THE IMPACT OF COMMUNICATION DESIGN ON STRATEGY IMPLEMENTATION SUCCESS- A STUDY OF COMMERCIALISED STATE OWNED ENTERPRISES IN THE COMMUNICATION TECHNOLOGY AND COURIER SERVICES SECTOR OF ZIMBABWE

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Abstract

The study empirically explored and examined the communication approaches used in communicating strategy execution and to establish their impact on strategy success in Commercialised State Owned Enterprises in Zimbabwe's Communication Technology and Courier Services Sector. The enquiry was based on a 5 point level of agreement likert scale questionnaire with a total of 478 respondents completed the questionnaire out of a target population of 835 giving a 57% response rate. Survey data was present through descriptive statistics and measures of central tendencies of mean, mode and standard deviation and analysed through ANOVA. Findings of the study indicates that communication approaches used in Commercialised SOE in Zimbabwe such a horizontal, upward, downward and diagonal communication were ineffective in during strategy implementation. Furthermore the communication media; emails, memos, telephone, noticeboards, face to face oral presentations and reports deployed in conveying strategy related matters were generally found to be ineffective. Resultantly strategy execution in Commercialised SOE in Zimbabwe failed to due to delayed reactions to changes, lack of awareness and commitment to strategy implementation efforts influenced by poor communication. The study therefore

implores top management teams in Commercialised State Owned Enterprises in Zimbabwe to develop strategy implementation sensitive communication systems increase execution success.

INTRODUCTION

Strategy formulation and implementation starts with dialogue, and thus communication becomes a key factor in strategy success. In doing so however, humans are easily tempted to interpret the world as more volatile, fast changing, tempestuous, uncertain and unpredictable than it actually is, and to assert that each of these conditions prevails more than during any other period of history (Tourish and Hargie 2004). Clampitt and Williams (2000) translating the uncertainties of organizational life into a viable communication strategy presents a formidable challenge to communication scholars and practitioners, practitioners are concerned with instituting specific strategies and techniques that enable organizations to effectively manage the uncertainty. The rich history of strategy implementation failure in SOE in Zimbabwe has thus created a known reality for strategy implementers. Therefore communication of any strategy becomes imperative in order to build new realities for each strategy to be executed. Communication has been long regarded as the life blood of organisations while strategy execution is seen as the key to successful and sustainable management of the same institution. Kelvin-Iloafu (2016) effective communication is a foundation upon which every organization irrespective of size and structure must be built. Tourish and Hargie (2004) communication is regarded as an integral part of the entire organizational operation – it both reflects and shapes the way business is done. Henceforth it becomes imperative to evaluate the key role played by strategy communication in the effective implementation of an organisation's choose path. The study is premised on the assumption that strategy implementation in SOE is due to the chronic failure to communicate change and its subsequent implementation. SOE by their nature are large entities characterised by a fairly large workforce, geographic dispersion as well as multiple objectives. Thus in such organisations communication becomes key in ensuring that strategy information permeates in each and every facet of the organisation. Peng and LittleJohn (2001), in a study of three hotel chains, all UK plcs with diversified business portfolios, and which were in the process of implementing a strategic initiative, found that effective communication is a primary requirement of effective implementation but it does not guarantee the effectiveness of implementation. Ayusa (2016) implores that almost every activity in an organization involves

communication, from training to strategy implementation and for that reason, effective communication makes it possible for duties and responsibilities to be well presented to the intended employees in an organization thus ensuring that every member of staff comprehends the organizations strategic vision, its objective and the roles every one of them should play so as to aid in achieving the strategic vision of the organization. However, Tourish and Hargie (2004) posits that it seemed to us that a great deal of the general writing on management has neglected to fully incorporate a study of the communication processes involved. Where communication is acknowledged at all it is frequently addressed in passing, and more often with the assumption that it is a phenomenon that is self-explanatory and hence one that requires no deeper level of analysis. Likewise, in many organizations, communication is recognized as being important but little or nothing is done about it. Henceforth this study will be glued on how SOE communicate and how communication is architecture taking into consideration their size and multiple objectives. Typically, it looks at how people ascribe meanings to messages, verbal and nonverbal communication, communication skills, the effectiveness of communication in organizations, and how meanings are distorted or changed while people exchange messages, in both formal and informal networks (Tourish and Hargie 2004).

FUNDAMENTALS OF STRATEGY COMMUNICATION

Effective internal communication is crucial for successful organisations as it affects the ability of strategic managers to engage employees and achieve objectives (Welch and Jackson 2007). This suggests that internal corporate communication managers can contribute to engaging employees throughout the organisation. The internal corporate communication dimension is defined as communication between an organisation's strategic managers and its internal stakeholders, designed to promote commitment to the organisation, a sense of belonging to it, awareness of its changing environment and understanding of its evolving aims.

Communication is a multi-faceted exercise that has to be carried out after a careful and conscious selection process of the message to be circulated, the context in which it will be circulated and the medium that will be used as well as the timing of circulation during the various stages of strategy execution. A communication strategy exerts choice amongst the major and most common communication mediums as summarized by Hislop (2005) are face to face communication, video conferencing, telephone and email communication. Clampitt et al (2000) further claimed that a good communication strategy requires a more systematic approach that influenced by the amount of information transmitted. Henceforth the choice of communication medium is greatly influenced by the amount of information being transmitted. The magnitude of strategic change in SOE is usually high as state enterprises are characterised

by large sizes and tall organisation structures together with multifaceted stakeholder that creates a dense network of information that has to be communicated. Thus failure to properly structure the communication strategy will leading to haphazard communication leading to strategy implementation failure. Clampitt and Downs (1993) concluded that the benefits obtained from quality internal communications include:

• improved productivity

• reduced absenteeism

• higher quality (of services and products)

• increased levels of innovation

• fewer strikes, and

• reduced costs.

Basing on Beer & Eisenstat (2010), cited in Ayusa (2016) the setbacks that organizations encounter when executing their strategies include lack of communication, lack of enough strategy knowledge that also causes the implementation management to be short of strategy commitments thus leading to a reduced coordination and responsibility sharing. Thus to better understand how communication strategy influences strategy implementation it becomes important to understand: the various communication mediums available to strategy executors and their characteristics as well as the communication strategies adopted when conveying information to strategy execution teams and individual as espoused by Clampitt et al (2000). Klein (1996) different communication strategies are necessary to support the change

According to Drucker (2011 pg. 15), "for centuries we have attempted to communicated downwards. This, however, cannot work, no matter how hard and how intelligent we try it. It cannot work, first, because it focuses on what we want to say. It assumes, in other word, that the utterer communicates. But we know that all he does is utter. Communication is the act of the recipient. What we have been trying to do is to work on the emitter, specifically on the manager, administrator, the commander, to make him capable of being a better communicator. But all one can communicate downward are commands, that is, prearranged signals. One cannot communicate downward anything connected with understanding, let alone with motivation. This requires communication upward; from those who perceive to those who want to reach their perception".

