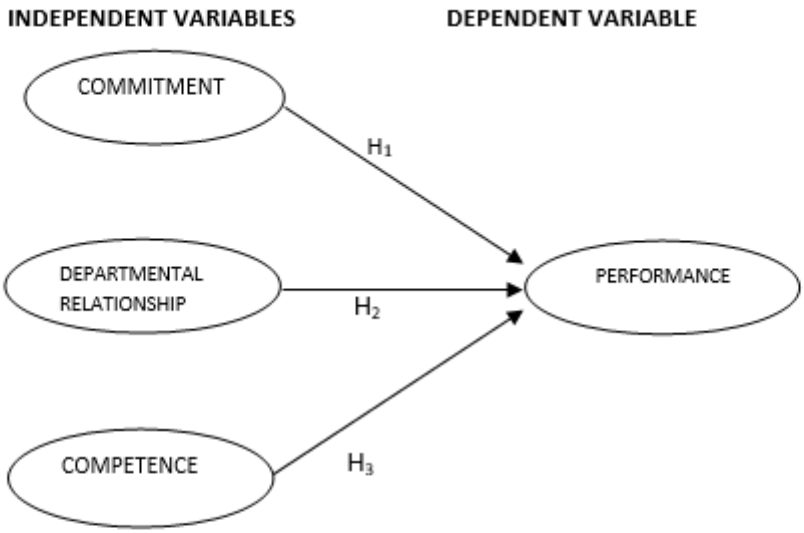
descriptive statistics and content analysis. The study found that a lack of staff commitment and inadequate competencies in core skills affected employees' mobilization to execute project plans.

3.0 Research Model - Theoretical Constructs Underlying the Research

This research utilized the assumptions underlying the theoretical constructs of Resource-based, organizational culture, and communication theories. The inference of these theories was that Commitment, Departmental relationships, and Competence needed to have a homogenous and balanced interaction if superior performance was to be attained.

Based on the theoretical constructs and discussions above, the relationship between concepts (i.e., Communication, Departmental relationships, Competence and Performance) gave rise to the following research model (see figure 1).

Figure 1: Research model on Commitment, Departmental-relationships Competence, on Organizational-Performance



H_1: There is a significant positive relationship between Commitment and Organizational performance.

H_2: There is a significant positive relationship between Departmental-relationships and Organizational Performance.

H_3: There is a significant positive relationship between competence and Organizational performance.

H_4: There is a significant positive categorical moderating effect of firm type on the relationship among the model variables.

3.1 Theories and Empirical Evidence

The Model in figure 1 explains the relationship between Commitment, Departmental relationship, and Competence as independent variables and Organizational performance as a dependent variable.

3.1.1 Commitment effect on Organizational performance

This study utilized the assumptions underlying the theoretical constructs of resource and human based theories.

Viswanadham, Srinivasarao, and Khan (2017) conducted a research on the factors that affect workers behaviour. A questionnaire was designed, and data was collected on a random sampling basis. Data was analyzed using the Smart PLS -Structural Equation Modeling (SEM) technique. Their findings show that commitment to management and communication play a pivotal role in firm performance.

Various studies have provided strong evidence that strong commitment from managers is essential for the successful implementation of strategies (Birken, Lee, & Weiner, 2012, Wilkinson, Nutley & Davies, 2011, Carney, 2011, Dooley, Fryxell & Judge, 2000). They noted that a lack of team commitment undermined the success of the implementation stage.

Jooste and Fourie (2009) argued that many organizations have strategies in place, but due to lack of commitment by policy makers and strategic leadership, these strategies do not generate fruitful results.

Moreover, a study by Carroll and Mui (2005) on the United Arab Emirates draws lessons from the success story of the strategy implementation of public organizations in the United Arab Emirates. Key factors that contributed to the overall success of the Emirates Identity Authority were leadership commitment, aligning staff competencies with productivity, and clear visualization of expected outcomes (Al-Khouri, 2012).

Based on the aforementioned theories and literature review, the following hypothesis was developed:

Hypothesis (H_1). There is a significant positive relationship between Commitment and Organizational performance.

3.1.2 Departmental relationship effect on organizational performance

Organizational structure determines the placement of departments and their attendant functions in a firm; it defines the hierarchy, span of control and reporting relationships, and includes the systems of communication, coordination and integration across these divisions and functions, both vertically and horizontally (Hill etal 2009). As a basal factor it acts as a toolkit for implementing and identifying key levers that affects the implementation outcome (Crittenden & Crittenden, 2008).

Mustafa et al. (2015) examined the effects of teamwork and organizational commitment on organizational performance in the health sector. This study sought to investigate the mechanism through which teamwork and organizational commitment influence employees' performance. In this study, the model was tested using a questionnaire with 27 items. The results suggest a positive relationship between teamwork, commitment, and organizational performance. The findings of this study demonstrated that employees of private hospitals exhibited higher teamwork, commitment, and performance than public hospital employees.

