UNIVERSITI PUTRA MALAYSIA

EFFECTS OF STRATEGY COMMITMENT, ENGAGEMENT, COMMUNICATION AND ORGANIZATIONAL SUPPORT ON SUCCESSFUL STRATEGY EXECUTION

CHUAH CHIN WEI

GSM 2015 8

EFFECTS OF STRATEGY COMMITMENT, ENGAGEMENT, COMMUNICATION AND ORGANIZATIONAL SUPPORT ON SUCCESSFUL STRATEGY EXECUTION

By

CHUAH CHIN WEI

Thesis Submitted to Graduate School of Management, Universiti Putra Malaysia, in Fulfilment of the Requirements for the Degree of Doctor of Philosophy

December 2015

Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfilment of the requirement for the Degree of Doctor of Philosophy

EFFECTS OF STRATEGY COMMITMENT, ENGAGEMENT, COMMUNICATION AND ORGANIZATIONAL SUPPORT ON SUCCESSFUL STRATEGY EXECUTION

By

CHUAH CHIN WEI

December 2015

Chair : Kenny Teoh Guan Cheng, PhD
Faculty : Graduate School of Management, UPM

Strategy execution is now widely recognized as the cause of organizational failure. Both academia and practitioners agree that strategy execution is under-researched. This study answers the call for research on strategy execution by introducing a new concept: "strategy engagement" as one of the possible factors that affect strategy execution. This study then examines the interrelationship between strategy commitment, organizational support, strategy communication and strategy engagement on strategy execution. By using Kahn's (1990) Theory of Engagement, Deci & Ryan's (1985) Self-Determination Theory, Homan's (1960) Social Exchange Theory and Craig's (1999) Communication Theory, we proposed a conceptual framework that focuses on the relationship between i) strategy commitment and strategy execution, ii) organizational support and strategy execution, iii) strategy commitment and strategy engagement, iv) organization support and strategy engagement and v) strategy engagement and strategy execution. This study also examines the mediating effect of strategy engagement on the relationship between i) strategy commitment and strategy execution and ii) organizational support and strategy execution. Lastly, we investigate the moderating effect of strategy communication. The outcome of the study suggest that strategy engagement positively associated with strategy execution and that the other proposed hypotheses are supported except for the moderating effect of strategy communication. The Partial Least Square Structural Equation Modeling (PLS-SEM) approach was used to analyze the data. Specifically, SmartPLS version 3.0 was the software used to run the analysis. The proposed exogenous variables have small to medium effect size towards the endogenous variable with $R^2 = 0.664$ and that the exogenous variables have predictive ability over the endogenous variable ($Q^2 > 0$). While it is insignificant on moderating effect, strategy communication was found to be positively associated with strategy execution. Guided by the outcome of this study, we articulate that this study made both theoretical and practical contributions. We then suggest a few possible research directions at the end of this study.

i

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk Ijazah Doktor Falsafah

KESAN KOMITMEN STRATEGI, KETERLIBATAN, KOMUNIKASI DAN SOKONGAN ORGANISASI KE ATAS PERLAKSANAAN STRATEGI YANG BERJAYA

Oleh

CHUAH CHIN WEI

Disember 2015

Pengerusi : **Kenny Teoh Guan Cheng, PhD**
Fakulti : **Sekolah Pengajian Siswazah Pengurusan, UPM**

Perlaksanaan strategi kini dikenalpasti sebagai punca kegagalan sesebuah organisasi. Kedua-dua ahli akademik dan pengamal industry bersependapat bahawa terdapat kekurangan kajian berkenaan perlaksanaan strategi. Kajian ini menjawab panggilan terhadap penyelidikan perlaksanaan strategi dengan meperkenalkan konsep baru: "keterlibatan strategi" sebagai salah satu faktor yang mempengaruhi perlaksanaan strategi. Kajian ini kemudiannya menguji keberkaitan diantara komitment terhadap strategi, sokongan organisasi, komunikasi strategi dan keterlibatan strategi dengan perlaksanaan strategi. Berpandukan Theory of Engagement daripada Kahn (1990), Self Determination Theory daripada Deci & Ryan (1985), Social Exchange Theory daripada Homan (1960) dan Communication Theory daripada Craig (1999), kami mencadangkan kerangka konsep yang memfokuskan hubungan di antara i) komitment terhadap strategi dan perlaksanaan strategi, ii) sokongan organisasi dan perlaksanaan strategi, iii) komitment terhapdap strategi dan keterlibatan strategi, iv) sokongan organisasi dan keterlibatan strategi dan iv) keterlibatan strategi dan perlaksanaan strategi. Kajian ini turun menyelidik kesan pencelahan keterlibatan strategi dalam hubungan di antara i) komitmen terhadap strategi dan perlaksaan strategi dan ii) sokongan organisasi dan perlaksanaan strategi. Akhir sekali, kami menguji kesan penyederhanaan komunikasi strategi. Kesinambungan kajian ini mencadangkan bahawa keterlibatan strategi berkait secara positif dengan perlaksanaan strategi dan hipotesis-hipotesis lain yang dicadangkan adalah disokong kecuali hipotesis berkaitan dengan kesan penyederhanaan komunikasi strategi. Kaedah Partial Least Squares Structural Equation Modeling (PLS-SEM) digunakan untuk menganalisa data. Secara khususnya, SmartPLS 3.0 merupakan perisian yang digunakan untuk tujuan analisis. Pembolehubah luaran yang dicadangkan didapati mempunyai kesan saiz yang sederhana dan kecil terhadap pembolehubah dalaman dengan R^2 sebanyak 0.664 dan pada masa yang sama, pembolehubah luaran mempunyai keupayaan ramalan terhadap pembolehubah dalaman. ($Q^2 > 0$). Walaupun tidak mempunyai kesan penyederhanaan, komunikasi strategi didapati mempunyai hubungan positif terhadap perlaksaan strategi. Dibimbingi hasil kajian ini, kami secara jelasnya menyatakan bahawa kajian ini menjurus kepada sumbangan

theoretikal dan sumbangan praktikal. Kami kemudiannya mencadangkan beberapa arah penyelidikan yang berkemungkinan boleh dipelopori pada masa akan datang.

iii

ACKNOWLEDGEMENT

Praise the Lord for the blessings He has bestowed on me in completing this dissertation. I would like to express my heartfelt gratitude to my supervisor, Dr. Kenny Teoh Guan Cheng for walking with me during these last 4 years. Thank you for your support and trust in me. Thank you for enriching my life. Also, I would like to thank the rest of the supervisory committee, Dr. Yee Choy Leong and Dr. Mazlan Hassan, for their constructive input during the mock proposal defense and the mock Viva. Your thought provoking ideas have been much appreciated.

On the personal side, I would like to express my appreciation to my mum and my dad, Joseph and Theresa. Things would have not been in place if it was not for the support from both of you. Thank you for the effort and patience to build me into what I am today. To my brother and my sister, Lawrence and Agnes, thank you for being there for mum and dad while I was away.

To Cecilia, thank you for being with me all the time. There have been ups and downs along the way in completing this dissertation but you have always been there with me, supporting me and telling me never to give up. Last but not least, I would like to thank the members of the Kenny PhD Family: Sandy, Aifa, Yvonne, Kimi, Geetha, Leila, Majid, Hadhadh, Balami, Rodzaidah, Sithra, Deva and finally my buddy Jacky. Thank you for making my life in UPM wonderful for the past 3 years. Pray that the tie of the family lasts forever. Love all of you. Thank you.

I certify that a Thesis Examination Committee has met on 14 December 2015 to conduct the final examination of Chuah Chin Wei on his thesis entitled "Effects of Strategy Commitment, Engagement, Communication and Organizational Support on Successful Strategy Execution" in accordance with the Universities and University Colleges Act 1971 and the Constitution of the Universiti Putra Malaysia [P.U.(A) 106] 15 March 1998. The Committee recommends that the student be awarded the degree of Doctor of Philosophy.

Members of the Thesis Examination Committee were as follows:

Choo Wei Chong, PhD
Senior Lecturer
Faculty of Economics and Management
Universiti Putra Malaysia
(Chairman)

Michele E.M. Akoorie, PhD
Professor
Department of Strategy and Human Resource Management
Waikato Management School
The University of Waikato
(External Examiner)

Avvari V. Mohan, PhD
Associate Professor
Faculty of Social Sciences
Nottingham University Business School
University of Nottingham, Malaysia Campus
(External Examiner)

Norzaidi Mohd Daud PhD
Associate Professor
Department of Management
Faculty of Business Management
Universiti Teknologi MARA
(External Examiner)

PROF. DATUK DR. MAD NASIR SHAMSUDDIN
Deputy Vice Chancellor (Academic & International)
Universiti Putra Malaysia

Date:

On behalf of,
Graduate School of Management
Universiti Putra Malaysia

This thesis was submitted to the Senate of Universiti Putra Malaysia and has been accepted as fulfilment of the requirement for the degree of Doctor of Philosophy.