Drucker (2011) denoted that wrong communication has led to the development of four fundamentals of communications:

1. Communication is perception
2. Communication is expectations
3. Communication is involvement

4. Communication and information are totally different. But information presupposes functioning communication.

Communication is perception

According to Drucker (2011), there is no sound unless someone perceives it, hence forth sound is created by perception. The art and science of communication in strategy execution starts from the top traversing down the organisational structure to the implementers. Drucker (2011) also implored that the recipient is the communicator and the one who emits the communication is just merely uttering meaningless words that is called noise. Thus communication becomes complete when the recipient is able to make sense of the noise through perception that has been developed. Subsequently this entails that top management has to be in a position to understand how the recipient perceives the information that they have received. Furthermore, Drucker (2011) denoted that an individual can only perceive what he or she is capable of perceiving. Thus strategy communication should be crafted around sounds or messages that the recipient is able to understand and act upon. Svensson and Westelius (2014) it is the interpretation of the text in the email together with what the receiver knows and feels at the time of reading that triggers the communication process. Strategy implementers should by all means always make sure that they communicate with each other in terms of their own experiences as one can only communicate in the recipient's language or terms. Drucker (2011) in communicating, whatever the medium, the first question has to be, "is this communication within the recipient's range of perception where he or she can receive it".

However it is important for strategy communicators to understand that in the art and science of communication is difficult to separate the person sending the communication and the perception that would be drawn from the message. Communication is done by people and messages are decoded by people through their perception. Thus it becomes imperative that before any communication is initiated the sender has to be able to access how his or her own personality will shape the perception of communication recipient in order anticipate the effectiveness of their communication as one can not only communicate words alone excluding the man. Top management team, supervisors and all employees involved in strategy execution should thus be aware of factors that shape an individual's perception in order for them to be aware of the correct word architecture as well as the communication medium to use as time to communicate.

Communication is expectations

Drucker (2011), we perceive as a rule, what we expect to perceive, we see largely what we expect to see and we hear largely what we expect to hear. Poulton (1956) instigated that

there is a difference between mishearings from omissions, where mishearing is more common when answering two or more messages at once especially when the message requires different perceptions and expectations. Drucker (2011) the human mind attempts to fit impressions and stimuli into a frame of expectations, it resists vigorously any attempts to make it change its mind. Thus a human mind resists attempts to make it perceive what it does not want to perceive. The implication of these assertion is that communication should be able to capture the recipient's expectations during strategy implementation. Furthermore it is the study's assumption that the choice of communication media may be irrelevant aspect of communication as long as the expectations of the recipient or strategy implementer is not captured in the communications. Top management team, managers and supervisors should thus be capable of understanding what the recipient is expecting to see or hear from the message in order to capture it in every communication. For example SOE in Zimbabwe operate in an inflationary environment where the majority of citizens that include SOE employees are living below the poverty datum line, this the implications would that the employees may want to see and hear issues of financial rewards in every communication. The current study further makes a supposition that employees or individual in declining economies are most likely to be motivated by the desire to acquire basic human needs as espoused by Abraham Maslow's hierarchy of needs or the Victor Vroom expectancy theory. Thus any lack of personal benefits in any significant strategy related communication may lead to mishearings or omissions.

Communication is involvement

Selective listening is a key variable that has affected effectiveness of communication over decades. During strategy implementation communication can only be effective if it set demands on the recipient to act in a way that positively affect the strategy at hand. As such it is imperative that each message sender is able to frame the communication message and channel in manner that compels or demand positive action or behaviour change amongst strategy implementers. The choice of words used in the communication should thus be strategic to enhance change in behaviour. Drucker (2011) noted that there is a high retention on nonsense words by communicators as these words do not carry any emotional charges or do not make any demands on the recipient to change behaviour or take action. Thus to compel change in behaviour, communication is only relevant when it resonates with the values, beliefs and aspirations of the recipient for them to be more receptive to its content.

Communication and information are totally different. But information presupposes functioning communication.

The purpose of all communication is to convey information not messages to its intended recipients. Words and letters in all communication media should thus be able to carry information that can lead to the recipient taking appropriate action upon understanding the information. Since strategy implementation is enhanced through communication this study presupposes that effective communication should carry information that is intelligible to the recipient. The sender of communication during strategy implementation should ensure that information is properly and accurately encoded in the communication. In addition all information communicated during communication should have less varied meaning to would be recipients. As already stated, communication is perception thus therefore information communicated in all media should be framed into a single perception to avoid misinterpretation, mishearing or omissions. Drucker (2011), words communicated should have only one totally unambiguous meaning.

Communication strategies

Given the aforementioned and debated fundamentals of communication it can therefore be mentioned that once a strategy implementation communicator understand these fundamentals it becomes important that they also interrogate the various communication strategies that can lead to between communication and as well as decoding of information encoded in the messages. Clampitt (2000) created a communication strategy continuum that the study views as useful in helping strategy implementation participants to communicate in a way that the recipients can understand and compels them to change their behaviour. An understanding of these communication strategies together with the strategy communication fundamentals is in this study further assumed to help managers, supervisors and employees to best choose communication media and channels that effectively delivers the intended objective(s). Clampitt (2004) supports this view by noting that strategically communicating any organisational change efforts may flounder because of a lack of strategic communication planning. Beatty (2015) it is most important that leaders must have a coherent communication strategy, use appropriate vehicles, ensure middle managers are supportive of the change and persist in communicating efforts right to the end of the initiative.

Spray and pray

This is the organisation equivalent of large lecturer session where passive receivers are showered with information in the hope that some of it will stick. In this strategy management's

main assumption is that more is better hence they make tremendous efforts ion tying to unpack the strategy at hand. This strategy suffers from being one-way, impersonal, and unhelpful as it leaves receivers to sort out what is actually important or relevant. Clampitt et al (2002) executives shower employees with all kinds of information, hoping employees will be able to sort out the significant from the insignificant. Beatty (2015) citing Woodward and Hendry (2004) noted that of the 198 employees surveyed in the UK financial services institutions undergoing change indicated that lack of communication due to lack of consultation was part of the barriers to change. Drucker (2011) in support of this view mentioned that the sender utters and the receiver communicates. The spray and pray strategy has the potential to reach a huge audience but may fail to adequately create the awareness and desire to effectively execute the corporate strategy being pursued. Furthermore employees may fail to properly interpret or decode the important information that may be in the message being communicated.

Tell and sell

This message involves communicating a more restricted set of messages and taking time to explain their importance and relevance. Top executives often rely on tell and sell approach when introducing new strategies. Clampitt et al (2002) notes that executives communicate a more limited set of messages, first telling employees about the key issues, then selling them on the wisdom of their approach. Drucker (2011) notes that communication in itself is propaganda. Beatty (2015) supports this view by noting that communication efforts during large change projects (such as in SOE) attempt to persuade stakeholders to adopt a new view of the future. A potential flow rises when more time is spend polishing the presentation than assessing the receiver's actual needs. The receiver my find it difficult to perceive the new future and thus therefore may not see the need to change or successfully implement a strategy. More so large and mature organisations tend to be characterised by strong corporate cultures, values and operating systems that may resist any new change efforts thereby negatively affecting strategy implementation of the selling is not properly carried out.