Similarly, Stephen (2018) conducted a study to determine the effect of teamwork on organizational performance at the National Water and Sewerage Corporation in Kampala Uganda. The study was guided by the following specific objectives: i) to determine the effect of shared values on organizational performance in the National Water and Sewerage Corporation in Kampala Uganda, and ii) to evaluate the effect of team roles on organizational performance in the National Water and Sewerage Corporation in Kampala Uganda. This study adopted a cross-sectional design using both qualitative and quantitative approaches, with 214 respondents.

According to objective i), shared values had a significant positive effect on organizational performance. This means that if shared values are promoted, the organization performs well. The second objective also showed that mutual trust had a significant effect on organizational performance; if top management or supervisors trust employees, performance is enhanced, and team roles have a significant effect on organizational performance. This suggests that when employees are allowed to work in teams with

defined roles, they perform well, which is manifested in the overall organizational performance. The research recommended the following: Management should promote shared values in the organization by allowing employees to have their expressions and views listened to. Mutual trust should be promoted in the organization, whereby managers should trust their subordinates and assign them responsibilities, and subordinates should trust their superiors. Further management of national water and Sewerage Corporation encourages teamwork because team roles have a significant effect on organizational performance.

A similar view was presented by Tata and Prasad (2004) regarding the relationship between departmental relationship and performance. They found that an interdepartmental mix in an organization is a requirement for any business that aims to achieve full implementation of its strategies. In line with this, Lewis et al. (2001) concluded that good departmental relationship improve productivity.

Hrebiniak (2008). Getz and Lee (2011) conducted extensive research and established a link between departmental relationship and organizational performance. Their findings confirmed that departmental relationship affect delivery efficiency and performance.

Based on the aforementioned theories and literature review, the following hypothesis was developed:

Hypothesis (H_2). There is a significant positive relationship between Departmental- relationship and Organizational performance.

3.1.3 Competence effect on performance

Mehmet (2013) conducted research on the performance of firms in Turkey's service industries. Exploratory factor analysis (EFA) was used to assess the influence of individual competencies on performance. The findings reveal a positive relationship between the competencies and performance of the firm. The results of this study provide empirical evidence on the effects of individual competencies on organizational performance. One of the most surprising results of this study is that managerial competencies appeared to be the most significant factor.

A study conducted by Mohammad (2014) showed that the success of an organization depend on the commitment and competence of its employees. Enhancing organizational commitment among employees is an important aspect of performance. This study examined the effects of organizational commitment and competence on employees' performance. Structural equation modeling (SEM) technique was used for data analysis. The results indicate that organizational commitment and competence have a significant positive effect on job performance.

Salim et al. (2004) conducted a study on Egyptian Software companies to assess the relationship between human competence and organizational performance. A sample of 38 software companies out of 107 was selected, but only 16 companies responded. The data was collected through interviews and questionnaires. Correlation and regression analyses were used for data analysis. It was concluded from the analysis that employee competence and innovation influenced firm performance.

Kiplagat (2014) analyzed strategy implementation challenges among government parastatals in Kenya. A survey design targeting Kenya Revenue Authority (KRA) employees in Nairobi was adopted, from which a sample size of 120 respondents was identified through stratified sampling. Primary data was collected from strategic managers through a combination of questionnaires and structured interviews. The results showed a significant positive relationship between employee competencies and strategy execution at the Kenya Revenue Authority (KRA).

Mwatsuma, Uzel, and Sasaka (2017) assessed the determinants of effective strategy implementation in private hospitals in Mombasa County in Kenya. One of the objectives of this study was to assess the

effect of human resources on effective strategy implementation in private hospitals. The study population comprised 11 private hospitals and included top management staff from four randomly selected private hospitals in Mombasa County. The study used a questionnaire to collect primary data. The results reveal a weak relationship between competence and strategy implementation.

Njagi and Kombo (2014) established the effects of competence and implementation on the performance of Commercial Banks in Kenya. The study used a descriptive research design and found a strong connection between individual competencies and implementation outcomes.

Based on the aforementioned theories and literature review, the following hypothesis was developed:

Hypothesis (H_3). There is a significant positive relationship between competence and organizational performance.

3.1.4 The categorical moderating role of organization type

The researcher's interest was to determine whether there was a moderating role of the type of firm in strategy implementation. Here, the resource-based and contingency theories are applied.

Mbaka and Mugambi (2014) conducted a study on the factors affecting successful strategy implementation in the Water Sector in Kenya. The findings, among others, indicated that the type of company had no moderating influence on strategy implementation.

Simundi and Kabubi (2020) conducted a research on ZESCO and the Lusaka & Water and Sewerage Company, revealing that the type of organization did not have any significant influence on strategy implementation.

According to the case study done by Eposi & Potgieter (2021) on South Africa Post Office, on the possible factors that hamper quality of service delivery in the South Africa Post Office (SAPO). The results indicate that post offices failed to implement their SAPO strategic plans (2019–2021) and performed dismally on KPIs due to factors such as poor leadership, lack of commitment, lack of proper implementation of plans, inability to communicate effectively, technological barriers, and organizational culture as challenges to strategy implementation. However, company type had no influence on the implementation process.

