RELATIONSHIP BETWEEN INSTITUTIONAL FACTORS AND IMPLEMENTATION OF STRATEGIC PLANS OF COUNTY GOVERNMENT IN KENYA: A CASE OF NYAMIRA COUNTY

Okerio, M., & Muturi, W.

RELATIONSHIP BETWEEN INSTITUTIONAL FACTORS AND IMPLEMENTATION OF STRATEGIC PLANS OF COUNTY GOVERNMENT IN KENYA: A CASE OF NYAMIRA COUNTY

Okerio, M.,[*1] & Muturi, W.[2]

[*1] Master Candidate, Jomo Kenyatta University of Agriculture and Technology [JKUAT], Kenya
[2] Professor, Ph.D, Lecturer, Jomo Kenyatta University of Agriculture and Technology [JKUAT], Kenya

ABSTRACT

The purpose of the study was to establish the relationship between organizational culture and implementation of Strategic plans in Nyamira County government in Kenya. The study was based on the implementation theories. It employed descriptive research design to target 195 respondents comprised of employees working in Nyamira county government. Stratified sampling technique was used to categorize the 59 respondents according to their departments. Further, the study was incorporated primary data by closed ended questionnaires. To test reliability and validity of the study, the pre-test item analysis was conducted at two different points in the study. Data was analyzed using descriptive statistics such as mean and standard deviations. Inferential statistics was done by correlation analysis. The study showed that the competent management include framework for social responsibility and the company cooperate all job seekers as well to customers to pay has the highest mean. The results showed the company cooperated to all job seekers as well to customers to pay. Organization culture showed that the leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing and the organization is a very controlled and cultured place. From the results, it was shown that the leadership in the organization culture is generally considered to exemplify mentoring, facilitating, or nurturing. The County had an Organization's culture that supports implementation of documented strategies in the master plan and county strategies are made to adopt change in organization culture communicated to all employees.

Key Words: *Organizational Culture, Strategic Plans*

INTRODUCTION

Implementation of strategic plans in organizations is a research area that cuts across different fields of institutions including project management, strategic management, organizational theory, and organization development in United States (Pearce and Robinson 2015). Despite heightened interests on formulation and implementation of strategic plans. It is an evident geographical bias exists when deciding most strategic plans. There has been accomplished inconsistent association between the process leading to strategic plans and performance (Cappel, 2014).

Institutional process is rather than only on the strategy content and outcome as it provides conceptualization. Strategic plan is an attitude and an outcome of a process concerned with the future consequences of current decisions (Heide 2012). Institutional factors such as formal strategic planning links short, intermediate, and long-range plans linked to strategic plan implementations.

Strategic plans do not attempt to substitute future decisions or even forecast future events. Despite research by Harris (2013) and is the critical assumption that Strategic plans are important, the debates rages on in the literature; the key question being if there is really a link between strategic plan formulation, implementation and institutional factors. The advantage of strategic plans is most notably their ability to improve the fit between the institution and its external environment.

The effective organization cultures are not as rational and analytical as it has been portrayed in the literature. It contends that planning process is both a generic activity whose success institutional factors are partially is applied in strategic plans. The kind of a planning and institutional factors linkage is the decisions made the characteristics of the strategic plans make to decision making (Ochanda 2016).

. The culture of the organization should be compatible with the chosen strategy. Culture defines the configuration of a organization showing the relationships that exists between the various parts of the organization (Olson 2015). The process element includes leadership, culture, resources and other administrative procedures If there is incongruence, adjustment will be necessary either for the culture or for the development itself. Chandler (2012) points out that while culture follows strategy, there is also evidence that culture influences strategy in certain situations.

The successful development implementation by introducing the concept of "soft" and "hard" aspects of implementation in strategic plans needs to fit together if the development is to be implemented. The soft elements comprise the behavioural dimensions while the hard elements comprise the analytical dimensions to the process making and the subsequent implementation of development plans. He contends that the issue then becomes one of creating a strategic fit between the soft and hard elements and organizational variables (Heskitt, 2017). The culture must have supported every member of the organization. This is why the top office must be involved from the beginning. An organization's leader is its most influential member. For effective implementation of development, there is need for adequate leadership in the organization. This will ensure that all the organizations effort is united and directed institutional factors and implementation of strategic plans achievement of the organizations goals (Hrebiniak, 2012).

