

## **Influence of Formulation and Implementation Strategy on Organizational Performance: A Case in Ministry of Health**

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**Abstract:** This study examined the relationship between formulation and implementation strategy with organizational performance. It further examined the influence of formulation and implementation strategy on organizational performance. Simple random sampling from a sample of 120 management staff in Yemen Ministry of health was employed in this study. The self-administered questionnaire was applied for the data collection. The obtained data were analyzed using SPSS Version 22. Descriptive and inferential statistics were used to answer the objectives and hypotheses of the study. The study revealed that formulation and implementation strategy were positively related to organizational performance. Consequently, formulation and implementation strategy have also influenced significantly on organizational performance. The study revealed that implementation strategy has more significant influence on organizational performance than formulation strategy. Findings in this study provided empirical support that formulation and implementation strategy have significantly enhanced the government organizational performance particularly in Yemen Ministry of Health. These findings could contribute to the body of knowledge on formulation and implementation strategy as well as on organizational performance. It provides useful insights to practitioners and policy makers on the subject matter.

**Key words:** Organizational performance, strategic management, formulation and implementation strategy, policy makers, formulation

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### **INTRODUCTION**

Private and public sectors are two key players that have been always highlighted by scholars and practitioners when discussing about performance of organization. The role of private and public sectors is vital for the success of a nation and in achieving their goals. Organizational performance is crucial as it relates to the effectiveness of the organization in fulfilling its vision, mission and goals (Porter, 2003). Therefore, organizational performance has been frequently the focus of researchers and managers recently due to its impact on various organizational outcomes. Moreover, current organizations are influenced by challenges such as rapid change in economic environment, competition, globalization, advance technology and workforce diversity (Samad *et al.*, 2014). In order to compete in this environment, organizations need to continuously improve in various aspects such as productivity,

quality, cost reduction, delivery system, innovation and to consider the strategic tool to achieve organization goals (Thompson *et al.*, 2014).

As highlighted in empirical research and management theories diverse factor have been linked to the performance of organizations. Mintzberg (1987) has suggested the importance of organization to have strategy as it serves as a means of establishing the purpose, goals and objectives of the organization. On another note Meier *et al.* (2007) have related strategic choice as an approach to face with challenges of external forces in organization. This implies that the strategic choice would help organizations to decide the appropriate strategy of achieving higher organizational performance. Further, the success and performance of an organization are based on various factors.

Appropriate strategy and excellent resources have been commonly linked to the performance of organizations (Samad, 2013). Contingency theory explains

that there is no one or single best way or approach to achieve organization's goals and therefore the appropriate strategy could be developed based on the situation that they have experienced (Zeithaml *et al.*, 1998). This implies that organizations should develop managerial and organization strategy based on the situation that they have experienced to achieve high performance. In other words, organizations should not be managed by one-size-fit-all approach but should work out unique managerial strategies depending on the particular situation that they have experienced by Ologbo *et al.* (2012). Samad *et al.* (2015) suggested that strategic management is one of the strategies that can help organizations attain their performance based on the above situation.

Strategic management is a set of managerial decisions and actions that determines the long run performance of an organization. Strategic management is important for performance of organizations and can be beneficial when an organization applies approach to strategic management which matches the situation they are in Pearce and Robinson (2003), Thompson and Strickland (2003). It is one of the widely applied approaches to address the performance of private and government organizations (Johnson *et al.*, 2011). This is without exception for Yemen government organizations. Public organizations have been given a great concern by many people in Yemen due to their contribution towards the nation building and achieving the national agenda. One of the ministries that has been given a great concerns by the public in Yemen is Ministry of Health (MOH). The performance of Yemen Ministry of Health was reported as not at the highest level as expected. Though the Yemen government has taken various initiatives to make changes in management since 1990, however the performance of some ministries including Ministry of Health still needs some improvements. The ministry of health has linked its performance to the strategic management in terms of its formulation and implementation strategy. The question is whether formulation and implementation strategy were the factors that have affected performance of Yemen Ministry of Health? Thus, this study was embarked to unravel this question. Further, though many studies have been embarked in this topic, currently less study has been done in Yemen government organizations specifically in Yemen Ministry of Health. This study therefore examined the relationship and influence of formulation and implementation strategy on organizational performance of Yemen Ministry of Health.