Based on the afore-mentioned findings, the following hypothesis was developed:

H4. There is a significant positive categorical moderating effect of firm type on the relationships among the model variables.

4.0 Methodology

This study adopted a cross-sectional descriptive survey. A descriptive design was adopted in this study. This was in line with the recommendation by Cooper and Schindler (2014) that a descriptive design is more appropriate for studies that aim to describe particular characteristics associated with a subject population and discover associations among different variables. The main instruments used in data collection was semi-structured questionnaires targeting top, middle, and lower management staff because people in these positions were deemed to be knowledgeable about the factors that influence the implementation of strategy. A total of 230 responses were received from 267 questionnaires, constituting a response rate of 86%. SmartPLS structural Equation Modelling (PLS-SEM) utilizing latent variables and partial least-squares (LVPLS) was employed to hypothesize and analyze the model (Ringle etal 2015).

4.1 Population

The population comprised 800 ZESCO Limited and 725 CEC top-, middle-, and lower-level manageme-

nt staff, from which a sample of 267 respondents was drawn from the Lusaka and Copperbelt provinces of Zambia.

4.2 Sample size determination

This was determined by applying Slovin's formula, as follows:

$n = N/1+Ne^2$

Where;

n = sample size

N= Population size

e = level of sampling error (precision or tolerance)

Assumed: Confidence level at 95% and Precision level 5%

1 = Constant value

In this case, the sample size from a population of 800 was calculated as follows:

$n = N/1+Ne^2$

Where;

n = sample size

N= 800

e = 5% (0.05) tolerance error

$n=800/1+800(0.05^2) = 266.66 \approx$ **267**

The sampling frame comprised 267 respondents who were selected to participate in the study (N=205 ZESCO Ltd, N= 62 CEC). The selected respondents were more informed and conversant about strategic issues and had strategic responsibilities in their organizations. This number represents more than 30% of the recommended population, which is statistically acceptable (Mugenda and Mugenda 2003). In this study, the rate was 86%.

Table 4.1: Sample size

Respondents /Category	**Population (N)**	**Sample size (n)**
Top Management	**ZESCO (34); CEC (13) = 47**	$n = N/1+Ne^2$ $n=800/1+(800*0.05^2) =$ **267**
Middle Management	**ZESCO (250); CEC (17) = 267**	
Lower Management (Front line supervisors)	**ZESCO (441); CEC (45) = 486**	
Total: ZESCO (725); CEC (75) = 800		

Table 4.2: Sample stratification

Category	**ZESCO Target**	**CEC Target**	
Top Management	**9**	**10**	Purposive
Middle Management	**95**	**15**	Simple random
Lower Management (Frontline supervisors)	**101**	**37**	Simple random
Total	**205**	**62**	
Grand total received	**267**		

4.2.1 Method of Data Collection

Data were collected using a semi-structured self-administered questionnaire. It guided the respondents to

provide primary data as they had to tick the appropriate response on a Likert scale ranging from (1) strongly disagree to (5) strongly agree, which was used to facilitate the coding of the data. Secondary data considered the materials that pertained to the study, which were available through academic literature, journals, articles, and scientific reports (Halvorsen, 1989).

4.3 Validity and Reliability of Research Instruments

The validity of this study was both face and content.

For face validity, the research instrument was designed and submitted for review to the two supervisors of this article.

Data obtained from the pilot study were used to determine the reliability of the instruments, and thus the rigor to secure correct instruments, which is considered a basic foundation for reliability in this research. One questionnaire was answered by each respondent. Data collection bias was minimized by the researcher being the only one to administer the questionnaires and standardizing conditions such as exhibiting similar personal attributes to all respondents, such as friendliness and support. The reliability of the research instrument was assessed using a correlation coefficient (Cronbach, 1960).

The variables were tested for reliability by computing the Cronbach's alpha statistical tests, where reliability coefficients were 0.975 and this was considered excellent, values around 0.80 as very good and values of around 0.70 as adequate (Koul & Omkar 2005). See Table 4.3 and 4.4 on reliability analysis and Cronbach's internal consistency.

Table 4.3: Reliability analysis – all variables

Reliability Statistics	
Cronbach's Alpha	N of Items
.975	60

Table 4.4: Cronbach's Alpha – Internal consistency

Cronbach's Alpha	Internal consistency
$0.9 \leq \alpha$	Excellent
$0.8 \leq \alpha < 0.9$	Good
$0.7 \leq \alpha < 0.8$	Acceptable
$0.6 \leq \alpha < 0.7$	Questionable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

5.0 Findings and analysis

5.1 Sample profile

The profile sample comprised demographic data that revealed the respondents' characteristics. The significance of this was to have the right people who were knowledgeable about the subject matter in response to the research questionnaire. Those in the management categories (Top, Middle and Lower) were preferred because they formed the basis of respondents. The personal characteristics of the respondents play a significant role in expressing and responding to the research. In this regard, data on gender, age group, type of organization, qualifications, tenure in terms of experience, and job group

were used as control variables. Four hypotheses alluded to in section 3 above were proposed to guide the research process.