Statement of the problem

Although formulating a consistent strategy is a difficult task for any management team, making that strategy work implementing it throughout the organization culture is even more difficult (Hrebiniak, 2016). Nyamira County has faced challenges in implementing institutional factors of strategic plans. Harris (2013) noted that unlike strategy formulation, strategy implementation is often seen as something of a craft, rather than a science and its research

history has previously been described diversely. It is thus not surprising that after a comprehensive strategy or single strategic decision has been formulated, significant difficulties usually arise during the subsequent implementation process.. It is important that the culture of the organization be compatible with the strategic plan difficult to be implemented. The chief executive can play an important role in setting organization values. It is argued that organization can run into trouble when they fail to take into account the corporate culture as they make changes in their strategy. Galbraith (2016) argues that corporate culture is one of the culture that attribute poor implementation plans of organizations.

Koteen (2018) found that organizations achieve a fit between their strategies and culture. Lack of these strategic plans can lead to resistance that in turn may frustrate the strategy implementation effort. The strategy to be implemented is not realistic in relation to available resources. Human capital is an important resource in the organization, therefore training and development is very important for improved performance. In order to enhance effective strategy implementation is geared to point out the established causes of failure before and to aid in having surveillance to avoid a vicious repeat elsewhere. Therefore, the purpose of this study was to carry out an analysis of the organization culture that relate to implementation of strategic plans in Nyamira County government in Kenya.

Study Objective

The general objective of this study was to establish the relationship between organizational culture and implementation of strategic plans in Nyamira County government in Kenya.

LITERATURE REVIEW

The study was based on implementation theory which was propounded by Kouzes and Posner in 1995. It states that the quest of finding a model for strategy implementation is that can overcome existing deficiencies. It was later modified by Bourgeois and Brodwin (2012) who have created a five-model system for strategy implementation categorizing strategy implementation practices. It shows different positions or viewpoints one might assume while implementing strategy.

The commander model draws its influences from the military life, in the sense that the CEO wields absolute power, In this model the CEO is the rational agent behind the strategy decisions and plays no role in implementation. The CEO-model's works best with a powerful executive with few personal biases and vast and accurate sources of information, the change model is based on planned interventions in the organization's culture and systems, which will set off the desired behavioral outcomes. This model creates the ability to carry out more complicated strategic plans than the commander model, but also creates an additional inflexibility for unanticipated events and changes of plan (Kaplan 2016).

This theory helps to motivate the managers and also provides the strategic decision-making–process with more information and cognitive capital. The problem of this model results from the fact that collaboration does not reach beyond top management. More decision making also means more politics and conflicts of interest, which may mean less rationality. The cultural model is based on molding the organization's culture to ensure the acceptance of a shared vision. This model is based on all organizational members participating in decision making directed to perpetuate the vision. The main problem of this model is the vast amount of time it requires. It also presupposes an intelligent and responsible workforce and may lead to suppressing homogeneity in the organization (Heide 2012).
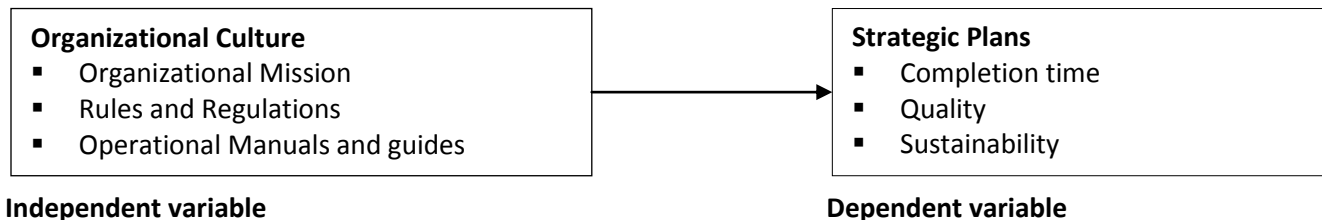
Organizational Culture		**Strategic Plans**
- Organizational Mission		- Completion time
- Rules and Regulations	$\longrightarrow$	- Quality
- Operational Manuals and guides		- Sustainability

Independent variable   **Dependent variable**

Figure 1: Conceptual Framework

Empirical Review

Peters and Waterman (2016) focused attention on the role of culture in project management. Organizational culture is more than emotional rhetoric; the culture of an organization develops over a period of time is influenced by the values, actions and, beliefs of individuals at all levels of the organization. Persons involved in choosing a development strategy often have access to volumes of information and research reports about the need for change in projects. They also have time to analyze and evaluate this information. Organizational culture is the specific collection of values, norms, beliefs, and attitudes that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization. The culture describes the characteristic ways - "this is the way we do it around here" - in which members of an organization get the job done. Top managers, because they can influence which kinds of beliefs and values develop in an organization, are an important determinant of how organizational members will work toward achieving organizational goals like implementation of strategic plans (Hill and Jones, 2010).