**Literature review:** As highlighted in the literature strategic management is defined as the process of

developing a strategic vision, mission, policies and core values; setting objectives; crafting a strategy to achieve the objectives and the company vision; allocating resources and executing strategy; monitoring, evaluating and initiating corrective actions (Wheen *et al.*, 2015). Strategic management relates more to the managerial aspect of strategy (FitzRoy *et al.*, 2012). In short strategic management of an organization refers to a combination of strategy that consists elements of: environmental scanning, formulation strategy, implementation strategy and evaluation and control. It includes environmental scanning (both external and internal), formulation strategy (strategic or long-range planning), implementation strategy and evaluation and control. It can be concluded that generally strategic management encompasses three main components namely formulation or planning, implementation and evaluation (Samad *et al.*, 2013).

Meanwhile strategy is defined as the direction and scope of an organization over the long-term to achieve organization goals through its configuration of resources (Johnson *et al.*, 2011). Strategy in an organization generally encompasses three levels namely organizational, business and operational. Derived from the contingency theory, formulation and implementation strategy in particular appear as part of the strategic management dimensions that would help organizations achieve their goals (Julian, 2013).

Meanwhile, strategic management theories highlight contingency theory as one of the management approaches that are linked to competitiveness and performance of organization (David, 2012). With this notion contingency theory suggests that the strategic choice of organizations is guided by the past situation or experience in the organization (Zeithaml *et al.*, 1988). Rooted from the strategic management theories this study is underpinned by contingency theory which examined two key components of strategic management namely formulation and implementation strategy as factors that have affected organizational performance. To recapitulate, strategic management theories consist of several theories which include profit maximizing and competition-based theory, resources-based theory, survival-based theory, human resource-based theory, agency theory and contingency theory by David (2012). Strategic management is one of the key strategies in achieving organizational performance and has been applied in various setting (Johnson *et al.*, 2011). It is a critical management tool that helps organizations to gain competitive advantage over their competitors (Ologbo *et al.*, 2012). Recently, it becomes more relevant in public organizations due to the increased emphasis has been placed on attaining high performance level of organization (Poister *et al.*, 2010).

Some studies have highlighted the importance of all strategic management factors of formulation, implementation and evaluation on organization performance (Dauda *et al.*, 2010). However, several number of studies have reported different emphasis and results in terms of which strategic management dimension that has influenced significantly on the performance of an organization. A variety of views too have been given on which critical dimension of strategic management that has greater impact on performance of organization. Some argue the importance of good management control and evaluation to ensure performance and vice versa. Some researchers stressed that all dimensions in strategic management are equally important on organizational performance (Mohamud and Mohamud, 2015; Muogbo, 2013; Gichunge, 2011). While these researchers have focused on the importance combination of strategic management dimensions for organizational performance, however, other researchers such as Julian (2013), Aldehayat and Twaissi (2011), Franklin (2011) and Coldiron *et al.* (2011) have found individual factor of formulation strategy as the critical factor that has affected organizational performance. This suggests that formulation strategy is important dimension of strategic management to achieve organizational performance based on the their context of study.

Formulation strategy refers to the developed phase of long-term plans for the effective management of environmental opportunities and threats on the principle of companies' strengths and weaknesses (Huiru, 2011). It encompasses defining the organizations mission, specifying achievable objectives, developing strategies and setting policy guidelines (Mintzberg *et al.*, 2003). As one of the important components of strategic management processes formulation strategy is one aspect that has been examined by various scholars as it is usually different from one institution to another and is riddled with several challenges (Njeru, 2014). This is because formulation phase is the initial strategy that aims at ensuring the organizations achieve their objectives (Samuel and Peter, 1991). David (2012) stated that formulation strategy is critical as it decides which business to pursue, how to allocate resources without hostile takeovers and whether to enter international markets. It also determines the development of a vision, mission statement, identification of external and internal forces, establishing long term objectives, strategies alternatives and choose the best strategy to achieve organizational performance.