Underscore and explore

Clampitt et al (2002) transcripts that executives using the underscore and explore strategy focus on developing a few core messages clearly linked to organisational success, while actively listening for potential misunderstanding and unrecognized obstacles. This strategy has the added benefit of creating dialogue around a few core concepts that have the greatest potential to transform an organisation (Clampitt et al 2002). Thus this strategy also entails the creation and justification of priority areas that will be used as the rallying point during strategy

implementation communication. In this strategy receivers are treated as active rather than passive participants in the process hence there is two-way communication. As Drucker (2011) mentioned, best communication is propaganda, the underscore and explore approach to communication is premised on consensus building towards addressing of conflicts and addressing actual or potential obstacles.

Withhold and uphold

Withhold and uphold approach according to Clampitt et al (2002) involves executives who withhold crucial information until it is necessary to disseminate it. Thus a manager will release information on a need to know basis after they have drawn the conclusion that employees at that particular time are now ready to know the information. This approach further views information as a source of power within the organisation and thus secrecy and control are viewed as of paramount importance. Woodward and Hendry (2004) however concedes that poor change implementation in UK financial institutions was partly attributed to employees' feeling of not being kept well informed. Thus, the withhold and uphold approach may lead to delayed information dissemination that negatively affect the progress of strategy implementation. The study further makes the assumption that this particular strategy is well suited in business environments that are systematic in nature where the pace of change can be predetermined. SOE enterprises in Zimbabwe in contrast however are operating in an environment characterised by high levels of unsystematic changes that require quick and timely dissemination of information therefore the withhold and uphold approach may be detrimental to strategy implementation. Furthermore SOE like all organisations founded and administered by human beings may be viewed as political instruments where individuals constantly seek to manipulate information to their advantage for professional and persona gains. This corporate and national political quests may negatively promote strategy execution as there may be too many gate keepers as may be the case of SOE that are characterised by tall bureaucratic administrative systems.

Identify and reply

To identify and reply is a reactive and sometimes defensive approach. This approach views employees are non-active participants and thus only need to know they issues. Clampitt et al (2002) posits that executives using this strategy identify key employee concerns and the reply to them. Hartley and Bruckmann (2002) notes that this strategy works when the sender or manager has some degree of communication background. This could hold true as this strategy requires effective listening skills. However, Drucker (2011) explains that although listening has

long been discussed in human relations studies, it still falls short of leading to effective communication. Drucker's assertion are premised on the assumptions that if managers cannot communicate then equally the subordinate is unable to communicate so there is nothing to listen to. More so, Drucker denotes that the theory of listening in itself does not explain the subordinate's preferences and desires, his values and aspirations which may be the basis for understanding not misunderstanding during a conversation. The sheer size of SOE in Zimbabwe capsuled by geography spread as well as many interested stakeholders may make this strategy not best suited for strategy implementation. The identify and reply approach focus by placing emphasis on identifying and responding to individual or group concerns may not be best as it may take long to identify all such concerns. Usually the most applicable and detrimental practice to concerns gathering will be through bounded rationality which only searches until a satisfactory number or types of concerns are reached as opposed to the rational approach. More so leaders and managers may also resorts to the use of mental short cuts or rules of thumb also known as decision heuristics or decision satisfying in a bid to shorten research time frames and cut on research costs.

In summation in order to enhance communication leaders, managers, supervisors and receivers should make use of hybrid approaches that take into consideration the audience or recipient as these strategy players are not static and passive. More so the complexity of the strategy being executed affects the employee's ability to understand information thus the strategy communicators should be aware of information gaps that present in the organisation in order to know the ideal communication strategy. Clampitt (2005) moved that managers who view communication as a dance have a more vivid metaphor with which to analyse organisational situations, they see the complexities in the apparent simplicity of communication. Hartley and Bruckmann (2002) the art of communication is finding the most effective means of sharing ideas and information and many problems in communication arise from unclear or inappropriate purposes or strategies. Thus in large organisations such as SOE strategy communicators should be able to anticipate different interpretations to the same message and then they should be able to incorporate these divergent views into their communication strategy.

TYPES OF COMMUNICATION CHANNELS USED IN STRATEGY COMMUNICATION

One-way – monologue

This is linear type of communication where there is no negotiation between the sender and the receiver without feedback from the receiver. During strategy implementation one-way communication from strategic managers to all employees is both unavoidable and necessary. However for it to be effective every communicator has to be aware of when to apply one way

communication. One-way communication is appropriate in circumstances where message consistency is important and in this case, mediated means of communication are a necessary strategic choice. Mediated communication involves the use of some sort of communication media (external news release, corporate television advertisement, corporate web site, internal newsletter).

Two way – dialogue

In contrast to one way communication, two way communication is a nonlinear communication channel that involves negotiation through feedback mechanism between the sender and the receiver. Two way communication is critical during strategy implementation as at time managers and supervisors are keen to having an idea of what the employees want to know bot the strategy they are executing. Ayusha (2016) managers and organization supervisors need to always give feedback and communicate effectively to their workers which will help maintain a strong communication structure in the workplace. So internal corporate communication would be underpinned with two-way symmetrical communication to provide opportunities for dialogue (indicated by the four double-headed arrows in Figure 3). Research into employee preferences for channel and content of internal corporate communication is required to ensure it meets employees' needs. Klein (1996) even though management has communicated its intent through specifically designed messages or even a carefully crafted communication strategy. Nonetheless by the time the change is dispersed throughout the organization, many organizational participants have developed attitudes different from those which management intended. When the attitudes are negative the success of the change may be affected adversely. Kelvin-Iloafu (2016) communication involves a lot more than exchange of information between people, it must be noted that for communication to be meaningful and complete, the feedback element is important. Feedback enables the sender to know whether or not the message has been received in the manner it was sent and correctly interpreted to suit the aim it was intended. The two-way give and take encourages involvement in the process. It also clarifies ambiguities, and increases the probability that the sender and the receiver are connecting appropriately, (Klein 1996). Tourish and Hargie (2004) Effective management depends on open communication, and requires an interpersonal style characterized by warmth, candor, supportiveness and a commitment to dialogue rather than monologue.

Horizontal communication

The architecture of organisation influence the choice of communication channel adopted during strategy implementation. Greater size and complexity of organizations increase the need

for communication laterally or diagonally across the lines of the formal chain of command (Lunenburg 2010). Iddrisu and Salifu (2018) postulates that horizontal communication is the flow of information between officers who are of comparable status in an organization. The information transmission could be formal or informal and it is often used for coordination of activities within the organisation Iddrisu and Salifu (2018). Lunenburg (2010). This horizontal channel permits a lateral or diagonal flow of messages, enabling units to work with other units without having to follow rigidly up and down channels. Canary (2011) concluded that horizontal communication in organisation saves the following three major purposes: Intradepartmental problem solving, Interdepartmental coordination and staff advice to line departments. Thus the study draws the assumption that if properly managed horizontal communication is key in strategy implementation. For instance if departments are not properly coordinated there is the high chance of resource misallocation and conflict over scarce resources in an organisation that is seeking to execute the same strategy. Furthermore poor horizontal communication can negatively affect strategy execution due to poor coordination of key decision influencers such as procurement, human resources, and finance, as well as Information and communication experts. There departments amongst many are critical in proffering valued technical expertise to other department during strategy implementation henceforth proper coordination is important if strategies are to be effectively implemented.