A structural model was formulated and tested using structural equation modelling (SEM) with latent variables partial least-squares (LVPLS) with Smart-PLS. Before analysis, the original data were subjected to validity and reliability tests.

5.2 Research Model: Commitment, Departmental relationship, Competence on Performance

5.2.1 Indicator Reliability

After examining the outer loadings, all latent variables were retained because their outer loadings were greater than 0.4 threshold level (Hair et al. 2013). Two indicators (Commit3 and Comp3) were found to have loadings between 0.4 and 0.7. Therefore, a loading relevance test was performed for these two indicators to determine whether they should be retained in the model. In a loading relevance test, problematic indicators should be deleted only if their removal from the PLS model leads to an increase in the AVE and composite reliability of their constructs over the 0.5 thresholds. Because the latent construct's Average Variance Extracted (AVE) and composite reliability are above 0.5 and 0.7, respectively, they are not removed from the PLS model to maintain content validity. An indicator's outer loading should be 0.708 or above, because the number squared (0.708) equals 0.5, meaning that the latent variable should be able to explain at least 50% of each indicator's variance. The resulting path model estimation is presented in Figure 2 and the outer loadings of the various constructs are shown in Table 5.1.

Figure 2: PLS Path model estimation of Commitment, Departmental relationship, Competence and Performance

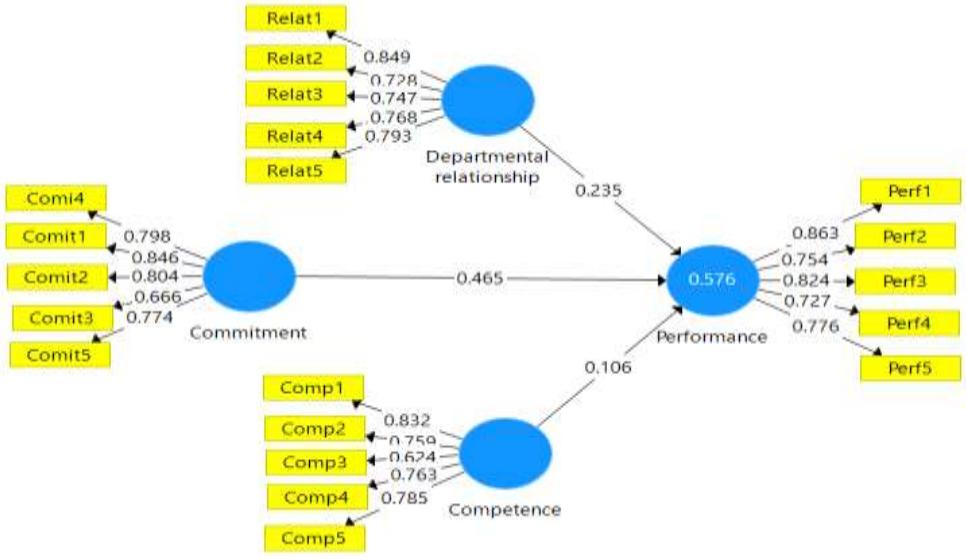


Table 5.1: Outer Loadings

The recommended value for loading ranges 0.7 and above

	Commitment	Competence	Departmental relationship	Performance
Comit1	0.846			
Comit2	0.804			

Comit3	0.666			
Comit4	0.798			
Comit5	0.774			
Comp1		0.832		
Comp2		0.759		
Comp3		0.624		
Comp4		0.763		
Comp5		0.785		
Perf1				0.863
Perf2				0.754
Perf3				0.824
Perf4				0.727
Perf5				0.776
Relat1			0.849	
Relat2			0.728	
Relat3			0.747	
Relat4			0.768	
Relat5			0.793	

5.2.2 Internal Composite Reliability

In the Partial Least Square - Structural Modeling Equation (PLS-SEM), composite reliability rather than Cronbach's alpha is used to evaluate the measurement model's internal consistency reliability (Werts, Linn, & Joreskog, 1974).

The composite reliabilities for the constructs COMMITMENT, COMPETENCE, DEPARTMENTAL RELATIONSHIP, and PERFORMANCE were 0.885, 0.869, 0.885, and 0.893, respectively, indicating high levels of internal consistency reliability (Nunnally & Bernstein, 1994). A threshold level of 0.60 or higher, is required to demonstrate satisfactory composite reliability in exploratory research (Bagozzi and Yi, 1988) but not exceeding the 0.95 confidence level (Hair et al., 2013).

From Table 5.2, it can be seen that all the indicator values are larger than 0.6, indicating that high levels of internal consistency reliability have been demonstrated among latent variables.

Table 5.2 Composite Reliability

Construct	**Composite Reliability**
Commitment	0.885
Competence	0.869
Departmental relationship	0.885
Performance	0.893

5.2.3 Convergent Validity

The AVE for the latent construct COMMITMENT, COMPETENCE, DEPARTMENTAL RELATION-

SHIP, and PERFORMANCE are 0.608, 0.571, 0.606, and 0.625, respectively, all of which are above the required minimum level of 0.50 (Bagozzi & Yi, 1988). Therefore, the measures of the four reflective constructs have high levels of convergent validity, as indicated in Table 5.3.