The members of the Supervisory Committee were as follows:

Kenny Teoh Guan Cheng, PhD
Senior Lecturer
Faculty of Economics and Management
Universiti Putra Malaysia
(Chairman)

Yee Choy Leong, PhD
Senior Lecturer
Faculty of Economics and Management
Universiti Putra Malaysia
(Member)

Mazlan Hassan, PhD
Senior Lecturer
Faculty of Economics and Management
Universiti Putra Malaysia
(Member)

PROF. DATUK DR. MAD NASIR SHAMSUDDIN
Deputy Vice Chancellor (Academic & International)
Universiti Putra Malaysia

Date:

On behalf of,
Graduate School of Management
Universiti Putra Malaysia

Declaration by graduate student

I hereby confirm that:
- this thesis is my original work;
- quotations, illustrations and citations have been duly referenced;
- this thesis has not been submitted previously or concurrently for any other degree at any other institutions;
- intellectual property from the thesis and copyright of thesis are fully-owned by Universiti Putra Malaysia, as according to the Universiti Putra Malaysia (Research) Rules 2012;
- written permission must be obtained from supervisor and the office of Deputy Vice-Chancellor (Research and Innovation) before thesis is published (in the form of written, printed or in electronic form) including books, journals, modules, proceedings, popular writings, seminar papers, manuscripts, posters, reports, lecture notes, learning modules or any other materials as stated in the Universiti Putra Malaysia (Research) Rules 2012;
- there is no plagiarism or data falsification/fabrication in the thesis, and scholarly integrity is upheld as according to the Universiti Putra Malaysia (Graduate Studies) Rules 2003 (Revision 2012-2013) and the Universiti Putra Malaysia (Research) Rules 2012. The thesis has undergone plagiarism detection software.

Signature: _____ Date: _____

Name and Matric No.: Chuah Chin Wei, GM04841

Declaration by Members of Supervisory Committee

This is to confirm that:
- the research conducted and the writing of this thesis was under our supervision;
- supervision responsibilities as stated in the Universiti Putra Malaysia (Graduate Studies) Rules 2003 (Revision 2012-2013) are adhered to.

Signature:	
Name of Chairman of Supervisory Committee:	Dr. Kenny Teoh Guan Cheng

Signature:	
Name of Member of Supervisory Committee:	Dr. Yee Choy Leong

Signature:	
Name of Member of Supervisory Committee:	Dr. Mazlan Hj. Hassan

TABLE OF CONTENTS

Page

LIST OF TABLES

LIST OF FIGURES

1.0   Introduction

This chapter consists of nine (9) sections. The first section (Section 1.1) introduces the background of the study. The second section (Section 1.2) highlights the statement of problems for the present study. Section 1.3 presents the definitions of terms used throughout this study. This is followed by an illustration of the research objectives and research question of this study in Section 1.4 and Section 1.5 respectively. Section 1.6 addresses the significance of the study while the following section, Section 1.7 describes the scope of the study. Section 1.8 outlines the organization of the thesis. The last section (Section 1.9) summarizes chapter 1.

1.1   Background of the Study

This study introduces a new concept: "strategy engagement" as one of the factors that could possibly affect successful strategy execution. Strategy engagement denotes how a strategy executor is physically, emotionally and cognitively engaging in the strategy execution process. The mid-level managers' engagement in the strategy execution process is examined in this study. In addition to that, Noble's (1999) and Noble & Mokwa's (1999) three perspectives of strategy execution research which consists of i) Structural views, ii) Interpersonal views and iii) Individual level views have been consulted to guide the research. Each of the perspectives as advocated by Noble (1999) and Noble & Mokwa (1999) is represented by the constructs examined in this study. Also, the relationships between each one of these constructs are founded upon relevant theories. These constructs are organizational support (structural views), strategy commitment (individual level views), strategy engagement (individual views), strategy communication (interpersonal views).

The concept of "engagement" was introduced by Kahn (1990) in the field of work psychology to represent how "people can use varying degrees of their selves, physically, cognitively and emotionally, in work role performance" (p.692). Ironically, Kahn's idea of engagement did not receive much attention from academic scholars until the early 2000 when the term "engagement" became so popular among practitioners (Macey & Schneider, 2008) and caught the attention of academic scholars.

Since then, effort in researching the term "engagement" doubled with most of the scholarly research derives from Burnout scholars (Gonzalez-Roma & Bakker, 2002; Maslach, Schaufeli, & Leiter, 2001; Schaufeli, 2012; Schaufeli, Salanova, Cole, Walter, Bedeian, & O'Boyle, 2012), Work Psychology scholars (Harter, Schmidt, & Hayes, 2002; May, Gilson; & Harter, 2004; Rich, Lepine, & Crawford; 2010) as well

as from the work from Human Resource Development (Attridge, 2009; James, McKechnie, & Swanberg, 2011; Saks, 2006; Shuck & Wallard, 2010)

The current renewed interest in "engagement" literature brings new life not only to psychology, human resource and organizational behaviour studies, but also to strategic management studies. Hence, from the strategy execution point of view, "strategy engagement" is relatively something new.

Having provided an overview on the concept of strategy engagement, we now provide an overview of *strategy execution*. Strategy execution can be considered as an old issue with no definite answers as to what constitutes successful strategy execution. At the same time, present literature on factors affecting successful strategy execution might seem dated (Bourgeois & Brodwin, 1984; Gupta & Govindarajan, 1984; Hrebiniak, 2005; Noble, 1999; Noble & Mokwa, 1999; Okumus, 2001; Wooldridge & Floyd, 1990, 1992) because more focus has been given to researching strategic planning than to strategy execution (Yang, Sun & Martin, 2010, 2008).

Quite a number of scholars have argued that strategy execution whilst important, remain under researched (Creasap, 2011; Gottschalk, 2008; Yang et al., 2010). One of the reasons for this is due to the complexity of strategy execution concept (Okumus & Roper, 1999); whilst in some other contexts, strategy execution is merely considered an administrative exercise, an extension of strategic planning (Bourgeois & Brodwin, 1984; Cater & Pucko, 2010).

Apart from exploring the relationship between strategy engagement and successful strategy execution, this study also looks at the impact of strategy commitment and organizational support on strategy engagement which in turn, leads to successful strategy execution. This study also examines the influence of strategy communication on the interrelationship among the variables.

Commitment has been identified as one of the important causes of successful strategy execution but there seems to be some differences in the understanding of the concept of commitment. For example, some strategy scholars have posited that *organizational commitment* leads to successful strategy execution (Noble & Mokwa, 1999; Smith, 2009); while others have advocated that it is *strategy commitment* that will result in successful strategy execution (Floyd & Wooldridge, 1990; Noble & Mokwa, 1999; Rapert, Lynch & Suter, 1996). This study provides an overview of several different definitions of commitment that have been previously linked to successful strategy execution and thoughtfully justifies why *strategy commitment* is a better construct to predict strategy execution success.

2

Organizational Support, on the other hand, whilst important, has been less examined in the strategy literature. The present literature, specifically from the field of information systems and management accounting (Kearns, 2006; Ragu-Nathan, Apiqian, Ragu-Nathan, & Tu, 2004; Bajwa, Rai, & Brennan, 1998) often posit top management support as s factor that affects successful strategy execution whereas in reality, this is not true (Qi, 2005). We provide relevant justification in this study that it is *organizational support* that leads to successful strategy execution.

Apart from that, this study also looks at the effect of *strategy communication* in enhancing strategy execution processes. It has long been claimed that strategy communication plays a vital role in the strategy execution process in which effective communication will lead to higher success rate of strategy execution (Alexander, 1985; Rapert & Wren, 1998). Specifically, this study examines the role of strategy communication in enhancing the relationship between strategy commitment, organizational support and strategy engagement along with their impact on strategy execution.

Middle level managers are selected as the sample respondents for this study. The middle level managers are defined as "any managers below the CEO and one level above line workers and professionals" (Huy, 2001). In a simple term, middle level managers are referred to as individuals who operates in the "middle" of the organisational hierarchy (Floyd & Wooldridge, 1992). In line with prior literature, we fondly argue that the individual responsible for the effectiveness of strategy execution is the mid-level manager (Barton & Ambrosini, 2012; Balogun & Johnson, 2004; Currie & Proctor. 2005) because during the strategy execution process, middle level managers serve as the linking pins who have upward, downward and lateral influence in within an organization (Jansen Van Rensburg, Davis & Venter, 2014). Middle level managers does not only implement strategies, but they are, as well, interpreting and communicating information, facilitating adaptability, supporting subordinates and help influencing the higher management (Jansen Van Rensburg, Davis & Venter, 2014; p.167). With that said, middle level managers can be considered as one of the actors who determines the success of strategy execution.

In general, by using five (4) theories namely Self Determination Theory (Deci & Ryan, 1985), Social Exchange Theory (Homans, 1958), Communication Theory (Craig, 1999) and Theory of Engagement (Kahn, 1990) to guide the research, this study attempts to identify the relationship between strategy commitment, organizational support, strategy communication and strategy engagement as well as their effect on successful strategy execution.

The motivation for this study derives from the gap identified in the literature. A recent call for papers from the Global Strategy Journal in 2015 articulated that the trend of research in much of the global strategy literature has been to studying the competitiveness of firms or industry. It further emphasis that a relatively unexplored research area has been to examine the behavioural and individual-level

characteristics of corporate leadership and managers and its influence towards the macro-management constructs (organizational routines, dynamic capabilities, strategic problem formulation and strategy execution). This study aims to address the issue highlighted in the literature.

1.2   Problem Statement

While there are ample studies suggesting factors affecting successful strategy execution (Cater & Pucko, 2008, 2010; Hrebiniak, 2005; Noble & Mokwa, 1999; Yang et al., 2010), most strategic management scholars feel that the field of strategy execution is still under-researched. In addition to Okumus & Roper (1999) scholarly suggestion that it might be due to the complexity of strategy execution concept itself as well as to the notion that execution is an administrative exercise (Bourgeois & Brodwin, 1984; Cater & Pucko, 2010), one other possible reason is the poor success rate of strategy execution itself in the practicing world (Raps, 2004).