Vertical upward communication

Vertical upward communication key in organisational internal communication as it gives lower level employees the opportunity to provide feedback to top management as well as communicate their own job related or personal messages to superiors. The type of messages conveyed in upward communication are the performance on the job, related problems follow employees and their problems, subordinates perceptions of organisation policies and practices, tables and procedures.

Canary (2011), identified five characteristic features of upward communication as follows; 1. Problems and exceptions 2. Suggestions for improvement 3. Performance reports 4. Complaints and disputes 5. Financial and accounting information. The five areas communicated through upward communication seem to be central to addressing strategy execution challenges that may arise during implementation. Thus for execution success, observing the five traits of upward communication during strategy implementation is important in order to develop effective strategy implementation control and evaluation systems in any organisation. However, for upward communication to be effective large organisations such as SOE need to have mechanism that promote connectivity efficacy in order for lower level employees to trust the

communication channels. Large organisations are characterised by bureaucratic structures that may delay and or filter information communicated by lower level employees and thus due care should be taken to remove gatekeepers and expedite information dissemination.

Vertical downward communication

Lunenburg (2010) Traditional views of the communication process in school organisations have been dominated by downward communication flows. Downward communication consisted of decision instructions that were disseminated though authoritative structured to the lower level supervisors and employees for execution without feedback. In production management downward communication can be traced to the Fredrick Winslow Taylor's pure Scientific Management era where management was preoccupied in making decisions on behalf of employees termed scientific management. In this era the sole responsibility of employees was to receive and act upon a set of instructions communicated to them by top management and supervisors. Canary (2011) identified 5 basic purposes of downward communication in organisation namely; implementation of goals, strategies and objectives; job instructions and rationale; procedures and practices; performance feedback; and socialization. Downward communication thus provides a channel through which top management team can disseminate information to the lower echelons of the organisation. Furthermore downward communication the study draws the assumption that downward communication if key in keeping strategy implementers abreast of strategy related information and thus should be carried out in a timely manner in order to improve strategy issues awareness and thereby cultivating the required desire and willingness to successfully execute a programme.

Diagonal Communication

Diagonal communication is simply the process by which managers or employees at different levels and department share information in an organisation through by-passing hierarchical protocol thereby speeding information exchange during strategy implementation. The concept of diagonal communication was introduced to capture the new communication challenges associated with new organizational forms, such as matrix and project-based organizations, also, with the rise of the network organization (both internally and externally oriented networks), communication flows can no longer be restricted to vertical, horizontal, and diagonal (Baker 2002). Namhata and Patnaik (2019) explains diagonal communication as information exchanged between the different structural forms of an organisation, especially between managers and employees in different functional departments, and primarily so in

bigger organisations. Wilson (1992) agrees to this explanation by noting that for high performing groups, diagonal interactions may be necessary when environmental turbulence makes work-related problems difficult to solve and the organizational climate is supportive of innovation. Furthermore Iddrisu and Salifu (2018) corroborates this assertion by noting that front line directors communicate directly with other staff who do not work directly under their purview and the vice-versa. Namhata and Patnaik (2019) applaud the use of diagonal communication by noting that it reduces the chances of distortion or misinterpretation by encouraging communication between the relevant parties, Reduces a manager's communication workload because he/she doesn't have to act as an intermediary between his direct reports and other managers. However the same can be noted as its disadvantage as it may also lead to the communication overload of receiver of various uncoordinated communication from the entire organisation. The study infers that the flow of information following formal structures may help sieve information received by individuals during strategy implementation thereby reducing communication overload. Namhata and Patnaik (2019) also counter their own view by noting that the most primary forms of diagonal communication are usually verbal, hence there is little to no accountability for the information transferred and inclusively in some cases (diagonally downwards), it may create a case of conflicting instructions.

Communication mediums used in strategy implementation
Verbal communication face to face communication

Ayusa (2016) found out that each other forms of communication have their effects on the strategy implementation success, for instance verbal communication was found to reduce confusion and misunderstanding hence making strategy implementation process understandable and achievable It was also found to improve relationships,

Face to face communication

According to Lawson, (2006:67), cited in Kelvin-Iloafu (2016) the actual word used in communication conveys 7 percent of the meaning, the tone 38 percent, while the body language conveys 55 percent of the meaning. Klein (1996) one of the chief advantages of face-to-face communication is the ability of the participants to pick up non-verbal cues as the interaction unfolds. Furthermore face-to-face communication in a group context can be a powerful force in the service of a successful change (Klein 1996). Face to face communication is critical when strategy leaders want to provide a rationale behind the chosen path or strategy. Klein (1996) several other things need to happen during the unfreezing stage of change. The factors that might support the change require strengthening, attitudes about current processes need to be

re-examined and cultural elements such as values and behavioral norms require scrutiny for congruency with the proposed change. Tourish and Hargie (2004) one conceptualization of communication is that it is largely a mediating device between management intentions (whatever the intention happens to be) on the one hand and their execution on the other, in this regard two-way face to face verbal communication becomes imperative in making sure that the intent message is transmitted and received.

Non-verbal communication

Kelvin-Iloafu (2016) Non-verbal communication is communication without the use of words and letter symbols. Information and messages communicated non-verbally are neither written nor spoken instead; such messages are communicated through our physical environment, body movement, drawing and pictures including sign language. The study makes the assumption that most research literature on non-verbal communication explain its face communication however this current study adds that strategy implementation is also communicated through behaviour of leaders, manager and employees. Thus through day to day behaviour changes and non-changes strategy is being communicated. For instance a manager maintaining strict time schedules can be seen as exerting serious mindset, this may have been communicated through memos but implementation message will be more visible in the managerial behaviour rather than the words. This behavioral communication is critical for strategy implementation as it carries both practical and symbolic weight. It then thus becomes imperative that line managers establish strategy related practical behaviours that communicate the desired behaviours amongst the strategy implementation participants. According to Klein (1996) line management, carries more organizational muscle than staff positions, also has a greater communications impact. Thus the study assumes that it is line management's non-verbal communication through behavioral changes that better communicates strategy implementation to lower level employees. "The problem is that there are too many meanings, not too few. The problem faced by the sense maker is one of equivocality, not one of uncertainty. The problem is confusion, not ignorance. I emphasize this because those investigators who favor the metaphor of information processing often view sense making, as they do most other problems, as a setting where people need more information. That is not what people need when they are overwhelmed by equivocality" Weick (1995). Weick's views seems to speak true to the importance of non-verbal communication as it makes easier for employees to understand line management intentions through behaviour analysis. Ayusha (2016) notes that in such form of communication, facial expressions, body movement are involved. For instance, when singing or speaking the receiver should pay much attention to the voice tone as

well as body gestures and movements which may include raising of hands to relay a message and this are elements of non-verbal communication that could convey more information. Clampitt et al (2000) envisaged that use of redundancy and repetition to communicate the core messages over an extended time period is important as this demonstrates that executives are serious about their quest. Furthermore Clampitt et al (2000) concluded that repetition increases the odds that everyone will at least hear the core messages, noting however that this is often challenging for executives because they are easily bored and it takes a degree of fortitude to recognize that even though they have said it a hundred times before, it may well be the first time certain employees have heard the message from an executive. Kotter (1996) captured that "Communication comes in both words and deeds. The latter is generally the most powerful form. Nothing undermines change more than behavior by important individuals that is inconsistent with the verbal communication.