Table 5.3: Average Variance Extracted

Construct	Average Variance Extracted (AVE)
Commitment	0.608
Competence	0.571
Departmental relationship	0.606
Performance	0.625

5.2.4 Discriminant Validity

The Fornell and Larcker criterion was used to assess discriminant validity because it is a requirement for the application of PLS-SEM. It assesses the degree of shared variance between the latent variables of the model, and determines whether the constructs in the model are highly correlated among them or not. Another method is cross-loading examination, in which the indicator's loading on its latent construct should be higher than that of other constructs (Fornell & Larcker 1981).

A threshold of less than 0.7 suggests that discriminant validity likely exists between the two scales (Hair etal 2022).

However, the LVC between Departmental relationship and commitment of 0.837 is not met; this means that the degree of correlation is very small and therefore the link between the two is insignificant. A value closer to 1 indicated a lack of discriminant validity. However, if LVC is < 0.7, discriminant validity exists between the two scales.

Tables 5.4 and Table 5.5 clearly show that discriminant validity is met because the square root of AVE for COMMITMENT, COMPETENCE, DEPARTMENTAL RELATIONSHIP, and PERFORMANCE is larger than the corresponding LVC, and the indicator's loading to its latent construct is higher than that of other constructs.

Table 5.4: Fornell-Larker Criterion

Construct	Commitment	Competence	Departmental relationship	Performance	Discriminant Validity met? Square root of AVE>LVC (0.708)
Commitment	0.780				No
Competence	0.747	0.756			Yes
Dep. Relationship	0.837	0.741	0.778		No
Performance	0.741	0.627	0.702	0.791	Yes

Table 5.5: Cross loadings

	Commitment	Competence	Departmental relationship	Performance
Comit1	**0.846**	0.639	0.690	0.630

Comit2	**0.804**	0.574	0.693	0.598
Comit3	**0.666**	0.501	0.539	0.483
Comit4	**0.798**	0.585	0.710	0.559
Comit5	**0.774**	0.604	0.620	0.605
Comp1	0.647	**0.832**	0.664	0.552
Comp2	0.595	**0.759**	0.580	0.502
Comp3	0.442	**0.624**	0.416	0.344
Comp4	0.552	**0.763**	0.546	0.468
Comp5	0.563	**0.785**	0.560	0.474
Perf1	0.667	0.586	0.661	**0.863**
Perf2	0.565	0.462	0.527	**0.754**
Perf3	0.629	0.536	0.601	**0.824**
Perf4	0.525	0.413	0.511	**0.727**
Perf5	0.523	0.460	0.449	**0.776**
Relat1	0.716	0.652	**0.849**	0.587
Relat2	0.660	0.542	**0.728**	0.513
Relat3	0.557	0.546	**0.747**	0.510
Relat4	0.665	0.541	**0.768**	0.524
Relat5	0.652	0.594	**0.793**	0.591

5.2.5 Evaluation of the Structural Model in PLS-SEM: Collinearity Assessment

The collinearity assessment results obtained using SMART-PLS are summarized in Table 5.6. It can be seen that all VIF values are lower than five, suggesting that there is no indicative of collinearity between each set of predictor variables.

Table 5.6: Collinearity statistics - Assessment (VIF)

VIF VALUES	Commitment	Competence	Depart relationship	Org Performance
Commitment				3.989
Competence				2.567
Departmental relationship				3.756
Org Performance				

5.2.6 Coefficient of Determination (R^2)

A major part of the structural model evaluation is the assessment of the coefficient of determination (R^2). In this model, PERFORMANCE was the main construct of interest. From the PLS Path model estimation diagram (see Figure 2), the overall R^2 was found to be moderate. Threshold values of 0.25, 0.5 and 0.7 are often used to describe a weak, moderate, and strong coefficient of determination (Hair at el., 2013). In this case, the three constructs COMMITMENT, COMPETENCE, and DEPARTMENTAL

RELATIONSHIP jointly explained 57.6% of the variance of the endogenous construct, PERFORMANCE. The R^2 value is 0.576.

5.2.7 Path Coefficient

From Table 5.7, it can be seen that two out of the three structural model relationships are significant, confirming the hypotheses about the construct relationships. The PLS structural model results enable us to conclude that COMMITMENT has the strongest effect on PERFORMANCE (0.465), followed by DEPARTMENTAL RELATIONSHIP (0.235), with COMPETENCE (0.106) having the lowest effect.

Table 5.7: Significance Testing Results of the Structural Model Path Coefficients

Path	Hypotheses	Mean (M)	Std Dev	Path coefficients	t Statistics	p Values (<=0.05)	Hypothesis
Commitment -> Performance	H_1	0.462	0.088	0.465	5.314	0.000	Accepted
Competence -> Performance	H_2	0.109	0.077	0.106	1.377	0.169	Rejected
Departmental relationship -> Performance	H_3	0.238	0.085	0.235	2.755	0.006	Accepted

5.2.8 Predictive relevance (Q^2)

Stone–Geisser's predictive relevance (Q^2) was performed to check the predictability of the endogenous construct. This was achieved by using the blindfolding procedure in Smart-PLS. PERFORMANCE is the only endogenous construct (dependent variable) in the model; therefore, it was selected for running the Blindfolding Algorithm.