Further, Sathe (2013) argued that culture guides the actions of organization members without the need for detailed instructions to discuss how to approach particular issues or problems. He adds that an organization culture facilitates the mode of communication, decision-making, control, company relationships as well how the organization relates to the external environment which if not well formulated negatively affects implementation of development plans.

Top management is responsible for creating a lofty inspirational vision that will generate enthusiasm among all employees through sincere and sustained commitment coupled with persistence and reinforcement of those values, through word and deed. Further, the project implementer must therefore ensure that development is always to avoid what is commonly referred to as "this is how things have been done here" resistance (Robinson and Coulter, 2012).

Culture in organizations refers to the formal framework by which tasks are organized and coordinated (Robin and Coulter, 2012). Mintzberg (2017) suggests that organizations can be differentiated along three basic dimensions: (1) the key part of the organization, that is, the part of the organization that plays the major role in determining its success or failure; (2) the prime coordinating mechanism, that is, the major method the organization uses to coordinate its activities; and (3) the type of decentralization used, that is, the extent to which the organization involves subordinates in the decision-making process. The key parts of an organization are shown in the following on strategic apex is top management and its support staff. In local authorities, this is the clerk and the administrative departments. The operative core is the workers who actually carry out the organization's tasks. The middle line is middle- and lower-level management. The techno culture is analysts such as engineers, accountants, planners, researchers, and

personnel managers. The support staff is the people who provide indirect services. In local authorities, similar services include maintenance, clerical, food service, busing, legal counsel, and consulting to provide support.

The second basic dimension of an organization is its prime coordinating mechanism. This includes the following: Direct supervision means that one individual is responsible of the work of others. This concept refers to the unity of command and scalar principles. Standardization of work process exists when the content of work is specified or programmed. In local authorities, this refers to job descriptions that govern the work performance of staff. Standardization of skills exists when the kind of training necessary to do the work is specified. In local authority systems, this refers to staff certificates required for the various occupants of a local authority's hierarchy.

Pearce & Robinson (2018) identified five structural types. The five types include simple culture that is controlled by individuals, typical of small size operations, functional cultures with a Chief Executive Officer (CEO) with prime activity centred in areas like Finance, Marketing, Production and others below him, geographical culture that would have functional culture at the headquarters plus geographical managers in different regions, divisional/strategic business unit culture that have some level of autonomy but reporting to corporate office, matrix culture usually for large complex organizations that combines functional, divisional as well as geographic cultures and finally team based cultures that cut across functions as well as project based cultures that are formed and dissolved on the basis of specific projects.

Chandler (2014) on strategy and culture observed that there is a need for building an internal organization culture that is responsive to the needs of the project. He observed that the simplest

organisation culture that will do the job is considered the best one. The structural design of a firm has to have clear key activities needed to produce key results.

As organizations grow, the size and number of their functions and divisions increase. To economize on bureaucratic costs and effectively coordinate the activities of people, functions, and divisions, managers must develop a clear and unambiguous hierarchy of authority or chain of command that defines each manager's relative authority from the CEO down through the middle managers and first-line managers to the non-managerial employees who actually make goods or provide services.

Richards, (2016) Every manager, at every level of the hierarchy, supervises one or more subordinates. Hill and Jones (2010) supplement that when managers know exactly what their authority and responsibilities are, information distortion problems that promote managerial inefficiencies are kept to a minimum, and handoffs or transfers can be negotiated and monitored to economize on bureaucratic costs.

METHODOLOGY

The study employed descriptive Design. A research design is a systematic plan that helps solve a scientific problem (Kothari, 2012). It basically offers a framework that would be helpful in getting answers to a research problem in an orderly and systematic way. This type of research presents facts concerning the nature and status of a situation, as it exists at the time of the study. This design also underscores the relationships and practices that exist, beliefs and processes that are ongoing, effects that are being felt, or trends that are developing. The target population of this study was 195 employees working in Nyamira County Government Ministries. Stratified sampling was used to select 30% of 195 respondents. The sample size for the study was 59 respondents. Data collection was by use of questionnaires. Quantitative data was analyzed using descriptive statistics in form

of percentages, frequencies means and standard deviations, for inferential statistics Pearson correlation analysis was used to analyze data.