And yet this happens all the time, even in some well-regarded companies". The importance communication and its challenge is thus enhanced and solved through non-verbal communication. The challenge of repeating the same message over and over again verbally in the age of the knowledge workers is that it easily and quickly create boredom. However the use of non-verbal behaviours by line management doesn't lead to boredom but can quickly create a new organisational culture that supports strategy implementation. Clampitt et al (2000) encourages that strategy communicators should allow the core messages to evolve over time through acting in accordance with them is the critical issue.

Written communication

The development of the postal service resulted in the increasing use of correspondence as a major written communication tool in the country and the necessity to develop methods to organize and manage correspondence (Zhang 2015). Zhang (2015) Letters were written to address a designated destination (outgoing) and received by recipients who sent responses back (incoming) to the originating correspondents. Kelvin-Iloafu (2016) this requires competence in writing and reading skills. Furthermore written communication requires good records management skills in order to make sure that information conveyed through letters is properly stored and easy to retrieve. The size and nature or organisation thus affect the utilisation of written communication in the modern world. Large organisation process bulk correspondence on a daily basis as compared to smaller firms. Thus it becomes apparent that proper and adequate knowledge management systems are incorporated in the communication systems of such organisations. Zhang (2015) relatively small volumes and simple subject matters made it possible and sufficient for individuals and business or government organizations

to segregate correspondence into outgoing and incoming in the natural course of creation and transmission. The turn of the 20th century has however seen a comprehensive shift in the volume of correspondents processed by businesses such as SOE in Zimbabwe. In written communication, oral messages are translated into alphabetic symbols, words, and sentences.

Electronic communication Email

O'Kane, Hargie and Tourish (2004) the choice of medium is dependent on those with whom we wish to communicate, therefore an organization needs to assess both their existing and potential customer base when deciding upon the level of technology they wish to employ. Cohen (2000: 12), 'electronic media has come to the forefront of human resources to solve critical challenges in employee communication'. For example Zhang (2015) notes that the email system has helped to overcome the restraints of physical organization of correspondence and achieved the dream of multiple representation and retrieval. Email messages can be sorted by date, name and subject simultaneously, and moved from and to different mail boxes based on user-specified criteria (Zhang 2015). Electronic media has further made it easier for organisations to communicate to a large audience.

The use of technology in the communication process has been termed electronic communication or e-communication. Svensson and Westelius (2014) despite the presence of more contemporary technologies, email is still a pervasive aspect of organisational life. Traditional media, such as written messages, phone calls and face-to-face contact, are now often replaced by e-mail as the preferred channel in the business world, while glossy brochures and organization-wide memos find their importance diminishing with the increasing use of Internet and intranet applications (O'Kane et al 2004). Email is frequently used, but in different roles and despite supposed communicative shortcomings (Svensson and Westelius 2014).

To maximize the impact of technology as a communication method, organizations must be aware of the possible benefits and associated problems in order to create both the process and atmosphere necessary for effective communication (O' Kane et al). The views by O'Kane et al are echoed by Svensson and Westelius (2014) who indicated that both communication and miscommunication of emotion through email (a form of written communication) occurs frequently, but in different ways when compared to face-to-face (F2F) settings. Furthermore Zhang (2015) exposed that the effectiveness of the email system in organizing and managing email messages very much depends on how persistent representative features are being utilized, and more specifically, the levels of control over their creation and management.

METHODOLOGY

The Study and Sampling

The study adopted a descriptive research design. Data for the study was collected through random sampling of middle and lower level employees of three Commercialised SOE in Zimbabwe. The study sample was selected using the monkey survey sample calculator function. A total of 478 respondents completed the questionnaire out of a target population of 836 giving a 57% response rate. A distinguish was made between staff management (branch managers) from corporate staff. Stratified random sampling was used to selected appropriate respondents from the study target population. The study made use of equal allocation of sample participant from the three case studies under investigation. Resultantly 26% of the respondents were branch managers and 54% were corporate staff from selected branches. Additionally 56% of the respondents were male whilst 46% were female. The Communication Technology and Courier Services industry is a male dominated sector.

Measures

Communication types

To measure the effectiveness of communication types the study made use of six items on a 5 point likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The six likert scale items were developed by the researcher. The six items were, horizontal communication; diagonal communication; downward communication; upward communication; communication during strategy formulation and communication during strategy implementation. The six items showed Cronbach's alpha of 0.89 on their internal consistency reliability index. Data was coded in such a way that descriptive statistics could be computed in percentiles, to show levels of agreeableness or disagreement. In addition measures of central tendencies of mean, mode and standard deviation were used to analyse the data on each likert scale item.

Communication channels

To measure the effectiveness of internal communication channels used in communicating strategy related information the study made use of six items on a 5 point likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The six likert scale items were developed by the researcher. The six items were, email; face to face; telephone; notice boards; reports and memos. The six items showed Cronbach's alpha of 0.92 on their internal consistency reliability index. Data was coded in such a way that descriptive statistics could be computed in percentiles, to show levels of agreeableness or disagreement. In addition

measures of central tendencies of mean, mode and standard deviation were used to analyse the data on each likert scale item.

Analytical Approach

Data was analysed through regression analysis (ANOVA); sum of square, R-squared, Adjusted R-squared, Standard error and regression coefficient.

ANALYSIS AND FINDINGS

The study sort to establish the communication structure/types that are used to communicate strategies in Commercialised SOE in Zimbabwe and the results are presented in table below.