Table 5.8 below summarizes the results of this study. It is observed that the proposed model has good predictive relevance for PERFORMANCE. Chin (1998) suggested that a model demonstrates good predictive relevance when its Q^2 value is greater than zero.

Table 5.8: Predictive relevance (Q^2)

Endogenous latent Variables	R^2 Value	Q^2 Value
Performance	0.576	0.35

5.2.9 The f^2 and q^2 Effect Sizes

The final step in structural model evaluation is to assess the effect of a specific exogenous (independent) construct on the endogenous (dependent) construct if it is deleted from the model. This can be achieved by examining the f^2 and q^2 effect sizes which can be derived from R^2 and Q^2 respectively. The f^2 effect size shows how much an exogenous latent variable contributes to an endogenous latent variable's R^2. In

simple terms, effect size assesses the magnitude or strength of relationship between the latent variables. Similarly, the q^2 effect size can be calculated by taking (Q^2 included - Q^2 excluded) / (1 - Q^2 included). If Q^2 is greater than zero the better is the predictive relevance of the structural model for predicting the indicators of an endogenous constructs. The small q^2 is a quasi-effect size measure of the difference in Q^2 after including and excluding a certain predictor construct from the model, this is calculated manually. The q^2 values estimated by the blindfolding procedure represent a measure of how well the path model can predict the originally observed values.

Following Cohen's (1988) guideline, which states that f^2 values of 0.02, 0.15, and 0.35 are interpreted as small, medium, and large effect sizes, respectively, it can be said that, in general, the exogenous variables have small to medium f^2 effect sizes on the endogenous variables (see Table 5.9).

Table 5.9: Results of f^2 and q^2 effect sizes

Target construct – ORG PERFORMANCE (ORG PERF)			
Predecessor	Path coeff	f^2 effect size	q^2 effect size
Commitment	0.465	0.135	0.100
Competence	0.106	0.010	0.006
Departmental relationship	0.235	0.035	0.020

- **Target construct: ORGANIZATION PERFORMANCE**

From Table 5.9, the q^2 effect size of ORGANIZATION PERFORMANCE on Commitment, Competence and Departmental-relationships exhibited a positive predictive impact on Organizational Performance, with q2 values of 0.100, 0.006, and 0.020, respectively.

With regard to f^2 values, it can be said that, in general, the exogenous variables have small to medium f^2 and q^2 effect sizes on the endogenous variables.

5.2.10 Multi-group Analysis (PLS-MGA): Firm Type

A multi-group analysis (PLS-MGA) was conducted on CEC and ZESCO using the parametric approach suggested by Keil et al. (2000), which involved a modified two independent sample t-test to compare path coefficients across two groups of data. This was conducted to determine Hypothesis 4 (H_4), that is, if there was a significant categorical moderating effect of firm type on the among model constructs.

The standard deviation of the path coefficient was calculated using bootstrapping. In this way, the researcher explored whether there was any categorical moderating effect of firm size (i.e., CEC = group 0; ZESCO Ltd = group 1) in the research findings.

The respondents in the dataset were 50 CEC employees and 180 ZESCO Ltd. employees. It was established that firm type had no significant moderating effect on the model. Therefore, H_4 which indicates that there is a significant positive categorical moderating effect of firm type on the relationship among model variables, was rejected or not supported. Table 5.10 shows a summary of the output from the PLS_MGA analysis.

Table 5.10: Results of the Multi-group Analysis (PLS-MGA) – Firm type

Hypothesis	Path	Path Coefficients-diff (GROUP_Organization(0.0) - GROUP_Organization(1.0))	p-Value (GROUP_Organization(0.0) vs GROUP_Organization(1.0))	Sig level	Hypothesis
H_4	Commitment -> Performance	-0.293	0.085	NS	Not accepted/Rejected
	Competence -> Performance	0.345	0.042	**	
	Departmental relationship -> Performance	0.048	0.750	NS	

*p<0.10. **p<0.05. ***p<0.01 NS=not significant

As revealed in Table 5.10, none of the relationships differed significantly between the two groups (p-value > 0.05), apart from COMPETENCE and PERFROMANCE (H_4).

This implies that there is no significant categorical moderating effect of firm type in the model, so the last hypothesis (H_4) is rejected.

The relationship between commitment and performance shows a negative loading (-0.293). A negative loading sign does not indicate any meaning regarding the strength of the variable to the factor. However, this implies that the variable is related in the opposite direction to the factor, and thus negatively impacts firms. Moreover, it is absolutely normal to have negative path coefficients in PLS SEM. According to Hair et al. (2012), the threshold of the coefficients ranges between -1 and+ 1. Path coefficients close to + 1 indicate a strong positive relationship and vice versa for negative values.