Statistics show that the success rate of strategy execution stood at 10% to 30% (Raps, 2004) and the Farsight Leadership Organization (2007) report indicates that only 14% of strategy has been successfully implemented. The poor success rate of strategy execution has resulted in the rising concern of practitioners as well as academics on whether the present level of strategy execution research has really "answered" the need of the practising world. Given the poor success rate of strategy execution, the practical issue of execution effectiveness can, and still should, be addressed.

Noble & Mokwa (1999) advocated that strategy execution research can be grouped into three categories namely: i) structural views, ii) interpersonal process views and iii) individual process level views (p.58). Out of these three categories, interpersonal process views and individual process level views are human related categories. Parnell (2008) further suggests that it is the human element that determines the success or failure of a particular strategy (p.1278).

In comparison to the "structure" factors, many scholars have emphasized that the "human" element is very much a crucial factor for successful strategy execution (Noble, 1999; Noble & Mokwa, 1999; Parnell, 2008; Smith, 2009). This position is further supported by Yang et al.'s (2010) seminal work. In their meta-analysis of factors affecting successful strategy execution, they identify nine (9) different factors that affect strategy execution. Out of the nine factors, six are human related (commitment, communication, consensus, implementation tactics, executors, relationship between department and strategy levels) while the other three are either system or structural related factors. This confirms that human factors are one of the factors that should not be overlooked when studying strategy execution.

4

In the same vein, there has been little consensus on several factors affecting strategy execution specifically commitment and communication (Yang et al., 2010). Specifically, there has been no common understanding on the relationships between these variables. Yang et al., (2010) has called for further research to investigate the interrelationship between them.

As mentioned in the earlier section, scholars remain undecided on the types of commitment that directly influence strategy execution. To date, many types of commitment have been proposed in the literature namely: *strategy commitment* (Floyd & Wooldridge, 1990; Guth & MacMillan, 1986; Noble & Mokwa, 1999; Rapert, Lynch & Suter, 1996), *organizational commitment* (Guth & MacMillan, 1986; Smith, 2009), *employee commitment* (Guth & MacMillan, 1986; Rapert et al., 1996) and *role commitment* (Noble & Mokwa, 1999). Smith (2009), on the other hand, advocates that the construct of commitment whilst important, remains little explored (p.473). This lack of unified consensus and the lack of research on types of commitment that influence strategy execution success presents a gap that cry out to be addressed.

Correspondingly, the construct of organizational support encounters a similar gap. Present literature advocates top management support as a factor that is associated with successful strategy execution. However, Qi (2005) avers that support for strategy execution does not derive solely from top management but instead, arises throughout the entire organization. Strategy executors will receive not only support from top management, but also support from interdepartmental and intradepartmental colleagues and even subordinates. As a result, this study aims to examine support for strategy execution from an organizational point of view, that is, support for strategy execution is derived from members throughout the entire organization.

In addition to that, while there are many claims for communication being a factor for successful strategy execution, there seems to be limited empirical evidence to support it. Strategic management scholars have conceptually discussed how important it is for manager to interact with higher or lower management during strategy execution process (Forman & Argenti, 2005; Peng & Littlejohn, 2001) and that clarity of information in communication is vital for achieving strategic consensus (shared understanding) and successful strategy execution (Rapert, Velliquette, & Garreston, 2002). However, to date, few empirical studies have been conducted to verify this.

Finally, while the recent addition of "engagement" in the field of work psychology might contribute to further understanding of how engagement in strategy execution process will lead to successful strategy execution, there is also concern that this concept might have common characteristics with existing constructs such as commitment and involvement and that the addition of this new concept will bring more confusion to the overall understanding of commitment and involvement. Realizing this issue, this study will distinguish the difference between commitment,

involvement and engagement from a strategic management point of view by providing relevant theories as well as supporting scholarly argument.

In conclusion, the purpose of this study is to investigate the effect of strategy engagement on successful strategy execution with both strategy commitment and organizational support as the antecedents of strategy engagement in accordance to Kahn's (1990) theory of engagement. This study will also examine the direct relationship between i) strategy commitment and successful strategy execution, ii) organizational support and successful strategy execution and finally iii) the interrelationship between strategy communication, strategy commitment, organizational support, strategy engagement and successful strategy execution.

1.3   Definition of Terms

i)   **Strategy Commitment**
- The overall obligation, comprehension and support demonstrated by managers towards a particular strategy (Noble & Mokwa, 1999)

ii)   **Organizational Support**
- The extent to which an organization is involved in, participate in, comprehend and support the execution of a well-planned strategy (Elysee, 2012; Ragu-Nathan, Apigian, Ragu-Nathan, & Tu, 2004)

iii)   **Strategy Communication**
- The extent to which organizations provide strategy execution-related information to managers during the strategy execution processes." (Ng et al., 2006; Rapert et al., 2002; Vandenberg et al., 1999).

iv)   **Strategy Engagement**
- "The extent to which managers are physically, cognitively and emotionally present in and attentive to the work role" (Kahn, 1990; 1992). In the context of this study, strategy engagement, in accordance with Kahn's concept of engagement, is taken to mean "the extent to which managers are physically, cognitively and emotionally present in-and attentive to-the strategy execution processes."

v)   **Successful Strategy Execution**
- The extent or degree to which managers feel that a particular strategy is effectively and lucratively executed (Noble & Mokwa, 1999).

vi)   **Middle Level Manager**
- The middle level manager in this study is define as "any manager below the CEO and one level above line workers and professionals" (Huy, 2001). In short, the middle level managers are managers who operates in the "middle" of the organizational hierarchy (Floyd & Wooldridge; 1992). In the context of this study, the middle level managers are operationalized as bearing the following title: Senior General Manager and equivalent, General Manager and equivalent, Senior Manager and equivalent, Manager and equivalent; and Senior Executive and equivalent.

1.4 Research Questions

We posited several research questions to be answered by the end of this study. Through this study, we intend to realize whether highly engaged managers will successfully execute a given strategy. Similarly, we aim to ascertain if highly committed managers will illustrate high engagement in strategy execution process thus lead to successful strategy execution.

Next, we aim at identifying whether a organization support will result in high engagement for strategy execution and leads to successful strategy execution. Finally, we intend to understand if strategy communication plays an important role in influencing managers' strategy commitment, strategy engagement, organizational support and strategy execution success.

1.5 Research Objectives

The general objective of the study is to examine the effect of strategy commitment, organizational support and strategy engagement on strategy execution.

Specifically, the study intends to:

i)   Determine the relationship between strategy engagement and successful strategy execution.
ii) Determine the relationship between strategy commitment and strategy engagement.
iii) Determine the relationship between organizational support and strategy engagement.
iv) Determine the relationship between strategy commitment and strategy execution.
v)   Determine the relationship between organizational support and strategy execution.
vi) Determine the interrelationship between strategy commitment, strategy engagement and strategy execution.
vii) Determine the interrelationship between organizational support, strategy engagement and strategy execution.
viii) Determine the interrelationship between strategy communication, strategy commitment, organizational support, strategy engagement and strategy execution.

1.6 Significance of the study

This study views strategy execution from the behavioural perspective which explains the behaviour of strategy executors, specifically, managers in the strategy execution process. This study postulates a new model that is believed to be able to enhance current models of strategy execution thus leading to higher success rates of strategy execution in organizations.

This study is significant in several ways. Firstly, there has been rising concern that strategy execution is under-researched (Cater & Pucko, 2010; Creasap, 2011; Smith, 2009; Yang et al., 2010). There have been calls for extensive research on strategy execution in recent years (Yang et al., 2010). This study is a response for further research on strategy execution which seeks to reduce the complexity of strategy execution and enhance its effectiveness.

Secondly, this study contributes to the development in modelling strategy execution. The current poor success rate of strategy execution as reported by Raps (2004) and Farsight Leadership Organization (2007) signifies that the current models of strategy execution are not sufficiently robust to reflect the actual scenarios in the real world. This study introduces a new framework with new constructs to enhance the state-of-the-art.

Thirdly, this study is significant academically. Ironically, in most of the strategy execution research, there have been inconsistencies in the use of constructs in explaining strategy execution. There are discrepancies in the use of the construct of "Commitment" and "Support" for strategy execution. Various definitions of "Commitment" and "Support" have been proposed and used over the years, and the inconsistency in the use of these constructs has led to confusion and further inconsistencies. This study aims to justify the precise definitions – and appropriate use – of the "Commitment" and "Support" constructs in explaining strategy execution.

This study also has implications for organizations. It provides detailed explanation on how the behavioural perspectives of strategy executors – specifically, managers – can affect strategy execution. This study demonstrates that a manager's commitment to strategy is not solely reliant on extrinsic motivators such as rewards and promotions but it also derives from the manager's own intrinsic motivation. Hence, it is crucial for organizations to understand the importance of creating an environment that is able to cultivate a manager's intrinsic motivation. This study also demonstrates the vital importance of organizational support to managers during the strategy execution process.

Lastly, this study provides evidence on the importance of engagement in the strategy execution process. Managers who are physically, emotionally and cognitively present in – and attentive to – the strategy execution process will be instrumental in bringing about higher strategy execution success. This study allows management to understand the importance of high "Commitment" and high "Engagement" in the strategy execution process. Simultaneously, this study also demonstrates that if an organization fully supports a manager, it will develop the managers' engagement when executing strategy, which in turn, will lead to better strategy execution.

1.7   Scope of the Study

This study focuses on four factors affecting successful strategy execution namely strategy commitment, organizational support, strategy communication and strategy engagement. The focus is given to these four constructs because they are known to be the factors that play a major role in determining strategy execution success. This study utilizes managers at middle level management as the subject of study since they played the most important role in strategy execution processes.