RESULTS

The study sought to establish to what extent the aspect of organization culture influences implementation of strategic plans as shown in table 1.

Table 1: Organization culture

Statement	Mean	Std. Deviation
The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves	2.84	1.34
The organization is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks.	2.87	1.40
The organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.	2.90	1.37
The organization is a very controlled and cultured place. Formal procedures generally govern what people do.	2.92	1.46
The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.	3.05	1.27
The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.	3.14	1.40
The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.	3.19	1.43
The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves	3.22	1.34
The organization is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks.	3.22	1.32
The organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.	3.27	1.43
The organization is a very controlled and cultured place. Formal procedures generally govern what people do.	3.35	1.34
The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.	3.51	1.24
Grand mean	**2.93**	**1.34**

The study showed that the leadership in the organization was generally considered to exemplify mentoring, facilitating, or nurturing with a mean of 3.51 had standard deviation of 1.24. The organization was a very controlled and cultured place. Formal procedures generally governed what people did with a mean of 3.35 had standard deviation of 1.34, The organization was very results oriented. A major concern was with getting the job done. People were very competitive and achievement oriented with a mean of 3.27 had standard deviation of 1.43, The organization was a very dynamic entrepreneurial place. People were willing to stick their necks out and take risks with a mean of 3.22 had standard deviation of 1.32, The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important with a mean of 3.19 had standard deviation of 1.43, The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships with a mean of 3.14 had standard deviation of 1.40, The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing with a mean of

3.05 had standard deviation of 1.27, The organization is a very controlled and cultured place. Formal procedures generally govern what people do with a mean of 2.92 had standard deviation of 1.46, The organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented with a mean of 2.90 had standard deviation of 1.37, The organization is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks with a mean of 2.87 had standard deviation of 1.40, organization is a very personal place. It is like an extended family and People seem to share a lot of them with a mean of 2.84 standard deviation of 1.34.

CONCLUSIONS AND RECOMMENDATIONS

The study sought to establish the relationship between organization culture and implementation of strategic plans. The study showed that the competent management include framework for social responsibility and the company cooperate all job seekers as well to customers to pay has the highest mean. The results showed the company cooperates to all job seekers as well to customers to pay.

The study established the aspect of organization culture influences implementation of strategic plans. The study recommended that the county should in incorporate job seekers as well to customers to pay.

REFERENCES

Akan, O., Allen, R.S., Helms, M.M., and Spralls Ш, S.A. (2016). Critical Tactics for Implementing Porter" s Generic Strategies. *The Journal of Business Strategy,* 27, 43-53.

Alexander, L.D. (2015). Successfully Implementing Strategic Decisions. *Long Range Planning*, 18, 91-97.

Allio, M.K. (2015). A Short, Practical Guide to Implementing Strategy. *Journal of Business Strategy*, 26, 12-21.

Ansoff, H. I and E. McDonnell, E (2014), *Implanting Strategic Management*, second New Jersey, Prentice Hall

Anthanassiou, N., and Nigh. D. (2017). The Impact of U.S. Company Internationalization on Top Management Team Advice Networks. *Strategic Management Journal,* January, 83–92.

Aosa E, (2012) "An Empirical Investigation of Aspect of Strategy Formulation and Implementation within Large private Manufacturing Companies in Kenya" *Unpublished PhD Thesis*, University of Strathclyde UK

Bantel, K.A. (2017). Performance in Adolescent, Technology-Based Firms: Product Strategy, Implementation, and Synergy. *The Journal of High Technology Management Research*, 8, 243-262.

Bechtell, P. and Michele L (2015). The Management Compass*: Steering the Corporation Using Hoshin Planning.* New York: AMACOM.

Beer, M., and Eisenstat, R.A. (2014). The Silent Killers of Strategy Implementation and Learning. *Sloan Management Review,* Summer, 29-42.

Bourgeois, L. J. & Brodwin, D. R. (2012): Strategic Implementation: Five Approaches to an Elusive Phenomenon. *Strategic Management Journal* 5 (3) 241- 264.

Bozeman, E.R and Strausmann, G.E. (1990). Key success factors for strategy implementation in Latin America. *Journal of Business Research*, 1-9.

Brand, C., Heyl, G. And Maritz, D. (2014). "Leadership". In Meyer, M. and Botha, E. eds). *Organisational Development and Transformation in South Africa*. Durban: Butterworths.