Table 1 Communication structure/types that are used to communicate strategies during execution

Likert scale items = 6	1	2	3	4	5	Total	Mean score	Mode	Standard deviation
Horizontal Communication during strategy implementation is Effective in our organisation	23%	18%	5%	20%	34%	100%	3.24	5	1.621
Upward Communication during strategy implementation is Effective in our organisation is Effective	35%	41%	2%	12%	10%	100%	2.21	2	1.312
Downward Communication during strategy implementation is Effective in our organisation is Effective	13%	36%	12%	17%	22%	100%	2.99	2	1.396
Diagonal Communication during strategy implementation is Effective in our organisation is Effective	64%	4%	13%	12%	7%	100%	1.94	1	1.378
My organisation effectively (timely) communicates strategy during the strategy formulation stage	25%	29%	10%	17%	19%	100%	2.76	2	1.478
My organisation effectively (timely) communicates strategy during the strategy implementation stage	27%	24%	8%	15%	26%	100%	2.89	1	1.588
Total							**2.672**		**1.462**

Strategy Implementation in large organisations involves intensive communication in order for the messages to permeate to every department, unit, team or individual who has direct

or indirect influence on the success of each strategy. Subsequently to the study sort to establish the communication channels that are used to communicate strategy messages in SOE in Zimbabwe. Results from the survey indicates that all three communication channels namely, horizontal, downward and upward communication channels are being utilized during strategy implementation although there were mixed views to their effectiveness in conveying information. For instance the majority of the respondents constituting a combined aggregate 54% (34 strongly agree and 20 agree) indicated that horizontal communication was being effectively utilized to communicate strategy related information. However, 31% (23% strongly disagree and 18% disagree) were of the views that horizontal communication was ineffective. The computed mean of 3.24 and standard deviation of 1.621 seem to be in line with slightly above average level of agreement. The study thus draws an assumption that poor lateral communication could the chief cause of strategy execution related conflict that derails success in SOE. This view is consistent to Lunenburg (2010) who noted that this horizontal channel permits a lateral or diagonal flow of messages, enabling units to work with other units without having to follow rigidly up and down channels. Adu-Oppong and Agyin-Birikorang (2014) also supports this view by noting that if an administrator is clear in his/her communication, the subordinates will know exactly what the organisation wants and thus, will be able to deliver the same to the best of their abilities.

Furthermore the study participants indicated that their organisations were unable make effective us of upward communication. Results from table 16 above indicates that a combined total of 76% (41% disagree and 35% strongly disagree) of the respondents, a mean score of 2.21 corroborated by a mode of 2 and standard deviation of 1.312 shows that SOE were not able to communicate information to top management effectively. In contrast a measly combined 22% (10% strongly agree and 12% agree) agreed that vertical upward communication was effective. Semegine (2012) consistent finding is that employee satisfaction with upward communication tends to be lower than downward communication. Thus the study induces that strategy implementation in SOE could be negatively impacted by poor connectivity efficacy amongst low level strategy implementation participants. Muhamedi and Ariffin (2017) supports this supposition by noting that a company's higher performance needs upwards communication as much as it requires horizontal communication. Furthermore upward communication facilitates effective strategy execution as it gives room for employee's needs and challenges to be communicated during strategy implementation. Muhamedi and Ariffin (2017) concurs to the assertion by noting that upward communication is required to meet personal needs of workers and to conclude if employees have understood information sent downwards.

The study also investigated the ability of SOE to make use of downward communication during strategy execution. From the assessment the research results shows that 49% (36% disagree and 13% strongly disagreed) that top management was able to convey their information successfully during strategy implementation. In contrast however, 39% (22% strongly agree and 17% agree) of the respondents were of the view that information was being effectively passed to the lower echelons of the organisation during strategy implementation. A small portion the respondents representing 12% of the sample was indifferent to the view that downward communication was effective. The computed measures of central tendencies of mean 2.99, mode of 2 and standard deviation of 1.396 supports the descriptive statistics attesting that downward communication in SOE is not effective. On the basis of the study findings, the study make the inference that Commercialised SOE in Zimbabwe could be failing to successfully influence strategy implementation due to poor downward communication. Simegine (2012) views that when managers communicate directly with supervisors it give them (supervisors) power to communicate with general staff thereby reinforcing their position power. Thus failure to create an effective downward communication system my undermine strategy execution through general staff feeling of poor connectivity between their supervisor and top management which may lead them to also undermine immediate supervisor authority. In line with this view Simegine (2012) declares that when the supervisor is perceived as having power, employees have greater trust in the supervisor, greater desire for communication with the supervisor, and are more likely to believe that the information coming from the supervisor is accurate. Furthermore the study makes the supposition from the findings that effective downward communication helps to eliminate grapevine that may pass wrong information to the detriment of strategies being executed.

Diagonal communication is the new addition to communication types in the organisations. As such the study sort to establish as to whether diagonal communication as plied to strategy implementation communication has been effective in Commercialised SOED in Zimbabwe. Results from the study in spite of the various literature promoting the adoption of diagonal communication in large organisations show that this communication approach is not effective as indicated by 68% (4% disagree and 64% strongly disagree) of the respondents who disagreed to its effectiveness. These results were supported by a computed mean score of1.94, a mode score of 1 and a standard deviation score of 1.378. From the study a paltry 19% (7% strongly agree and 13% agree) of the respondents were of the view that diagonal communication facilitated effective strategy implementation, where as 13% were neutral. These results support the notion by Namhata and Patnaik (2019) who pointed to the limitation of diagonal communication. In support of the positive results Zulch (2014) is of the opinion that

allowing team members to take responsibility for their work and sharing the vision with team members will enhance the formal flow of information in all directions, namely upward, downward, horizontal, diagonal and lateral, resulting in successful feedback whereby, project managers who allow the team to take responsibility for their work will attain more from team members and communication will be more effective. Thus the study guided by the results assumes that if more effort is put in making diagonal communication an effective tools in strategy communication it can enhance execution success.

The study sort to establish the stages at which strategy is communicate and the influence of such communications of strategy implementers' strategy awareness levels as well as their willingness to support the strategy's execution. From the study results it seems SOE in Zimbabwe are failing to disseminate strategy related information during the strategy formulation stage. Study results obtained a mean score of 2.76 and a mode of 2 over a standard deviation of 1.478 thereby indicating that the majority of respondents were of the view that SOE were filing to effectively communicate strategy related information during the strategy formulation stage. The measures of central tendencies are further corroborated by the descriptive statistics obtained from summed likert scale where 54% (29% disagree and 25% strongly disagree) of the respondents indicated that they did not receive strategy related information during strategy formulation in their organisation. An average of 10% of the respondents were neutral in their views whereas 36% (19 strongly agree and 17% agree) were of the view that they obtained strategy related information during strategy formulation stages. Likewise the study interrogated SOE ability to effectively (timely) communicate strategy related information during strategy execution stage. Survey results shows that SOE are not able to effectively communicate information during strategy execution, as supported by 51% (24% disagree and 27% strongly disagree) responses by survey participants. A mean score of 2.89, mode of 1 and a standard deviation score of 1.588 links to the high level general disagreement. On the other hand 8% of the respondents were neutral where as 41% (26% strongly agree and 15% agree) were of the opposite view indicating agreement to the view that they received timely strategy related information during the implementation stages. Consequently these results are attesting to the notion that Commercialised SOE in Zimbabwe are failing to successfully implement their strategies due to poor communication at a time when communication research is encouraging effective communication. Organizations have recognized that the level of communication within the organization determines the efficiency of the organization (Simegine 2012). Still Bell and Roebuck (2015) identified that effective communication is necessary across all management tiers and functions and is an integral part of managerial decision-making. Thus the study basing on these findings insinuates that failure to provide timely information during all phases of

strategy formulation and implementation leads to strategy implementation failure in Commercialised SOE in Zimbabwe.