Strategy execution success is studied as the dependent variable in this study. Prior studies have found that both strategy commitment and organizational support affect strategy execution success. However, the current success rate of strategy execution success has proven that these construct do not have strong predictive power for strategy execution success. In this study we argue that while both strategy commitment and organizational support are crucial to ensure successful strategy execution, these constructs may not be directly indicative of how well a strategy can be successfully executed. In line with this argument, we proposed a new construct named "*strategy engagement*" that allow us to further elaborate how strategy commitment and organizational support can lead to strategy execution success. By using established theories, we demonstrate that both strategy commitment and organizational support will result in managers' engagement in the strategy execution process and thus, by cultivating high level of engagement in the strategy execution process, it leads to successful strategy execution.

Hence, this study examines the relationship between strategy commitment and strategy engagement as well as the relationship between organizational support and strategy engagement. In addition to that, this study also investigates the relationship between strategy engagement and successful strategy execution. The mediating effect of strategy engagement on the relationship between i) strategy commitment and successful strategy execution and ii) organizational support and successful strategy execution is examined in this study. Lastly, we investigate how strategy communication is able to enhance the relationship between these constructs (strategy commitment, organizational support, strategy engagement, and successful strategy execution).

Middle level managers were chosen as the unit of analysis in this study. These middle level managers are selected from four major service industries that contribute over 50% of the country's GDP (wholesale and retail trade, finance and insurance, real estate and business services, and communication). The list of respondents is obtained from the Directory of Service Industries published by Malaysia External Trade Development Corporation (MATRADE). The middle level managers are selected to be the respondents in this study because they are regarded as the most important individual who executes and determines the effectiveness of strategy execution (Barton & Ambrosini, 2012; Rouleau & Balagun, 2011).

1.8   Organization of the Study

This study comprises of six chapters. Chapter Two (2) examines the literature on strategy execution, strategy engagement, strategy commitment, organizational support and strategy communication. Chapter Three (3) presents the proposed theoretical framework and hypothesis development for the present study. Chapter Four (4) addresses the methodology used in this study. Chapter Five (5) is the analysis of data and finally, Chapter Six (6) focuses on the finding of this research, highlights the limitation of this research and proposes future research directions.

1.9   Chapter Summary

This chapter discusses the introduction of the research which consist of an overview for the present research followed by the background of the study, problem statement, the definition of term, the research objectives and research questions, the significance of the study, and the scope and limitation of the study.

REFERENCES

Aktouf, O. (1992). Management and theories in organizations in the 1990s: Towards a critical radical humanism. *Academy of Management Review, 17*(3), 497 - 431.

Alexander, L.D. (1985). Successfully implementing strategic decisions. *Long Range Planning, 18*(3), 91 - 97. doi: 10.1016/0024-6301(85)90161-X

Allen, D.R., & Rao, T.R.N. (2000). *Analysis of Customer Satisfaction Data: A Comprehensive Guide to Multivariate Statistical Analysis in Customer Satisfaction, Loyalty, and Service Quality Research*: Asq Press.

Allio, M.K. (2005). A short, practical guide to implementing strategy. *Journal of Business Strategy, 26*(4), 12-21. doi: 10.1108/02756660510608512

Andrews, R., Boyne, G.A., Law, J., & Walker, R.M. (2011). Strategy implementation and public service performance. *Administration and Society, 43*(6), 643 - 671. doi: 10.1177/0095399711412730

Ashforth, B.E., & Humphrey, R.H. (1995). Emotion in the workplace: A reappraisal. *Human Relations, 48*(2), 97 - 125.

Attridge, M. (2009). Measuring and managing employee work engagement: A review of research and business literature. *Journal of Workplace Behavioral Health, 24*(4), 383-398. doi: 10.1080/15555240903188398

Babbie, R. (2005). *The Basics of Social Research*: Cengage Learning.

Bajwa, D.S., Rai, A., & Brennan, I. (1998). Key antecedents of executive information systems success: A path analytic approach. *Decision Support Systems, 22*(1), 31 - 43. doi: 10.1016/S0167-9236(97)00032-8

Bakker, A.B., Albrecht, S.L., & Leiter, M.P. (2011). Key questions regarding work engagement. *European Journal of Work and Organizational Psychology, 20*(1), 4 - 28. doi: 10.1080/1359432X.2010.485352

Baron, R.M., & Kenny, D.A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic and statistical considerations. *Journal of Personality and Social Psychology, 51*(6), 1173-1182.

Barton, L.C., & Ambrosini, V. (2013). The moderating effect of organizational change cynicism on middle manager strategy commitment. *The International Journal of Human Resource Management, 24*(4), 721 - 746. doi: 10.1080/09585192.2012.697481

Bearden, W.O., & Netemeyer, R.G. (1999). *Handbook of marketing scales: Multi-item measures for marketing and consumer behavior research*: Sage.

Bell, S.J., & Menguc, B. (2002). The employee-organization relationship, organizational citizenship behavior, and superior service quality. *Journal of Retailing, 78*(2), 131 - 146. doi: 10.1016/S0022-4359(02)00069-6

Bhaskar-Shrinivas, P., Harrison, D. A., Shaffer, M. A., & Luk, D. M. (2005). Input-based and time based models of international adjustment. Meta-analytic evidence and theoretical extensions. *Academy of Management Journal, 48*(2), 257 - 281.

Blau, P.M. (1964). *Exchange and power in social life*. New York: John Wiley.

Bonoma, T.V. (1984). Making your marketing strategy work. *Harvard Business Review, 62*(2), 69 - 76.

Borenstein, M., Cohen, J., & Rothstein, H. (1997). *Power and precision*. Mahwah, NJ: Lawrence Erlbaum Associates.

Bossidy, L., & Charan, R. (2007). *Administer-the discipline of getting things done*. Beijing: China Machine Press.

Bourgeois, L.J., & Brodwin, D.R. (1984). Strategic implementation: Five approaches to an elusive phenomenon. *Strategic Management Journal, 5*(3), 241-264.

Bradford, M., & Florin, J. (2003). Examining the role of innovation diffusion factors on the implementation success of enterprise resource planning systems. *International Journal of Accounting Information System, 4*(3), 205 - 225. doi: 10.1016/S1467-0895(03)00026-5

Brown, S.P., & Leight, T.W. (1996). A new look at psychological climate and its relationship to job involvement, effort and performance. *Journal of Applied Psychology, 81*, 358-368.

Burrell, G., & Morgan, G. (1979). *Sociological paradigms and organisational analysis* (Vol. 248). london: Heinemann.

Cater, T., & Pucko, D. (2010). Factors of effective strategy implementation: Empirical evidence from slovenian business practice. *Journal for East European Management Studies, 15*(3), 207 - 236.

Chebat, J.C. (1999). Introduction: Special issue on strategy implementation and assessment research - research on implementation deserves as much attention as strategy formulation. *Journal of Business Research, 45*(2), 107 - 110. doi: 10.1016/S0148-2963(97)00229-4

Chen, K., Guo, W., & Li, H. (2008). The implementation of strategy evaluation: Model and index system construction. *International Journal of Business and Management, 3*(9), 121 - 124.

Churchill, G.A., & Iacobucci, D. (2005). *Marketing research: methodological foundations*: Thomson/South-Western.

118

Churchill Jr, G.A., & Peter, J.P. (1984). Research design effects on the reliability of rating scales: a meta-analysis. *Journal of Marketing Research*, 360-375.

Cohen, J. (1988). *Statistical Power Analysis for the Behavioral Science* (2nd ed.). Hillsdale, NJ: Lawrence Erlbaum Associates.

Cole, M.S., Walter, F., Bedeian, A.G., & O'Boyle, E.H. (2012). Job burnout and employee engagement a meta-analytic examination of construct proliferation. *Journal of Management, 38*(5), 1550-1581.

Craig, R.T. (1999). Communication theory as a field. *Communication Theory, 9*(2), 119-161.

Creasap, D.M. (2011). *Quantitative analysis of the relationship between organizational construct and opportunities to improve strategy execution.* Capella University.

Creswell, J.W. (1994). *Research design: qualitative & quantitative approaches*: Sage Publications.

Creswell, J.W. (2003). *Qualitative, quantitative and mixed methods approaches* (2nd ed.). Thousand Oaks, CA: Sage.

Crittenden, V.L., & Crittenden, W.F. (2008). Building a capable organization: The eight levers of strategy implementation. *Business Horizons, 51*(4), 301 - 309.

Cropanzano, R., & Mitchell, M.S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management, 31*(6), 874 - 900.

Cropanzano, R., Mitchell, M.S., & Quisenberry, D.M. (2012). Social exchange theory, exchange resource, and interpersonal relationships: A modest resolution of theoretical difficulties. In *Handbook of Social Resource Theory* (pp. 99-118). Springer New York.

Deci, E.L., & Ryan, R.M. (1985). *Intrinsic motivation and self-determination in human behavior*. New York: Plenum.

Dess, G.G., & Priem, R.L. (1995). Consensus-performance research: Theoretical and empirical extensions. *Journal of Management Studies, 32*(4), 401 - 417.

Diamantopoulos, A., & Siguaw, J. A. (2006). Formative versus reflective indicators in organizational measure development. A comparison and empirical illustration. *British Journal of Management, 17*(4), 263 - 282.

Dooley, R.S., Fryxell, G.E., & Judge, W.Q. (2000). Belaboring the not-so-obvious: Consensus, commitment and strategy implementation speed and success. *Journal of Management, 26*(6), 1237 - 1257. doi: 10.1177/014920630002600609

Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P.D., & Rhoades, L. (2001). Reciprocation of perceived organizational support. *Journal of Applied Psychology, 86*(1), 42 - 51. doi: 10.1037//0021-9010.86.1.42

Elysee, G. (2012). *The effect of top management support on strategic information systems planning success.* (Doctoral Dissertation), Capella University.