Bryson, M. E. (1993) Collective centering and collective sense-making in the stories

Bycio P, Hacket, R.D, and Allen J.S, (2012) Further assessment ad Conceptualization of Traits of Leadership, *Journal of Applied Psychology*, Vol 80. NO 4, pp 468-78.

Chandler, H. (2012). Firm Resources and Sustained Competitive Advantage, *Journal of Management, 17, pp. 99-120.*

Chimhanzi, J., & Morgan, R. E. (2015). Explanations from the marketing/human resources dyad for marketing strategy implementation effectiveness in service firms. *Journal of Business Research*, 58(6), 787-796.

Forman, J., & Argenti, P. A. (2015). How Corporate Communication Influences Strategy Implementation, Reputation and the Corporate Brand: An Exploratory Qualitative Study. *Corporate Reputation Review*, 8, 245-264.

Galbraith, J., and R. Kazanjian (2016). Strategy Implementation: *Culture, Systems and Process.* 2nd ed. St. Paul, MN: West.

Gupta, A.K. (2017). SBU Strategies, Corporate-SBU Relations, and SBU Effectiveness in Strategy Implementation. *Academy of Management Journal*, 30, 477-500.

Hair, K., Robert, M and Lipp, S. (2013) Case Study Research: Design and Methods: Sage, Thousand Oaks, California, 2013.

Harris, L. "Initiating Planning: The Problem of Entrenched Cultural Values." *Long Range Planning* 32, no. 1 (2018): 117–126.

Heide, M., Gronhaug, K., & Johannessen, S. (2012). Exploring Barriers to The Successful Implementation of a Formulated strategy. *Scandinavian Journal of Management,* 18(2), 217-231.

Heide, M., Grønhaug, K.,and Johannessen, S. (2012). Exploring Barriers to The Successful Implementation of a Formulated strategy. *Scandinavian Journal of Management,* 18, 217-231. 44

Heskitt, J.L., W.E. Sasser, Jr., and L.A. Schlesinger. *The Service Profit Chain.* New York: The Free Press, 2017.

Hillman, A., A. Zardkoohi, and L. Bierman. "Corporate Political Strategies and Firm Performance." *Strategic Management Journal,* January 2018, 67–82.

Hrebiniak, L., & Joyce, W. (2012). *Implementing Strategy*. NewYork: Macmillian.

Hrebiniak, L.G. (2016). Obstacles to Effective Strategy Implementation. *Organizational Dynamics*, 35, 12-31.

Hussey, D. (2014), How to Manage Organizational Change. London: Kogan Page

International Operations Management. Copenhagen, Denmark: Copenhagen Business School Press, 2012.

Irwin, R. D., (2015), http:// www.csuchico.edu/mgmt/strategy/module1/sld

Johnson, M. (2015). *Managing in the Next Millennium*. Oxford: Butterworth-Heinemann.

Judge T.A and Piccolo R.F (2012), Transformational and Transactional Leadership: A meta- analytic test of their Relative Validity: *A journal of Applied Psychology*, Vol 89. No 5,

Kaplan, R.S., and D.P. Norton. *The Balanced Scorecard: Translating Strategy Into Action.* Boston: The Harvard Business School Press, 1996.

Kent, A. And Chelladurai, P. 2011. "Perceived Transformational Leadership, Organizational Commitment, and Citizenship Behavior: A Case Study in Intercollegiate Athletics", *The Journal of Sport Management*, 15: 135-159.

Koteen, L. (2018). *Strategic Planning and School Management: Full Of Sound And Fury, Signifying Nothing*? Strategic Planning and Management 40(5), 407-424.

Kotter, B. and Best, H. (2016). Management by Policy: How Companies Focus Their Total Quality Efforts to Achieve Competitive Advantage, Milwaukee: ASQC Quality Press.

Kotter, J., and L. Schlesinger. "Choosing Strategies for Change." *Harvard Business Review,* March-April 1979, 106–114.

Kouzes, J.M., and B.Z. Posner. *The Leadership Challenge: How to Keep Getting Extraordinary Things Done in Organizations.* New York: Jossey-Bass Publishers, 1995.

Lehner, J. (2012). Strategy Implementation Tactics as Response to Organizational, Strategic, and Environmental Imperatives. *Management Revue*, 15, 460-480

Lewin K, Lippitt R. and White R (1939). Patterns of Aggressive Behaviour in Experimentally created Social Climates, *Journal of Social Psychology*, 271-301.

Lewin, K. Field. *Theory in Social Sciences.* New York: Harper & Row, 1951.