5.2.12 Summary of Hypothesis Testing

Table 5.11: Summary: Significance Testing Results with hypothesis of the Structural Model Path Coefficients

Path	Hypothesis	Mean (M)	Std dev	Path coefficients	t Statistics >1.96	P Values (<=0.05)	Hypothesis
Commitment -> Performance	H_1	0.462	0.088	0.465	5.314	0.000	Accepted
Competence -> Performance	H_2	0.109	0.077	0.106	1.377	0.169	Rejected
Departmental relationship -> Performance	H_3	0.238	0.085	0.235	2.755	0.006	Accepted

The results are summarized in Table 5.11.

COMMITMENT was found to have a significant impact on PERFORMANCE (H_1), followed by DEPARTMENTAL-RELATIONSHIP (H_3). However, COMPETENCE had a negative impact on PERFORMANCE (H_2) and largely contributed to the poor performance of the companies.

6.0 Discussion of findings

H_1: There is a significant positive relationship between commitment and Organizational performance.

Smart-PLS was applied to the hypothesis, the findings revealed that COMMITMENT as a factor positively influenced strategy implementation on ZESCO Limited and CEC. This was also evidenced by the p-value of 0.000, which was less than the critical value (0.05); therefore, the hypothesis was accepted.

This study utilized the assumptions underlying the theoretical constructs of strategic management theory and contingency theory. These theories entail that for successful implementation of strategy, they must be a homogenous mix of conceptual applications between coordination and performance, and that these variables are contingent on each other (Whittington et al 2011). Moreover, Mantere, (2015); Chia & Holt, (2009), supported the assertion, who in their studies revealed that commitment to implement strategy, impact positively on the firm's performance.

According to Mohammad (2014), the success of an organization depends on the commitment of its employees, and promoting organizational commitment among employees is an important aspect of enhancing performance. This study examined the effect of organizational commitment on employee performance. Structural equation modeling (SEM) was used for data analysis. The results indicate that organizational commitment has a significant positive effect on job performance.

Further, Bello, (2012) in his study on the impact of commitment on job performance, examined two variables which are important in the accomplishment of organizational goals that is commitment and competence. The results reveal that commitment is directly proportional to firm performance.

Research conducted by Saeedi et al. (2012) to assess the relationship between commitment and employee performance has revealed a significant positive relationship between commitment and employee performance.

Therefore, the results of the hypothesis imply that commitment has a positive impact on the performance of the organization.

From the descriptive statistics, the reasons are that; there was visible support and commitment by management towards work, training was consistently provided to employees during and after strategy formulation, and organizations increased their operational efficiency.

H_2: There is a significant positive relationship between mental relationships and Organizational Performance.

The relationship between DEPARTMENTAL-RELATIONSHIP and ORGANIZATIONAL PERFORMANCE is supported and significant. This indicated that positive ORGANIZATIONAL PERFORMANCE was directly influenced by DEPARTMENTAL-RELATIONSHIP. The implication of this on the research problem is that departmental-relationship as a factor had a POSITIVE influence on successful strategy implementation. This was evidenced by the p-value of 0.006, which was less than the critical value (0.05); therefore, the hypothesis was accepted.

This was consistent with Sintia (2019), who reported the results of a field study examining the impact of departmental relationships on performance. The results showed that inter-departmental relationships improved organizational performance over time after the formation of departmental teams.

This is supported by Onochie (2020), who states that departmental relationships play a significant role in organizational performance. His study revealed that departmental relationships were a useful technique through which the activities, behaviour, skills, knowledge, and attitude of workers could be improved. The study made recommendations that management should ensure that members of groups and teams

should be encouraged to enable them to participate fully in any task. Further, inter-departmental relationships expand a firm's ability to develop collaborative relationships within the firm and provide a wide variety of factors that affect implementation outcomes to enhance performance (Sharma & Starik, 2004).

In his study of the impact of departmental relationships on firm performance, Fapohunda (2016) observed that both departmental relationships and productivity are proportional and have a positive effect on each other.

From the descriptive statistics, the reasons are that; ZESCO Limited and CEC have a dedicated system in place that ensured that there is no wastage, scrap, and rework incurred, they provide new innovations in their products and services thereby making them competitive. In addition, they have become more proactive over time rather than reactive to the situations they encounter.

H_3: There is a significant positive relationship between Competence and Organizational performance.

The relationship between COMPETENCE and ORGANIZATIONAL PERFORMANCE is not supported. This indicates that PERFORMANCE was negatively influenced by COMPETENCE. The implication of this on the research problem is that competence, as a factor, had a negative influence on strategy implementation. This was evidenced by the p-value of 0.169, which was above the critical value (0.05); therefore, the hypothesis was not accepted.

This result is disputed by Mehmet (2013), who conducted a survey on the performance of firms in Turkey's services industries. Exploratory factor analysis (EFA) was used to assess the influence of individual competencies on performance. The findings reveal a positive relationship between the competencies and performance of the firm.

Salim et al. (2004) argued for this proposition in his research. He conducted a study in Egyptian Software companies to assess the relationship between human competence and organizational performance. He concludes that firm performance is influenced by employees' competencies and innovation.