Emerson, R.M. (1976). Social exchange theory. *Annual Review of Sociology, 2*, 335 - 362.

Farsight Leadership Organization. (2007). Strategy implementation and realisation. Retrieved March 5, 2012, from http://www.businessballs.com/businessstrategyimplementation.htm

Faul, F., Erdfelder, E., Lang, A.-G., & Buchner, A. (2007). G*Power 3: A flexible statistical power analysis program for the social, behavioral, and biomedical sciences. *Behavior Research Methods, 39*(2), 175-191.

Finkelstein, S., & Boyd, B.K. (1998). How much does the CEO matter? The role of managerial discretion in setting of CEO compensation. *Academy of Management Journal, 41*, 179-199.

Foa, U.G., & Foa, E.B. (1974). *Societal structure of the mind*. Springfield, IL: Charles C Thomas.

Foa, U.G., & Foa, E.B. (1980). Resource theory: Interpersonal behavior as exchange. In K. J. Gergen, M. S. Greenberg & R. H. Willis (Eds.), *Social exchange: Advances in theory and research* (pp. 77-94). New York: Plenum.

Ford, J.K., Weissbein, D.A., & Plamandon, K.E. (2003). Distinguishing organizational from strategy commitment: Linking officer's commitment to community policing to job performance behaviours and satisfactions. *Justice Quarterly, 20*(1), 159 - 185.

Forman, J., & Argenti, P.A. (2005). How corporate communication influences strategy implementation, reputation and the corporate brand. An exploratory qualitative study. *Corporate Reputation Review, 8*, 245-264.

Fowler, F.J. (1998). Design and evaluation of survey questions *Handbook of applied social research methods* (pp. 343-374).

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation model with unobservable variables and measurement error. *Journal of Marketing Research, 1981*, 39 - 50.

Gable, G.G. (1994). Integrating case study and survey research methods: an example in information system. *European Journal of Information System, 3*(2), 112-126.

Gagne, M., & Deci, E.L. (2005). Self-determination theory and work motivation. *Journal of Organizational Behavior, 26*(4), 331 - 362. doi: 10.1002/job.322

Geisser, S. (1974). A predictive approach to the random effect model. *Biometrika, 61*(1), 101 - 107.

Gergen, K.J. (1969). *The psychology of behavioral exchange*. Reading, MA: Addison-Wesley.

Gottschalk, P. (2008). Organizational structure as predictor of intelligence strategy implementation in policing. *International Journal of Law, Crime and Justice, 36*(3), 184 - 195.

Guimaraes, T., Igbaria, M., & Lu, M.-t. (1992). The determinants of DSS success. An integrated model*. *Decision Sciences, 23*(2), 409 - 430. doi: 10.1111/j.1540-5915. 1992.tb00397.x

Gupta, A.K., & Govindarajan, V. (1984). Business unit strategy, managerial characteristics and business unit effectiveness at strategy implementation. *Academy of Management Journal, 27*(1), 25-41.

Gurowitz, E.M. (2007). The challenge of strategy implementation. Retrieved Aug 26, 2010, from www.gurowitz.com/articles/strategy.pdf

Guth, W.D., & McMillan, I.C. (1986). Strategy implementation versus middle management self-interest. *Strategic Management Journal, 7*(4), 313-327.

Hackman, J.R., & Oldham, G.R. (1980). *Job redesign*. Reading, MA: Addison-Wesley.

Haenlein, M., & Kaplan, A. M. (2004). A beginner's guide to partial least squares analysis. *Understanding Statistics, 3*(4), 283 - 297.

Hair, J.F., Black, W.C., Babin, B.J., & Anderson, R.E. (2010). *Multivariate Data Analysis* (7th ed.). New Jersey: Prentice Hall.

Hair, J. F., Hult, T. M., Ringle, C. M., & Sarstedt, M. (2014). *A primer on partial least square structural equation modeling (PLS-SEM)*: Sage Publications.

Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. *The Journal of Marketing Theory and Practice, 19*(2), 139-152.

Hair, J. F., Sarstedt, M., Pieper, T., & Ringle, C. M. (2012). The use of partial least squares structural equation modeling in strategic management research: a review of past practices and recommendations for future applications. *Long Range Planning, 45*(5), 320-340.

Hair, J. F., Sarstedt, M., Ringle, C. M., & Mena, J. A. (2012). An assessment of the use of partial least square structural equation modelling in marketing research. *Journal of the Academy of Marketing Science, 40*(3), 414-433.

Harter, J.K., Schmidt, F.L., & Hayes, T.L. (2002). Business unit relationship between employee satisfaction, employee engagement and business outcomes: A meta-analysis. *Journal of Applied Psychology, 87*(2), 268-279.

Healy, M., & Perry, C. (2000). Comprehensive criteria to judge validity and reliability of qualitative research within the realism paradigm. *Qualitative market research: An international journal*, *3*(3), 118-126.

Heide, M., Grønhaug, K., & Johannessen, S. (2002). Exploring barriers to the successful implementation of a formulated strategy. *Scandinavian Journal of Management, 18*(2), 217 - 231. doi: 10.1016/S0956-5221(01)00007-0

Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity. *Journal of the Academy of Marketing Science, 43*(1), 115-135.

Hickson, D.J., Miller, S.J., & Wilson, D.C. (2003). Planned or prioritized? Two options in managing implementation of strategic decisions. *Journal of Management Studies, 40*(7), 1803 - 1836. doi: 10.1111/1467-6486.00401

Higgins, J.M. (2005). The eight 'S's' of successful strategy execution. *Journal of Change Management, 5*(1), 3 - 13.

Holmes-Smith, P. (2010). *Structural Equation Modeling: From the Fundamentals to Advanced Topics*. Red Hill, Australia: School Research, Evaluation and Measurement Services.

Homans, G.C. (1958). Social behavior as exchange. *American Journal of Sociology, 63*, 597 - 606.

Hrebiniak, L. (2005). A strategic look at strategy execution. *Optimize, 4*(3), 57-59.

Hrebiniak, L. (2006). Obstacles to effective strategy implementation. *Organizational Dynamics, 35*(1), 12 - 31.

Hrebiniak, L. (2008). Making strategy work: Overcoming the obstacles to effective execution. *Ivey Business Journal, 72*(2), 1 - 6.

Hulland, J. (1999). Use of Partial Least Square (PLS) in strategic management research: A review of four recent studies. *Strategic Management Journal, 20*(2), 195 - 204.

Huy, Q. N. (2002). Emotional balancing of organizational continuity and radical change: The contribution of middle managers. *Administrative science quarterly*, *47*(1), 31-69.

James, J.B., Mckechnie, S., & Swanberg, J. (2011). Predicting employee engagement in an age-diverse retail workforce. *Journal of Organizational Behavior, 32*, 173-196. doi: 10.1002/job.681

Jansen Van Rensburg, M., Davis, A., & Venter, P. (2014). Making strategy work: The role of the middle manager. *Journal of Management & Organization*, *20*(02), 165-186.

Joreskog, K. G., & Wold, H. O. (1982). *Systems under indirect observation: causality, structure, prediction* (Vol. 139). North Holland.

Joyce, W. (2005). What really works: HR's role in building the 4 + 2 organization and an introduction to the case studies in hr leadership forum. *Human Resource Management, 44*(1), 67 - 72.

Kahn, W.A. (1990). Psychological conditions of personal engagement and disengagement at work. *The Academy of Management Journal, 33*(4), 692-724.

Kahn, W.A. (1992). To be fully there: Psychological presence at work. *Human Relations, 45*(4), 321-349. doi: 10.1177/001872679204500402

Kanungo, R.N. (1982). Measurement of job and work involvement. *Journal of Applied Psychology, 67*, 341-349.

Kaplan, R.S., & Norton, D.P. (2008). *The execution premium: Linking strategy to operations for competitive advantage*: Harvard Business Press.

Kearns, G.S. (2006). The effect of top management support of SISP on strategic IS management: Insight from the us electric power industry. *Omega, 34*(3), 236 - 253. doi: 10.1016/j.omega.2004.10.008

Kline, R.B. (2005). *Principles and practice of structural equation modelling*. New York: Guilford Press.

Koka, B.R., & Prescott, J.E. (2002). strategic alliances as social capital: a multidimensional view. *Strategic Management Journal, 23*, 795-816.

Krejcie, R. V. and D. W. Morgan (1970). "Determining sample size for research activities." *Education and Psychological Measurement 30*, 607-610.

Macey, W.H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology, 1*(1), 8-30.

MacLeod, D., & Clarke, N. (2009). Engaging for success: Enhancing performance through employee engagement. Retrieved March 5, 2012, from http://www.bis.gov.uk/files/file52215.pdf

Malhotra, N.K. (2004). *Marketing research: an applied orientation* (4th ed.). Upper Saddle River, New Jersey: Pearson/Prentice Hall.

Maslach, C., Schaufeli, W.B., & Leiter, M.P. (2001). Job burnout. *Annual Review of Psychology, 52*(1), 397-422.

Mauno, S., Kinnunen, U., & Ruokolainen, M. (2007). Job demands and resources as antecedents of work engagement: A longitudinal study. *Journal of Vocational Behavior, 70*(1), 149 - 171. doi: 10.1016/j.jvb.2006.09.002

May, D.R. (2003). *Fostering the human spirit at work: Toward an understanding of the influences on employees' experienced meaningfulness at work*. Unpublished manuscript.

May, D.R., Gilson, R.L., & Harter, L.M. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology, 77*, 11-37.