In another studies, however researchers such as Muchira (2013), Njagi and Kombo (2014), Ogunmokun *et al.* (2005) have emphasised implementation

strategy as the most important aspect of strategic management that linked to organizational performance. Implementation strategy involves how the organization's resources and motivation of the staff are organized to achieve its objectives (Muchira, 2013). This strategy initiates activities of the whole organization strategic management (Sharplin, 1985). It requires organizations to establish objectives, devise policies, motivate employees and allocate resources to execute formulated strategies. According to Samuel and Peter (1991) without effective implementation strategy organizations are unable to reap the benefits of performing an organization analysis, establishing organization direction and formulating organizational strategy. Implementation strategy is critical, most complicated and time consuming, as it deals with all facets of managing and more importantly it crosses many levels and areas within the organization (Shah, 2005). This strategy is mainly an operation driven activity which requires people involvement and business processes. Its success depends on performing a good job with and through others, building and strengthening competitive capabilities, motivating and rewarding people in a strategy supporting manner (Hough *et al.*, 2008). Lepsinger (2011) suggested that involving the right people in the right decisions and organization alignment are important in this strategy. In addition, a systematic implementation strategy should include suitable organizational structure, coordination, information sharing, incentives, controls, change management, culture and the role of power and influence in the organization (Hrebiniak, 2013).

Preceding discussions conclude that scholars have addressed strategic management research in various perspectives. Though previous studies portrayed various focuses pertaining to the relationship and influence of strategic management factors on organizational performance, however less of evidence existing research exists about the influence of formulation and implementation strategy on performance of government organizations, including in Yemen Ministry of Health. The confusion on which strategy will influence most to the performance of an organization posits unanswered question which needs to be unravelled (Samad *et al.*, 2014). Further previous studies have shown mixed empirical findings and mostly done in private organization and in Western setting. To bridge the previous research gap this study therefore examined the relationship and influence of formulation and implementation strategy on organizational performance of Yemen Ministry of Health.

**Formulation, implementation strategy and organization performance:** Strategic management in general has always been associated to organization outcomes such as productivity and performance of organization

(Samad *et al.*, 2014). Julian (2013) found that multiple formulation strategy approaches have enhanced organizational performance in Kenya. This empirical findings revealed that formulation strategy has directly related and influenced the organizational performance of government agencies and partner organizations that involved in the study. This result also suggested that effectiveness and performance of organization was determined by the different approaches of formulation and implementation strategy measures. This implied that selecting the appropriate approach to measuring relationship between formulation and implementation strategy with organization performance must be done with caution. Study by Akinyele and Fasogbon (2010) has indicated a positive impact of formulation strategy on organizational performance and survival. The result also showed that implementation strategy has enhanced better organizational performance. Franklin (2011) has found formulation strategy as important factor in improving the non-profit organizational performance which ultimately has influenced performance of non-profit organizations.

Previous studies have also provided support on the link between the individual factor of implementation strategy and organizational performance (Njagi and Kombo (2014). Ogunmokun *et al.* (2005) have found the importance of effective implementation strategy to gain competitive advantage and performance of hospital. A cross sectional study conducted by Muchira (2013) revealed that implementation strategy has affected organization performance which was measured based on various aspects such as organization use of projected performance of competitors, organization goals, past performance of the organization and projected performance of organization across industries to access their performance. This study also showed the significant impact of implementation strategy on organization financial performance, organization profitability, business turnover and volumes of sale. Various organizational performance measures have been postulated by scholars which generally reflects the performance measures from financial and non-financial perspectives. This study however applied organizational performance model of Qouod (2006), a revised model of Balanced Scorecard developed by Kaplan and Norton (2005) to measure performance from both the financial and non-financial aspects.

Deriving from the preceding discussions the objectives of the study were to examine: the relationship between formulation strategy (vision, mission and goals); implementation strategy (strategy, structure and human resource) and organizational performance; the influence

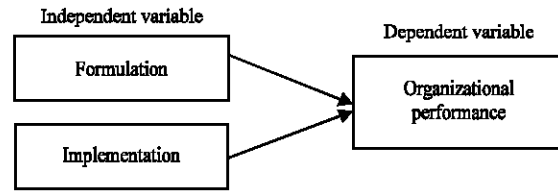


Fig. 1: Conceptual frame work of study

of formulation strategy (vision, mission and goal) and implementation strategy (strategy, structure and human resource) on organizational performance and The differential influence between formulation strategy (vision, mission and goal) and implementation strategy (strategy, structure and human resource) on organizational performance. Figure 1 depicts the conceptual framework of the study. Consequently this study was to answer the following hypotheses:

- H<sub>1</sub>: there a significant relationship between formulation strategy (vision, mission and goals), implementation strategy (strategy, structure and human resource) and organizational performance
- H<sub>2</sub>: formulation strategy (vision, mission and goal) and implementation strategy (strategy, structure and human resource) will have significant influence on organizational performance
- H<sub>3</sub>: implementation strategy (strategy, structure and human resource) will have more significant influence than formulation strategy (vision, mission and goal) on organizational performance

## MATERIALS AND METHODS

This is a correlation study that examined the relationship and influence of independent variables on dependent variable. The sample of this study was selected based on random sampling among 150 staff at top and middle management level in Yemen Ministry of Health. The criteria of the respondents in the sample were based on a) staff who have worked at least three years in a management level; involved in decision making and permanent staff. Self-administered questionnaires were distributed to respondents within one month. About 120 useable questionnaires were analyzed with the response rate of 80% of the whole sample. This sample is adequate to be analyzed because a total of 108 respondents are required to represent the population size of than 150 people (Sekaran and Bougie, 2013). The collected data were analyzed using SPSS Version 22.

The independent variables of the study were formulation strategy with 14 items and consists 3 dimensions of vision (5 items), mission (4 items) and goals (5 items) and implementation strategy (14 items)

with three dimensions of strategy (5 items), structure (4 items) and human resource (4 items). These variable were measured using the adapted instrument from Qouod (2006). The dependent variable was organizational performance which measured based on dimensions of finance (8 items), employee commitment (8 items) internal operation (13 items) and growth and learning (15 items) adapted from the instrument developed by Qouod (2006). The response options for all the items were based on a 5 point Likert-scale ranging from 1 = strongly disagree to 5 = strongly agree. The Cronbach's alpha values which indicated the reliability of the dimensions in formulation strategy were 0.84 for vision, followed by 0.81, 0.80, for mission and goals respectively. For the dimensions of implementation strategy the Cronbach's alpha values were 0.87, 89 and 90 for strategy, structure and HR, respectively. The Cronbach's alpha value for organizational performance was 0.93. The coefficient alpha values for all the measured variables were above 0.70, therefore within the acceptable value (Nunnally, 1978).

**RESULTS AND DISCUSSION**

Descriptive analysis and inferential statistics were employed in the study. The descriptive analysis was conducted to analyze the profile of the respondent and inferential statistics was employed to test the hypotheses of the study.

**Profile of respondents:** Table 1 presents findings on the profile of respondents in the study. A total of one hundred and twenty usable questionnaires were analyzed in this study indicating a high response rate of 80%. From the analysis in Table 1, it was found that the majority of the respondents were males with percentage of 81.7% and 18.7% were females. A total 43.3% respondents were department manager followed by 36.7% manger, 18.3% general manager and 1.7% deputy manager. In terms of age the highest percentage of 42.5% were in the age group of 35-45 year followed by 37.5% in the age group of 45-55, 14.2% in the age group of 20-35 and 5.8% in a group of >55 years old. The highest percentage of the respondent's educational background was 45.8% having bachelor degree followed by 26.7% master degree, 20.8% diploma and 6.7% Ph.D. In terms of years of experience, the highest percentage 45.8% were having experience between 10-20 year followed by 23.3% from >5-10 year, 20.9% >20 year of experience while 10% of respondents having one to 5 year of experience.