The result of the hypothesis implied that the management of ZESCO Limited and CEC should appreciate that organizational performance was achieved through a combination of various factors. Therefore, competence on its own as a factor was not sufficient to enable organizations to achieve productivity.

From the descriptive statistics, the reasons are that; there was little effort made by the management of ZESCO Limited and CEC to incorporate views, skills, and competencies of all staff during the strategy implementation. This has a negative effect on firms.

H_4: There is a significant positive categorical moderating effect of firm type on the relationships among the model variables.

This is considered under the theories of resource-based, human-based, and competence-based theories. Competency-based theory allows people to plan, capture, develop, and evaluate the competencies necessary to meet organizational objectives at different levels of the organization.

This hypothesis was developed to test the categorical moderating effect of the organizational type.

The results revealed no significant categorical moderating effect of firm type. The implication of this on the research problem was that the type of organization had no significant bearing on the performance of ZESCO Limited and CEC. (Refer to Table 5.10 above on multi-group analysis). In other words, factors that influence strategy implementation were independent of the type of company and, therefore,

regardless of their type and size, ZESCO Limited and CEC were required to strike a balance among the factors to enhance their performance.

Table 5.12: Summary of Hypothesis Testing

	Hypotheses	**Supported (Yes/No)**
H_1	There is a significant positive relationship between Commitment and Performance	Yes
H_2	There is a significant positive relationship between Competence and Performance	No
H_3	There is a significant positive relationship between Departmental relationship and Performance	Yes
H_4	There is a significant positive categorical moderating effect of firm type on the relationship among model constructs	No

7.0 Conclusion

From the discussion of the findings, it was established that COMMITMENT and DEPARTMENTAL RELATIONSHIP had a significant positive impact on ORGANIZATIONAL PERFORMANCE.

Drawing on the responses from the questionnaires, this indicated that PERFORMANCE was influenced directly by the two variables (commitment and departmental-relationship) and negatively affected by competence. This implies that inadequate competence among employees adversely affects performance and contributed to a ZESCO Limited and CEC inability to successfully implement its strategies.

Moreover, from the analysis provided by the PLS Path model estimation diagram (see Figure 2 above), RSquare and the Coefficient of Determination were 0.644, indicating that the overall percentage was moderate at 57.6%. This confirmed that commitment, departmental relationships, and competence jointly explained 57.6% of their impact on the endogenous construct of organizational performance. Threshold values of 0.25, 0.5 and 0.7 are often used to describe a weak, moderate, and strong coefficient of determination (Hair at el., 2013).

There is visible evidence that the impact of competence on performance was not supported, and because of this and drawing the responses from the questionnaire, there was a need for these organizations to increase operational efficiency, be more proactive rather than reactive to situations. Similarly, they should be able to clearly define their core competences and enhance the multi-skilling of tasks. It was also revealed that in-house training and workshops should be conducted regularly to mitigate these shortfalls.

8.0 Recommendations

Considering the finding that competence had a negative impact on strategy implementation on ZESCO Limited and CEC, failure of strategy implementation was due to this factor. Organizations should consider the following recommendations to overcome this challenge:

1. The level of employees' specialization and experience should be considered when allocating tasks.
2. Core competencies should be clearly defined and understood throughout the organization.
3. Multitasking should be encouraged to enhance organizational performance.
4. Employees should possess the skills necessary for effective strategic implementation.

5. In-house training workshops on strategic management skills should be provided regularly to employees.

9.0 Suggestions for Further Research

Successful implementation of strategy calls for further studies to be conducted to establish the appropriateness of the actual implementation beyond the fulfilment of legislative requirements. In addition, in order to obtain more insights, a comparative study is recommended; for example, a case study between Zambian organizations and Kenyan or South African organizations. This would allow this study to obtain insights into the dynamics of the factors that influence strategy implementation outcomes in developing countries.

PUBLIC INTEREST STATEMENT

In recent years, there has been increased attention paid to factors that influence strategy implementation stemming from the realization that this aspect of strategic management is critical in organizational performance. The effect of strategy implementation outcome is scarcely examined. The aim of this research was to carry out a study on the factors that influence strategy implementation outcome in organizations in Zambia. Implementation outcome embodies the quality of service delivery, cost of delivery and performance thereby providing an examination of a company's performance in comparison with its strategic goals and objectives.

Nowadays, successful implementation of strategic plans by companies is an important issue and organizations are making efforts to achieve this goal. Organizational performance is critical in achieving organizational goals. Three factors, namely Commitment, Departmental-relationship, and Competence are examined on their influence on Organizational performance. The research faces limited attention due to inadequate involvement of all stakeholders in the company which include management and non-management staff. In order to mitigate the failure of strategy implementation, management teams should include more factors other than the ones under examination in order to widen the focus of the research. The findings of this research show that some factors are overlooked yet there are important in strategy implementation. To increase the success rate of strategy implementation, companies must integrate well suited core-competencies and expert skills in order to mitigate the failure rate.

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