Communication media used to communicate strategy implementation

The study sort to establish the communication media used by Commercialised SOE in Zimbabwe and the results are presented in table below.

Table 2 Communication media used by CSOEZ during strategy implementation

Likert scale items = 6	1	2	3	4	5	Total	Mean score	Mode score	Standard deviation
Our organisation uses emails effectively when communicating strategy implementation	25%	15%	6%	23%	31%	100%	3.2	5	1.614
Our organisation effectively uses internal memos in communicating strategy implementation	25%	15%	6%	23%	31%	100%	3.2	5	1.614
Our organisation effectively uses notice boards (wood and paper/email home pages) in communicating strategy implementation	30%	8%	19%	22%	21%	100%	3.01	1	1.487
Our organisation effectively uses face to face Oral (seminars/lectures/meetings) presentations in communicating strategy implementation	10%	6%	15%	21%	48%	100%	3.91	5	1.334
Our organisation effectively uses telephone Oral presentations in communicating strategy implementation	64%	4%	13%	12%	7%	100%	1.94	1	1.378
Our organisation effectively uses periodic performance reports in communicating strategy implementation	24%	9%	16%	24%	27%	100%	3.21	5	1.533
Total							3.078		1.493

The study results in table above indicates that Commercialised SOE in Zimbabwe make effective use of emails when communicating strategy to their strategy implementers as 54% of the respondents comprised of 31% strongly agree and 23% agree respectively. However, 46% of the respondents seems to have the notion that emails are not effectively being used to communicate strategy as evidenced by 15% disagree and 25% strongly disagree respondents

from study participants. The study further calculates the mean score and standard deviation for the results. A mean score of 3.2 and a standard deviation of 1.614 indicates that respondents marginally agreed that use of emails was effective in communicating strategy. Of those who agreed a mode 5 was obtained which is indicative that they strongly agreed to the effective use of emails. The study based on survey results thus suggests that email communication may be attributing positively to strategy implementation as a modern technic for communication in organisations. The three cases studied are all in the Communication Technology and Courier Services industry and thus email communication should be part of the day to day communication channels. O' Kane et al (2004) further induces that the Internet, e-mail and their applications have a key role to play in enhancing group communication, using technology for discussions over distance and time results in greater flexibility in the structure of task groups and enables appropriate employees to have their say without the costs and inconvenience associated with meetings. The geographic spread of SOE in Zimbabwe together with the cost containment as well as the need for quick decision making has thus lead to the utilisation of email communication. However, it seem though however, that more needs to be done in order for the total emailing system to be effective as a fairly higher percentage (46%) of respondents indicated that they were not agreeing to effective use of email as a communication channel.

The study results in table above indicates that Commercialised SOE in Zimbabwe make effective use of internal memos when communicating strategy to their strategy implementers as 54% of the respondents comprised of 31% strongly agree and 23% agree respectively. However, 46% of the respondents seems to have the notion that internal memos are not effectively being used to communicate strategy as evidenced by 15% disagree and 25% strongly disagree respondents from study participants. The study further calculate the mean score and standard deviation for the results. A mean score of 3.2 and a standard deviation of 1.614 indicates that respondents marginally agreed that use of memos was effective in communicating strategy. Of those who agreed a mode 5 was obtained which is indicative that they strongly agreed to the effective use of memos when communicating strategy.   The current study on the basis of survey results make the assumption that use of memos in communicating strategy information requires effective writing skills due to the general sketchiness of memos, thus if not properly documented important messages and meanings may be lost leading to strategy implementation failure. Insley (2016) notes that business memos are relatively short and informal documents used to exchange information amongst people in the same organisation and require writing basics.

Furthermore in order to obtain whether SOE in Zimbabwe have adopted effective communication strategies during strategy execution the study sort to establish the perception of

strategy implementers with regards to organisational ability to make effective use of staff notice boards when communicating strategy. The study indicates that a combined total of 43% (21% strongly agree and 22% agree) agreed to the view that their organisation was making effective use of staff notice boards during strategy implementation. In contrast however, 38% of the respondents (8% disagree and 30% strongly disagree) were of the view that staff notice boards were not being effectively utilized to communicate strategies. A total of 19% were neither in agreement or disagreement to effective use of staff notice boards. The study further calculated and obtained a mean score of 3.01, mode of 1 and standard deviation of scores 1.487 of the likert scale item. Nayagi and Seethalakshmi (2013) notes that organizations uses circulars and notice boards in order to convey information and this methodology will take added time for updating and many may not be aware of the information displayed on notice boards which are not eye catching ones. This view is assumed to be true for both conventional and modern technology based notice boards. Halim, Jabar, Mohamad Azer, and Halim (2011) further notes that when notices are being placed on the board, some of the old notices need to be removed and if not, with time, the notice boards will get filled up with the relevant and irrelevant notice messages, as a result of this, a reader might not take caution or overlook some of the new notices being displayed as it is time consuming to go through the whole notice board searching for relevant information. The views by Halim et al (2013) are further inferred to technology based website where information may be either removed or archived in a bit to avoid over crowdedness and keep the website updated. However, these website and web notice board management practices tend to lead to information gaps for those who do not access the notice boards on time and those who do not access archived communications.

The study holds the assumption that effective use of face to face oral (seminars/lectures/meetings) presentations in communicating strategy implementation is considered a key communication strategy during programme or strategy implementation as it gives room clarification and observation of non-verbal cues if properly utilized. Research results on effective use of oral presentation indicates that it is viewed as a very effective strategy as supported by 69% of the respondents (48% strongly agree and 21% agree), 15% were neutral whereas 16% were in disagreement (10% strongly disagreed and 6% disagreed). The mean score obtained was 3.91 and standard deviation of 1.334 which are indicative of high levels of agreement, furthermore the likert scale item had a mode of 5 further showing that of those who were in agreement the majoring strongly agreed that oral presentations were an effective communication tool. Kelvin-Iloafu (2016) implores managers to spend much time when it is necessary in communicating verbally to their subordinates because it enhances proper understanding of the message. Face to face communication is also corroborated by Muhamedi

and Ariffin (2017) who notes that it is a high societal company communication channel, excellence and intermediate to transfer the incidence of a source as kit allows the individuals to listen and release the non-verbal communication sent by the source and answer with feedback immediately.

The fifth likert scale items examined on the communication media was the examination of organisation ability to make effective use of telephone communication during strategy implementation. Research output indicates that the majority of the respondents were of the opinion that SOE were failing to make effective use of telephones during strategy communication as supported by 68% of responses (64% strongly disagree and 4% disagree). The mean and mode scores obtained were 1.94 and 1 respectively with a standard deviation output of 1.378 and thus are confirmatory of the high disagreement levels compared to a small total of 19% agreeable responses (7% strongly agree and 12 agree). A total of 13% of the respondents were indifferent to their views. The study results show that telephone communication is less effective in communicating strategy message as compared to face to face conversation. The high level of disagreement obtained from the study seem to be in contrast to Wei (2006) who indicted that there may be very little difference between telephone and face to-face conversations, at least functionally. In light of this view the current study explains that lack of visible gestures or non-verbal cues that are visible to the other person limits the effectiveness of telephone communication. In addition the study attributes poor telephone utilisation on uncontrolled environment which is different from face to face meetings where there is little to no interruptions during conversation. Thus telephone communication may only be idea for quick communication and verification of facts during strategy implementation.