Meyer, J.P., & Allen, N.J. (1997). *Commitment in the workplace: Theory, research and application*. Thousand Oaks, CA: SAGE.

Meyer, J.P., Becker, T., E., & Vandenberghe, C. (2004). Employee commitment and motivation: A conceptual analysis and integrative model. *Journal of Applied Psychology, 89*(6), 991- 1007. doi: 10.1037/0021-9010.89.6.991

Meyer, J.P., & Maltin, E.R. (2010). Employee commitment and well-being: A critical review, theoretical framework and research agenda. *Journal of Vocational Behavior, 77*(2), 323-337. doi: 10.1016/j.jvb.2010.04.007

Mowday, R.T., Steers, R.M., & Porter, L.W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior, 14*, 224-247.

Nah, F.F.H., Lau, J.L.S., & Kuang, J. (2001). Critical factors for successful implementation of enterprise systems. *Business Process Management Journal, 7*(3), 285 - 296.

Naidoo, V., & Wu, T. (2011). Marketing strategy implementation in higher education: A mixed approach for model development and testing. *Journal of Marketing Management, 27*(11-12), 1117 - 1141. doi: 10.1080/0267257X.2011.609132

Neuman, W.L. (2003). *Social Research Methods. Qualitative and Quantitative Approaches*: Ally and Bacon.

Ng, T.W.H., Butts, M.M., Vandenberg, R.J., DeJoy, D.M., & Wilson, M.G. (2006). Effects of management communication, opportunity for learning, and work schedule flexibility on organizational commitment. *Journal of Vocational Behavior, 68*(3), 474 - 489. doi: 10.1016/j.jvb.2005.10.004

Noble, C.H. (1999). The eclectic roots of strategy implementation research. *Journal of Business Research, 45*, 119-134.

Noble, C.H., & Mokwa, M.P. (1999). Implementing marketing strategies: Developing and testing a managerial theory. *Journal of Marketing, 63*(4), 57-73.

Nutt, P.C. (1999). Surprising but true: Half the decisions in organizations fail. *Academy of Management Executive, 13*(4), 75 - 90.

Okumus, F. (2001). Towards a strategy implementation framework. *International Journal of Contemporary Hospitality Management, 13*(7), 327-338. doi: 10.1108/09596110110403712

Okumus, F., & Roper, A. (1999). A review of disparate approaches to strategy implementation in hospitality firms. *Journal of Hospitality and Tourism Researcg, 23*(1), 21-39.

Oliver, R. (1974). Expectancy theory predictions of salesmen's performance. *Journal of Marketing Research, 11*, 243-253.

Papalexandris, N., & Galanaki, E. (2009). Leadership's impact on employee engagement: Differences among entrepreneurs and professional ceos. *Leadership and Organizational Development Journal, 30*(4), 365 - 385. doi: 10.1108/01437730910961685

Parnell, J.A. (2008). Strategy execution in emerging economies: Assessing strategic diffusion in mexico and peru. *Management Decision, 46*(9), 1277-1298. doi: 10.1108/00251740810911948

Parsa, H.G. (1999). Interaction of strategy implementation and power perception in franchise systems: An empirical investigation. *Journal of Business Research, 45*(2), 173 - 185. doi: 10.1016/S0148-2963(97)00228-2

Peng, W., & Littlejohn, D. (2001). Organisational communication and strategy implementation-a primary inquiry. *International Journal of Contemporary Hospitality Management, 13*, 360-363.

Phelan, S.E., Ferreira, M., & Salvador, R. (2002). The first twenty five years of Strategic Management Journal. *Strategic Management Journal, 23*(12), 1161-1168.

Phillips, B. (1971). *Social Research, Strategy and Tactics* (2 ed.). New York: The Macmillan Company.

Phillips, D. C., & Burbules, N. C. (2000). *Postpositivism and educational research*. Rowman & Littlefield.

Podsakoff, N.P., Shen, W., & Podsakoff, N.P. (2006). The role of formative measurement models in strategic management research: review, critique, and implications for future research. *Research Methodology in Strategy and Management, 3*, 197-252.

Pucko, D., & Cater, T. (2008). A holistic strategy implementation model based on the experiences of slovenian companies. *Economic and Business Review for Central and South-Eastern Europe, 10*(4), 307 - 325.

Qi, H. (2005). Strategy implementation: The impact of demographic characteristics on the level of support received by middle managers. *Management International Review, 45*(1), 45 - 70.

Ragu-Nathan, B.S., Apigian, C.H., Ragu-Nathan, T.S., & Tu, Q. (2004). A path analytic study of the effect of top management support for information systems performance. *Omega, 32*(6), 459 - 471. doi: 10.1016/j.omega.2004.03.001

Rapert, M.I., Lynch, D., & Suter, T. (1996). Enhancing functional and organizational performance via strategic consensus and commitment. *Journal of Strategic Marketing, 4*(4), 193 - 205.

Rapert, M.I., Velliquette, A., & Garreston, J.A. (2002). The strategic implementation process evoking strategic consensus through communication. *Journal of Business Research, 55*, 301-310.

Rapert, M.I., & Wren, B.M. (1998). Reconsidering organizational structure: A dual perspective framework and process. *Journal of Managerial Issues, 10*(3), 287-302.

Raps, A. (2004). Implementing strategy. *Strategic Finance, 85*(12), 48-53.

Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of literature. *Journal of Applied Psychology, 87*(4), 698 - 714. doi: 10.1037//0021-9010.87.4.698

Rich, B.L., Lepine, J.A., & Crawford, E.R. (2010). Job engagement: Antecedents and effect on job performance. *Academy of Management Journal, 53*(3), 617-635.

Robertson, I.T., & Cooper, C.L. (2009). Full engagement: The integration of employee engagement and psychological well-being. *Leadership and Organizational Development Journal, 31*(4), 324 - 336. doi: 10.1108/01437731011043348

Robinson, J. P., Shaver, P. R., & Wrightsman, L. S. (1991). Criteria for scale selection and evaluation. *Measures of personality and social psychological attitudes*, *1*(3), 1-16.

Ruekart, R.W., & Walker, O.C. (1987). Marketing's interaction with other functional unit: A conceptual framework and empirical evidence. *Journal of Marketing, 51*, 1-19.

Ryan, R.M., & Deci, E.L. (2000). Self determination theory and the facilitation of intrinsic motivation, social development and well being. *American Psychological Association, 55*(1), 68-78. doi: 10.1037//0003-066X.55.1.68

Saks, A.M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology, 21*(7), 600-619. doi: 10.1108/02683940610690169

Sanders, G.L., & Courtney, J.F. (1985). A field study of organizational factors affecting DSS success. *Management Information System Quarterly, 9*(1), 77 - 93.

Sashittal, H.C., & Wilemon, D. (1996). Marketing implementation in small and midsized industrial firms: An exploratory study. *Industrial Marketing Management, 25*(1), 67 - 78.

Schaap, J.I. (2006). Towards strategy implementation success: An empirical study of the role of senior-level leaders in the nevada gaming industry. *UNLV Gaming Research & Review Journal, 10*, 13 - 37.

Schaap, J.I. (2012). Strategy implementations - can organizations attain outstanding performance? *Strategic Management Review, 6*(1), 98 - 121.

Schaufeli, W.B. (2012). Work engagement: What do we know and where do we go? *Romanian Journal of Applied Psychology, 14*(1), 3-10.

Schaufeli, W.B., & Bakker, A.B. (2004). Job demands, job resources and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational behavior, 25*(3), 293 - 315. doi: 10.1002/job.248

Schaufeli, W.B., Salanova, M., Gonzalez-Roma, V., & Bakker, A.B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies, 3*(1), 71-92.

Sekaran, U., & Bougie, R. (2009). *Research Methods for Business* (1st ed.): John Wiley & Sons Ltd.

Selltiz, C., Wrightman, L.S., & Cook, S.M. (1976). *Research Method in Social Relations* (3 ed.). New York: Holt Rhinehart and Winston.

Sharma, R., & Yetton, P. (2003). The contingent effects of management support and task interdependence on successful information systems implementation. *Management Information System Quarterly, 27*(4), 533 - 556.

Shuck, B. (2011). Integrative literature review: Four emerging perspectives of employee engagement: An integrative literature review. *Human Resource Development Review, 10*(3), 304 - 328. doi: 10.1177/1534484311410840

Shuck, B., & Wollard, K. (2010). Employee engagement and HRD: A seminal review of the foundations. *Human Resource Development Review, 9*(1), 89-110. doi: 10.1177/1534484309353560

Shook, C.L., Ketchen, D.J., Hult, T.M., & Kacmar, K.M. (2004). An assessment of the use of structural equation modelling in strategic management research. *Strategic Management Research, 25*, 397-404.

Slater, S.F., & Atuahene-Gima, K. (2004). Conducting Survey Research in Strategic Management. *Research Methodology in Strategy and Management, 1*, 227-249.

Smith, B.D. (2009). Maybe I will, maybe i won't: What the connected perspectives of motivation theory and organisational commitment may contribute to our understanding of strategy implementation. *Journal of Strategic Marketing, 17*(6), 473 - 485.

Speculand, R. (2009). Six necessary mind shifts for implementing strategy. *Business Strategy Series, 10*(3), 167 - 172.

Stewart, J., & Kringas, P. (2004). Change management - strategy and values in six agencies from the Australian public service. *Public Administration Review, 63*(6), 675 - 688.

Stone, M. (1974). Cross-validation and multinomial prediction. *Biometrika, 61*(3), 509-515.

Thorpe, E., & Morgan, R. (2007). In pursuit of the "ideal approach" To successful marketing strategy implementation. *European Journal of Marketing, 41*(5/6), 659 - 677.