**Relationship between formulation and implementation strategy with organizational performance (H<sub>1</sub>):** Table 2 presents the results of the correlation analysis between dimensions of formulation and implementation strategy with organizational performance to answer the first

Table 1: Respondent's profile (N = 120)

Variables	Frequency	Percentage
<b>Gender</b>		
Male	98	81.7
Female	22	18.3
<b>Position</b>		
Dept. manager	52	43.3
Manager	44	36.7
Gen. manager	22	18.3
Dep. manager	2	1.7
<b>Age (years)</b>		
20-35	17	14.2
>35-45	51	42.5
>45-55	45	37.5
>55	7	5.8
<b>Level of education</b>		
Diploma	25	20.8
Bachelor	55	45.8
Master	32	26.7
PhD	8	6.7
<b>Years of experience</b>		
1-5	12	10.0
>5-10	28	23.3
>10-20	55	45.8
>20	25	20.9

Table 2: Correlation coefficients of the variables

Variables	1	2	3	4	5	6	7
1	1.000	-	-	-	-	-	-
2	0.631	1.000	-	-	-	-	-
3	0.739	0.656	1.000	-	-	-	-
4	0.513	0.543	0.602	1.000	-	-	-
5	0.425	0.380	0.316	0.355	1.000	-	-
6	0.860	0.664	0.693	0.442	0.459	1.000	-
7	0.480	0.440	0.463	0.345	0.287	0.537	1

\*p<0.05; Formulation (1 = Vision; 2 = Mission; 3 = Goals); Implementation (4 = Structure; 5 = Strategy; 6 = HR); 7 = Performance

objective and hypothesis of the study. In this analysis, the pearson product-moment correlation coefficient was employed to assess the relationship between the dimensions of formulation strategy (vision, mission, goals); implementation strategy dimensions (strategy, structure and human resource) and organizational performance. As hypothesized the result revealed a positive and significant relationship between vision, mission, goals, strategy, structure and human resource and organizational performance.

As portrayed in Table 2, the pearson's correlations between the study dimensions were positive ranging from 0.287-0.537 and all of these coefficients were found to be significant at .05. It was found that the highest significant correlation was between the HR and organizational performance (0.537) followed by the correlation between vision (0.480), goals (0.463), mission (0.440), structure (0.345) and strategy (0.287) with organizational performance. This shows that as all of these dimensions increase, the organizational performance will increase consistently. Since the results indicated positive and significant relationships for all dimensions of the variables, thus H<sub>1</sub> was accepted.

**Influence of formulation and implementation strategy on organizational performance (H<sub>2</sub>):** Table 3 presents data to

Table 3: Multiple regression analysis of formulation and implementation on organizational performance

Variables/Dimensions	Organizational performance				
	Std. $\beta$	t-values	R <sup>2</sup>	F-value	p-values
Formulation			0.272	14.456	0.000*
Vision	0.480	5.942			0.000*
Mission	0.440	5.317			0.000*
Goals	0.463	5.670			0.000*
Implementation			0.303	16.812	0.000*
Strategy	0.345	3.988			0.001*
Structure	0.287	3.255			0.000*
Human Resource (HR)	0.537	6.912			0.000*

\*p<0.05

answer the second and third objective of the study. For this purpose, the regression analysis was conducted to test the H<sub>2</sub> and H<sub>3</sub>. An important step in a multiple regression analysis is to ensure that the assumptions of no multicollinearity has been met. Multicollinearity denotes the situation in which the dependent variables are extremely correlated (Pallant, 2001). According to Kline (2010), correlation values of any study must be under the threshold of 0.90. In other words any correlation values that are >0.90 is considered as having multicollinearity. As can be seen in Table 2, none of the correlations reached the 0.90 threshold. Thus, there is no issue of collinearity problem hence, multiple regression analysis can be carried out to answer the hypotheses H<sub>2</sub> and H<sub>3</sub> of the study.

As shown in Table 3 the variables of study (formulation and implementation) and their dimensions have affected and influenced organizational performance significantly at p<0.05. Examining the beta value of each dimension of formulation strategy, it indicated that vision (0.480) appeared as the most important factor that affected organizational performance followed by goals (0.463) and mission (0.440). Meanwhile, for implementation strategy, the beta value of each dimension indicated that human resource (0.537) appeared to the most important factor that have affected on organizational performance followed by strategy (0.345) and structure (0.287).

Additionally, the R<sup>2</sup> = 0.272 indicated that 27.2% of variance in formulation strategy (vision, mission and goals) has affected significantly on organizational performance. This suggests that formulation strategy contributed 27.2% of variance on organizational performance. It was found also that R<sup>2</sup> = 0.303 denoted that 30.3% of variance in organizational performance was explained by implementation strategy (strategy, structure and HR). In other words, implementation strategy contributed 30.3% of variance on organizational performance of Yemen Ministry of Health. Hence, the data in this analysis provided support for the H<sub>2</sub> that formulation and implementation strategy have affected and influenced significantly on organizational performance. Therefore, H<sub>2</sub> was accepted.