The last likert scale item interrogated in the study was organisational ability to effectively make use of periodic performance reports in communicating strategy implementation. Study results indicates a marginal level of agreeableness of 51% (27% strongly agree and 24% agree) to effective use of periodic performance reports by SOE in Zimbabwe whereas 33% (24% strongly disagree and 9% disagree) and 16% were neutral to the views. Mean, mode and standard deviation scores obtained was 3.21, 5 and 1.533 correspondingly in support of the close to average levels of agreeableness. Report writing as a form of written communication may be affected by poor writing skills leading to its ineffectiveness. Arputhamalar and Kannan (2016) writes that poor writing' is one of the biggest problems confronted by the corporate world globally. Thus ineffective report writing may entail that managers and supervisors are not able to document and inform strategy implementation progress during implementation. Arputhamalar and Kannan (2016) further explains that in big firms, ideas are not just shared through the telephone only, but a well-written document has to follow, supporting the conversation, business

reports contain information about the proceedings of a company and should be with clarity, since it bears facts about the company. In light for this view the study infers that poor strategy execution maybe a product of poorly written reports that lead to wrong decisions and action being taken by key decision makers in Commercialised SOE in Zimbabwe.

The above survey results were further analysed through regression analysis to examine the following stated hypothesis. H0: Adoption of appropriate organisational communication systems does not reduce the number of unattained objectives.

H1: Adoption of appropriate organisational communication systems does reduce the number of unattained objectives.

Table 3. Link between communication effectiveness and objective achievement

Source	SS	df	MS		
Model	655.234998	1	655.234998	Number of obs = 478	
Residual	149.718977	476	.314535666	F(1, 476) = 2083.18	
				Prob > F = 0.0000	
				R-squared = 0.8140	
				Adj R-squared = 0.8136	
Total	804.953975	477	1.68753454	Root MSE = .56083	

TOOMANYUNA~S	Coef.	Std. Err.	t	P>|t|	[95% Conf. Interval]	
STRATEGYCOMM	.7627733	.0167121	45.64	0.000	.7299346	.7956119
_cons	1.299317	.0517648	25.10	0.000	1.197601	1.401033

Regression analysis results thus indicate that there is a significant statistical relationship between strategy communication sufficiency and number of unachieved objectives as supported by a p value = 0.000. As such the study rejected the null hypothesis in favour of the alternate hypothesis which stated that adoption of appropriate organisational communication systems does reduce the number of unattained objectives. Furthermore ANOVA extract of the regression model obtained the following inferential statistics that supported the rejection of the null hypotheses: a high R-Squared (0.8140), Adjusted R-squared (0.8136 - high), as expressed by a high sum of squares (SS) (655.235 explained observation out of 804.9540). Model precision power (goodness of fit between independent and dependent variables) was determined through a low standard error of 0.0167 which further supported adoption of the alternate hypothesis and rejection of the null hypothesis. Regression model coefficient further supports the alternative hypothesis acceptance as it showed that a point increase in communication efficacy will results in a 0.76277 increase in number of achieved objectives.

SUMMARY OF FINDINGS

The examination of strategy communication during strategy execution efforts was carried out using the following likert scale constructs communication structures (6 likert scale items) and Communication media (6 likert scale items). A significant statistical relationship (p value = 0.000) was observed between strategy communication effectiveness and number of unachieved objectives. With regards to communication structures adopted during strategy implementation effort, the study found the communication structure inadequate as they were lowly rated by respondents (mean score 2.671 - medium and standard deviation 1.462). Out of the 6 likert scale items the 2 highest ranked likert scale items were, Horizontal Communication during strategy implementation is Effective in our organisation (mean = 3.24, mode = 5 and standard deviation = 1.621) and Downward Communication during strategy implementation is Effective in our organisation is Effective (mean = 2.99, mode = 2 and standard deviation = 1.396). the 2 poorly rated likert scale items were, Diagonal Communication during strategy implementation is Effective in our organisation is Effective (mean = 1.94, mode = 1 and standard deviation = 1.378) and Upward Communication during strategy implementation is Effective in our organisation is Effective (mean = 2.21, mode = 2 and standard deviation = 1.312).

A total of 6 likert scale items were also used to interrogate the adequacy of communication media in communicating strategy implementation related messages in CSOEZ. Basing on the mean score of 3.078 and standard deviation score of 1.493 the study declares that communication media used in CSOEZ during strategy implementation are effective in conveying strategy related media. The highest ranged likert scale items as per mean, mode and standard deviation scores were, Our organisation effectively uses face to face Oral (seminars/lectures/meetings) presentations in communicating strategy implementation and Our organisation effectively uses periodic performance reports in communicating strategy implementation (mean = 3.91, mode = 5 and standard deviation = 1.334) and (mean = 3.21, mode = 5 and standard deviation = 1.533) respectively. The 2 poorly ranked likert scale items were as follows, Our organisation effectively uses telephone oral presentations in communicating strategy implementation (mean = 1.94, mode = 1 and standard deviation = 1.378) and Our organisation effectively uses notice boards (wood and paper/email home pages) in communicating strategy implementation (mean = 3.01, mode = 1 and standard deviation = 1.487).

CONCLUSIONS

Relying on regression statistics p – value = 0.000 and descriptive mean = 2.875 and standard deviation = 1.478, the study concludes that horizontal, upward and downward are the three communication types that are being used to communicate strategy in SOE. Furthermore it

can also be concluded that emails, staff notice boards, reports, memos, face to face oral presentation and telephone oral presentations are the common communication channels being used to communicate strategy during implementation. From the survey results obtained and discussed it can thus be concluded that strategy communication in Zimbabwe Commercialised State enterprises is not effective in driving strategy implementation. The study further concludes that ineffective communication leads to strategy execution failure due to lack of awareness and willingness to successfully execute strategies of Commercialised SOE in Zimbabwe. The study notes that use of inferential statistic from case studies sampled from a single sector (Communication Technology and Courier Services) may limit study results generalization to all commercialised enterprises in Zimbabwe.

RECOMMENDATIONS

Firstly the study recommends that everyone in the organisation be trained on the use of communication media such as memo writing as well as email messaging as these are key variables in how information pertaining to any strategy is being send in the modern organisations. Furthermore, the study recommends that SOE be sensitive to the institutional architecture (bureaucratic, rigid, slow and geographically spread) in order to develop suitable communication turnaround time frames as most respondents were of the views that they did not obtain timely information about strategies. More so as Drucker (2011) indicate that it is the recipient who does the communication, the study encourages SOE to develop communication systems that are sensitive to the needs of the strategy implementer as he or she is the recipient who communicates feedback on strategy execution progress.

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