Van den Broeck, A., Vanteenkiste, M., Witte, H.D., & Lens, W. (2008). Explaining the relationship between job characteristics, burnout, and engagement. The role of basic psychological need satisfaction. *Work & Stress, 22*(3), 277 - 294. doi: 10.1080/02678370802393672

Van Yperen, N.W., & Hagedoorn, M. (2003). Do high job demands increase intrinsic motivation or fatigue or both? The role of job control and job social support. *Academy of Management Journal, 46*(3), 339 -348.

Vandenberg, R.J., Richardson, H.A., & Eastman, L.J. (1999). The impact of high involvement work process on organizational effectiveness: A second order latent variable approach. *Group and Organization Management, 24*(3), 300-339. doi: 10.1177/1059601199243004

Veettil, N.M.K. (2008). *Strategy formulation and implementation in manufacturing organisations: The impact on performance.* (Doctoral Dissertation), Middlesex university.

Vinzi, V. E., Chin, W. W., Henseler, J., & Wang, H. (2010). *The handbook of Partial Least Square: Concepts, Methods and Applications*: Springer Berlin Heidelberg.

Vroom, V.H. (1964). *Work and motivation*. Oxford, England: Wiley.

Wagner, R., & Harter, J.K. (2006). *12: The great elements of managing*. Washington, DC: The Gallup Organization.

Welch, M. (2011). The evolution of employee engagement concept: Communication implications. *Corporate Communication: An International Journal, 16*(4), 328-346.

Westley, F.R. (1990). Middle managers and strategy: Microdynamics of inclusion. *Strategic Management Journal, 11*(5), 337 - 351. doi: 10.1002/smj.4250110502

William, L.J., Gavin, M.B., & Hartman, N.S. (2004). Structural equation modelling methods in strategy research: Applications and issues. *Research methodology in strategy and management, 1*, 303-346.

Wooldridge, B., & Floyd, S.W. (1990). The strategy process, middle management involvement and organizational performance. *Strategic Management Journal, 11*(3), 231-241.

Xue, Y., Qi, D., & Wei, H. (2005). Organizational strategy implementation status and analysis for determinants of implementation in china. *Management World*.

Yang, L., Sun, G., & Eppler, M.J. (2008). *Making strategy work: A literature review on the factors influencing strategy implementation*. In ICA Working Paper 2/2008. University of Lugano. Lugano: Switzerland.

Yang, L., Sun, G., & Martin, J.E. (2010). Making strategy work: A literature review on the factors influencing strategy implementation. In P. Mazzola & F. W. Kellermans (Eds.), *Handbook of research on strategy process* (pp. 165 - 181): Edward Elgar Publishing Limited.

Yoon, Y., Guimaraes, T., & O'Neal, Q. (1995). Exploring the factor associated with expert systems success. *Management Information System Quarterly, 19*(1), 83 - 106.

Zikmund, W.G., Babin, B.J., Carr, J.C., & Griffin, M. (2010). *Business Research Method* (8th ed.): Cengage Learning.

APPENDIX

QUESTIONNAIRE

"A SURVEY ON STRATEGIC MANAGEMENT IN MALAYSIA"

JULY 2014

Dear participant:

My name is Chuah Chin Wei and I am a PhD candidate at the Putra Business School, Universiti Putra Malaysia. I am currently conducting a research in the field of strategic management and you have been selected to be a respondent in this survey. Your participation will greatly contribute to the quality of the research

The following questionnaire will require approximately 15 minutes to complete. Please answer *all* the questions and promptly mail the completed questionnaire back to me using the provided pre-stamped envelope.

If you would like a summary of the research results, please fill in the "Request for Information" portion below. If you require additional information, please do not hesitate to contact me at the number listed below.

Sincerely,

Chuah Chin Wei
GM04841
Phone (M): 012-5920118
Email: francischuah@uum.edu.my

****

REQUEST FOR INFORMATION

Please send a copy of the study results to the address listed below.

Name: _____

Address: _____
　　　　　 _____
　　　　　 _____

Section A: Demographic Background. Please circle the response that represents you.

1. What is your gender?
    a. Male.
    b. Female.
2. What is your age?
    a. 20 – 24 years old.
    b. 25 – 29 years old.
    c. 30 – 34 years old.
    d. 35 – 39 years old.
    e. 40 – 44 years old.
    f. 45 – 49 years old.
    g. 50 – 54 years old.
    h. 55 years old and above.
3. What is your highest level of education?
    a. Secondary School (PMR/SPM/STPM).
    b. Diploma.
    c. Degree.
    d. Master.
    e. Doctorate.
    f. Professional.
4. How many years of business management experience do you have?
    a. 1-4 years.
    b. 5-8 years.
    c. 9-12 years.
    d. 13-16 years
    e. 17-20 years
    f. 21-24 years
    g. 25-28 years.
    h. 29-31 years.
    i. 32 years and above.
5. My organization operates in the:
    a. Business Services Industry.
    b. Financial Industry.
    c. Franchise Industry.
    d. Information and Communication Industry.
6. The type of ownership of your organization is:
    a. Sole proprietorship.
    b. Partnership.
    c. Private Limited Company.
    d. Public Limited Company.
7. My organization has:
    a. Less than 50 employees.
    b. Between 51 to 100 employees.
    c. Between 101 to 150 employees.
    d. Between 151 to 200 employees.
    e. Between 201 to 250 employees.
    f. Between 251 to 300 employees.
    g. Between 301 to 350 employees.
    h. Between 351 to 400 employees.
    i. Between 401 to 450 employees.
    j. Between 451 to 500 employees.
    k. More than 500 employees.

8. My job position within the organization is:

    _____
    _____ (Please write)

9. What was the percentage change in revenue in your organization during the two-year period from 2012 to 2013?

a. Increase by less than 3%.
b. Increase by 3% to 5.99%.
c. Increase by 6% to 9.99%.
d. Increase by more than 10%.

e. Decrease by less than 3%.
f. Decrease by 3% to 5.99%.
g. Decrease by 6% to 9.99%.
h. Decrease by more than 10%.

Guide to Answer the Questionnaire

Please read the following statements carefully.

Then, indicate your response, according to how strongly you agree or disagree with the statements by ticking (✓) in the appropriate shaded boxes with: "**Strongly Disagree", "Quite Disagree", "Disagree", "Neither Agree nor Disagree", "Agree", "Quite Agree", and** "**Strongly Agree".**

Example:

1	I am highly involved in the strategy execution process	*Strongly Disagree*	*Quite Disagree*	*Disagree*	*Neither Agree Nor Disagree*	✔ *Agree*	*Quite Agree*	*Strongly Agree*

Section B:								
1	I work with intensity when executing a strategy.	Strongly Disagree	Quite Disagree	Disagree	Neither Agree nor Disagree	Agree	Quite Agree	Strongly Agree
2	I exert my full effort when executing a strategy.	Strongly Disagree	Quite Disagree	Disagree	Neither Agree nor Disagree	Agree	Quite Agree	Strongly Agree
3	I execute the strategy with enthusiasm.	Strongly Disagree	Quite Disagree	Disagree	Neither Agree nor Disagree	Agree	Quite Agree	Strongly Agree
4	I feel energetic when executing a strategy.	Strongly Disagree	Quite Disagree	Disagree	Neither Agree nor Disagree	Agree	Quite Agree	Strongly Agree
5	My mind is focused when I am executing a strategy.	Strongly Disagree	Quite Disagree	Disagree	Neither Agree nor Disagree	Agree	Quite Agree	Strongly Agree
6	I pay a lot of attention to the strategy that I execute.	Strongly Disagree	Quite Disagree	Disagree	Neither Agree nor Disagree	Agree	Quite Agree	Strongly Agree
7	I do not think that my organization's strategies are in the best interest of the organization.	Strongly Disagree	Quite Disagree	Disagree	Neither Agree nor Disagree	Agree	Quite Agree	Strongly Agree
8	I feel that my organization's strategies are a great idea.	Strongly Disagree	Quite Disagree	Disagree	Neither Agree nor Disagree	Agree	Quite Agree	Strongly Agree
9	My organization's involvement with strategy execution activities is strong.	Strongly Disagree	Quite Disagree	Disagree	Neither Agree nor Disagree	Agree	Quite Agree	Strongly Agree
10	My organization's strategies are clearly communicated to employees.	Strongly Disagree	Quite Disagree	Disagree	Neither Agree nor Disagree	Agree	Quite Agree	Strongly Agree

133

11	My organization gives sufficient notice to managers prior to making changes in strategy.	*Strongly Disagree*	*Quite Disagree*	*Disagree*	*Neither Agree nor Disagree*	*Agree*	*Quite Agree*	*Strongly Agree*
12	The outcome of my organization's strategy is the result of effective strategy execution.	*Strongly Disagree*	*Quite Disagree*	*Disagree*	*Neither Agree nor Disagree*	*Agree*	*Quite Agree*	*Strongly Agree*
13	My organization's strategy execution effort is disappointing.	*Strongly Disagree*	*Quite Disagree*	*Disagree*	*Neither Agree nor Disagree*	*Agree*	*Quite Agree*	*Strongly Agree*