**Differential influence between formulation and implementation strategy on organizational performance (H<sub>3</sub>):**

The third objective and hypothesis of the study was to examine whether implementation strategy will have more effect or influence than formulation strategy on organizational performance. Results on Table 3 revealed that both formulation and implementation strategy have influenced significantly on organizational performance. It was found also that all dimensions in formulation and implementation strategy have affected organizational performance. Assessing the influence and effects of each dimension it was revealed that the R<sup>2</sup> = 0.303 indicated that 30.3 % of variance in organizational performance has been contributed or explained by three dimensions of implementation strategy mainly strategy, structure and HR. Similarly the R<sup>2</sup> = 0.272 for formulation strategy indicated that 27.2% of variance in organizational performance has been influenced or explained by three dimensions of vision, mission and goals. The results showed that implementation strategy influenced more significantly with variance of 30.3% on organizational performance than formulation strategy with variance of 27.2%. This findings confirmed the H<sub>3</sub> of the study that implementation strategy has more significant effect or influence than formulation strategy on organizational performance. This data supported the hypothesis H<sub>3</sub> of study. Therefore, the hypothesis H<sub>3</sub> was accepted.

The main objective of this study was to examine relationship and influence of formulation and implementation strategy on organizational performance. The other important issue in this study was to assess the differential influence between formulation and implementation strategy on organizational performance. The correlation analysis between the dimensions of formulation strategy (vision, mission and goals) and implementation strategy (strategy, structure and human resource) and organizational performance were found to be positive and significant. This results confirmed the first hypothesis of the study which is close parallel to the previous research (Samad *et al.*, 2014; Franklin, 2011; Coldiron *et al.*, 2011). The results also found that formulation and implementation strategy have significant influence on organizational performance which is consistent to empirical studies by Herbiniak (2013), Lepsinger (2011), Akinyele and Fasogbon, (2010). This suggests that formulation and implementation strategy were perceived by management staff as important factors to achieve the performance in Yemen Ministry of Health. From the results it was found that human resource aspect appeared as the most important factor in implementation strategy for organizational performance while vision emerged as the most important factor in formulation

strategy that influenced organizational performance. This results is in tandem with previous empirical research which emphasized the role of human resource and vision in formulating and implementing strategy (Muchira, 2013). The same notion was shared by Hough *et al.* (2008) and Huiru (2011) which stated that the success of formulation and implementation strategy will depend on a well-defined vision and how well members in organization work with others.

The interesting finding was on the result of the third hypothesis which revealed that implementation has more significant influence than formulation strategy which was also supported by previous studies (Njagi and Kombo, 2014). This finding is as expected because implementation strategy is a critical stage in strategic management as it could be the crucial turning point in the development of an organization (Crittenden and Crittenden, 2008). This results implied that though strategic management generally consists of various dimensions, caution and attention may need to be given on which stage is more critical and challenging in attaining organizational performance. Samuel and Peter (1991) stressed that organizations may fail to reap the organization goals without effective implementation strategy.

### CONCLUSION

In conclusion, the preceding discussion suggest that formulating and implementing strategy lie at the heart and soul of managing a business in organization. These strategies are important because these stages involve various important decision making in various aspects. Additionally the underlying theory of contingency has also provided explanation on the rationale of applying strategic choice to attain organizational performance based on the past situation experienced by the organizations. In this study, the strategic choice was strategic management, focusing on formulation and implementation strategy in Yemen Ministry of Health. Thus the findings of this study have provided evidence that formulation and implementation strategy would be able to enhance the performance of Yemen Ministry of Health.

This study has not been given much emphasis in earlier studies particularly in Yemen Ministry of Health and government organizations. The findings will close the previous empirical research and existing body of knowledge in the area. It will be useful as well for decision makers and practitioners in their decision making. Since this study is limited to Yemen Ministry of Health therefore it may posit difficulty in terms of generalizability of the results in the different setting. Further study may be done in another setting using other perspectives of strategic management and different approach of methodology to validate the research finding.

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