134

	Section C:							
1	I devote a lot of energy when executing a strategy.	*Strongly Disagree*	*Quite Disagree*	*Disagree*	*Neither Agree nor Disagree*	*Agree*	*Quite Agree*	*Strongly Agree*
2	I try my hardest to execute a strategy.	*Strongly Disagree*	*Quite Disagree*	*Disagree*	*Neither Agree nor Disagree*	*Agree*	*Quite Agree*	*Strongly Agree*
3	I am interested in the strategy I execute.	*Strongly Disagree*	*Quite Disagree*	*Disagree*	*Neither Agree nor Disagree*	*Agree*	*Quite Agree*	*Strongly Agree*
4	I am proud of the strategy I execute.	*Strongly Disagree*	*Quite Disagree*	*Disagree*	*Neither Agree nor Disagree*	*Agree*	*Quite Agree*	*Strongly Agree*
5	I focus a great deal of attention on the strategy I execute.	*Strongly Disagree*	*Quite Disagree*	*Disagree*	*Neither Agree nor Disagree*	*Agree*	*Quite Agree*	*Strongly Agree*
6	I am absorbed by the strategy I execute.	*Strongly Disagree*	*Quite Disagree*	*Disagree*	*Neither Agree nor Disagree*	*Agree*	*Quite Agree*	*Strongly Agree*
7	I can't say that I support my organization's strategies.	*Strongly Disagree*	*Quite Disagree*	*Disagree*	*Neither Agree nor Disagree*	*Agree*	*Quite Agree*	*Strongly Agree*
8	I personally feel that the goals of my organization's strategies are appropriate.	*Strongly Disagree*	*Quite Disagree*	*Disagree*	*Neither Agree nor Disagree*	*Agree*	*Quite Agree*	*Strongly Agree*
9	My organization has provided adequate financial and other resources to the strategy execution effort.	*Strongly Disagree*	*Quite Disagree*	*Disagree*	*Neither Agree nor Disagree*	*Agree*	*Quite Agree*	*Strongly Agree*

10	The success of strategy execution effort is due to the active championing by my organization.	*Strongly Disagree*	*Quite Disagree*	*Disagree*	*Neither Agree nor Disagree*	*Agree*	*Quite Agree*	*Strongly Agree*
11	The execution of the strategy is generally considered a great success in my organization.	*Strongly Disagree*	*Quite Disagree*	*Disagree*	*Neither Agree nor Disagree*	*Agree*	*Quite Agree*	*Strongly Agree*
12	I personally think the execution of the strategy is a success.	*Strongly Disagree*	*Quite Disagree*	*Disagree*	*Neither Agree nor Disagree*	*Agree*	*Quite Agree*	*Strongly Agree*
13	Most of the time, I receive sufficient notice of changes in strategy.	*Strongly Disagree*	*Quite Disagree*	*Disagree*	*Neither Agree nor Disagree*	*Agree*	*Quite Agree*	*Strongly Agree*
14	My organization tends to stay informed of managers' needs during strategy execution.	*Strongly Disagree*	*Quite Disagree*	*Disagree*	*Neither Agree nor Disagree*	*Agree*	*Quite Agree*	*Strongly Agree*

	Section D:							
1	I try as hard as I can to execute a strategy.	*Strongly Disagree*	*Quite Disagree*	*Disagree*	*Neither Agree nor Disagree*	*Agree*	*Quite Agree*	*Strongly Agree*
2	I exert a lot of energy to execute a strategy.	*Strongly Disagree*	*Quite Disagree*	*Disagree*	*Neither Agree nor Disagree*	*Agree*	*Quite Agree*	*Strongly Agree*
3	I feel positive about the strategy I execute.	*Strongly Disagree*	*Quite Disagree*	*Disagree*	*Neither Agree nor Disagree*	*Agree*	*Quite Agree*	*Strongly Agree*
4	I am excited about the strategy I execute.	*Strongly Disagree*	*Quite Disagree*	*Disagree*	*Neither Agree nor Disagree*	*Agree*	*Quite Agree*	*Strongly Agree*
5	I concentrate on the strategy I execute.	*Strongly Disagree*	*Quite Disagree*	*Disagree*	*Neither Agree nor Disagree*	*Agree*	*Quite Agree*	*Strongly Agree*
6	I devote a lot of attention on the strategy I execute.	*Strongly Disagree*	*Quite Disagree*	*Disagree*	*Neither Agree nor Disagree*	*Agree*	*Quite Agree*	*Strongly Agree*
7	I am committed to seeing that my organizational strategy is effectively executed.	*Strongly Disagree*	*Quite Disagree*	*Disagree*	*Neither Agree nor Disagree*	*Agree*	*Quite Agree*	*Strongly Agree*
8	I do not worry about executing the organization's strategies; I just do my job.	*Strongly Disagree*	*Quite Disagree*	*Disagree*	*Neither Agree nor Disagree*	*Agree*	*Quite Agree*	*Strongly Agree*
9	My organization is responsive to managers' concerns and suggestion regarding its strategy.	*Strongly Disagree*	*Quite Disagree*	*Disagree*	*Neither Agree nor Disagree*	*Agree*	*Quite Agree*	*Strongly Agree*

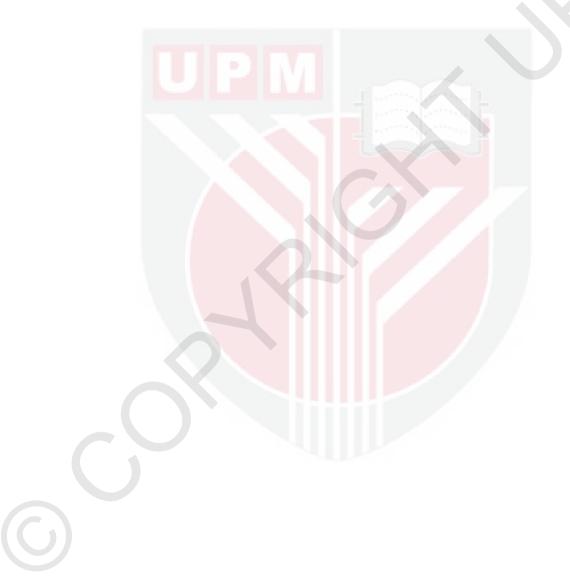| 10	My organization facilitates its strategy execution process.	Strongly Disagree	Quite Disagree	Disagree	Neither Agree Nor Disagree	Agree	Quite Agree	Strongly Agree
11	My organization takes steps to remove barriers that inhibit the strategy execution process.	Strongly Disagree	Quite Disagree	Disagree	Neither Agree nor Disagree	Agree	Quite Agree	Strongly Agree
12	The channels of strategic communication across my organization are effective.	Strongly Disagree	Quite Disagree	Disagree	Neither Agree nor Disagree	Agree	Quite Agree	Strongly Agree
13	My organization clearly communicates the role of each division in strategy execution.	Strongly Disagree	Quite Disagree	Disagree	Neither Agree nor Disagree	Agree	Quite Agree	Strongly Agree
14	In my area of responsibility, the execution of the strategy is considered a success.	Strongly Disagree	Quite Disagree	Disagree	Neither Agree nor Disagree	Agree	Quite Agree	Strongly Agree

--END--

Thank you for your participation

BIODATA OF STUDENT

Chuah Chin Wei was born in 1984 in Pulau Pinang, Malaysia. He completed his bachelor degree in Business Administration in Universiti Utara Malaysia. Then he serves as procurement officer in Sony EMCS (M) Sdn. Bhd. in FTZ Pulau Pinang. In 2010, he completed his Master of Business Administration in Universiti Utara Malaysia and join Inti International College Penang as promotion and marketing officer. At present, he is attached to Universiti Utara Malaysia.

LIST OF PUBLICATIONS

Chin Wei, C. & Guan Cheng, K. (2014). The effect of strategy commitment and strategy engagement on strategy execution. *Marketing: A Compendium*. Serdang, Selangor Darul Ehsan: Universiti Putra Press.

Chuah, F. & Teoh, K. (2015). Linking Strategy Engagement to Strategy Execution: A Partial Least Squares (PLS) Approach. *Asian Academy of Management International Conference*.

Chuah, F., Teoh, K., & Abdullah, H. H. (2015). Enhancing the support-execution model of strategy execution: A moderated mediation effect of strategy engagement and strategy communication. *12th Annual World Congress of the Academy for Global Business Advancement (AGBA)*.

UNIVERSITI PUTRA MALAYSIA

STATUS CONFIRMATION FOR THESIS / PROJECT REPORT AND COPYRIGHT

ACADEMIC SESSION : _____

TITLE OF THESIS / PROJECT REPORT :

EFFECTS OF STRATEGY COMMITMENT, ENGAGEMENT, COMMUNICATION AND

ORGANIZATIONAL SUPPORT ON SUCCESSFUL STRATEGY EXECUTION

NAME OF STUDENT :   CHUAH CHIN WEI

I acknowledge that the copyright and other intellectual property in the thesis/project report belonged to Universiti Putra Malaysia and I agree to allow this thesis/project report to be placed at the library under the following terms:

1. This thesis/project report is the property of Universiti Putra Malaysia.

2. The library of Universiti Putra Malaysia has the right to make copies for educational purposes only.

3. The library of Universiti Putra Malaysia is allowed to make copies of this thesis for academic exchange.

I declare that this thesis is classified as :

*Please tick (√)

☐	**CONFIDENTIAL**	(Contain confidential information under Official Secret Act 1972).
☐	**RESTRICTED**	(Contains restricted information as specified by the organization/institution where research was done).
☐	**OPEN ACCESS**	I agree that my thesis/project report to be published as hard copy or online open access.

This thesis is submitted for :

☐	**PATENT**	Embargo from_____ until _____
		(date) (date)

Approved by:

_____   _____
(Signature of Student)   (Signature of Chairman of Supervisory Committee)
New IC No/ Passport No.:   Name:

Date :   Date :

[Note : If the thesis is CONFIDENTIAL or RESTRICTED, please attach with the letter from the organization/institution with period and reasons for confidentially or restricted.]