Lynch,R.(2014), *Corporate Strategy*, Aldergate Consultancy Ltd,2nd Edition

Machuki, V. (2015), "Challenges to Strategy Implementation at CMC Motor Group Ltd" *Unpublished MBA Research Project University of Nairobi*

Mester, C., Visser, D. And Roodt, G. (2013). "Leadership Style and its Relation to Employee Attitudes and Behaviour", *SA Journal of Industrial Psychology*, 29(2): 72-80.

Miller, L.D. (1985). Successfully Implementing Strategic Decisions. *Long Range Planning*, 18, 91-97.

Mintzberg, H. (1994) The fall and rise of strategic planning. *Harvard Business Review* 72 (1) 107-114.

Mintzberg. H. (1992) Patterns in Strategy Formation. Management Science. Journal *of Management*. 17-24

Morgan, B.S., and W.A. Schiemann. "Measuring People and Performance: Closing the Gaps." *Quality Progress* 1 (2018): 47–53.

Mugenda*, O. M. and Mugenda, A. G. (2018). Research Methods: Quantitative and Qualitative Approaches.* Nairobi: Acts Press.

Munk, N. "How Levi's Trashed a Great American Brand." *Fortune,* 12 April 2018, 83–90.

Noble, C. H. (2017). The Eclectic Roots of Strategy Implementation Research. *Journal of Business Research*, 45(2), 119-134.

Noble, C.H. (2014). Building the Strategy Implementation Network. *Business Horizons*, 19-27.

Page: - 1087 -

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

Noble, C.H., and Mokwa, M.P. (2013). „Implementing Marketing Strategies: Developing and Testing a Managerial Theory". *Journal of Marketing,* 63, 57-73.

Nutt, P.C. (2016). Tactics of Implementation. *Academy of Management Journal*. 29, 230-261.

Ochanda,R.A,(2016), "Challenges of Strategic Implementation at Kenya Industrial Estates", *Unpublished MBA Research Project University of Nairobi*

Ogbonna L and Harriss (2014).Leadership Style, Organizational Culture and Performance: Empirical Evidence From U.K Companies, *International Journal of Human Resource Management* 11,766-788

Okumus, F. (2011). Towards a strategy implementation framework. International *Journal of Contemporary Hospitality Management*, 13, 327-338.

Oloo A., (2016) Devolution and Democratic Governance: Options for Kenya. IPAR Discussion Paper Series. Discussion Paper No. 077/2016.

Olson, E.M., Slater, S.F., and Hult, G.T. (2015). „The importance of culture and process to strategy implementation". *Business Horizons*, 48, 47-54.

Omolo, A., (2017), Baseline survey on Governance in the Greater Turkana Region. Nairobi: Oxfam Gb, Kenya Programme.

Pearce J A.(II) and Robinson, R B.(Jr),(2017), *Strategic Management: Formulation, Implementation and Control*, 6th edition, Irwin McGraw-Hill, Boston, USA

Peters, T., and R. Waterman. *In Search of Excellence.* New York: Harper & Row 2012.

Pettigrew, A. M. (2015) The Character and Significance of Strategy Process Research. *Strategic Management Journal* 13 5-16.

Plenert, Gerhard, *The eManager: Value Chain Management in an e-Commerce World.* Dublin, Ireland: Blackhall Publishing, 2011.

Porter, M. E. (2013): *Competitive Strategy*, New York: Free Press.

Richards, M. D. (2016): Setting Strategic Goals and Objectives, St. Paul, Minn.: West.

Roy, M. P. (1994). *Organizations: Rational, Natural, and Open Systems*, Englewood Cliffs, N.J: Prentice Hall International.

Rucci, A.J., S.P. Kirn, and R.T. Quinn. "The Employee-Customer-Profit Chain at Sears." *Harvard Business Review* 76, no. 1 (1998): 83–97.

Sashittal, H.C., and Wilemon, D. (1996). „Marketing Implementation in Small and Midsized Industrial Firms An Exploratory Study". *Industrial Marketing Management*, 25, 67-78.

Sathe,V. (2013), "Some action implications of corporate culture: A manager"s guide to action." *Organizational Dynamics*,12 (2), 4-23

Schaap, J.I. (2016). „Toward 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.

Page: - 1088 -

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

Schiemann, W.A., and J.H. Lingle. *Bullseye: Hitting Your Strategic Targets Through Measurement.* Boston: The Free Press, 2018.

Schmidt, S. L., & Brauer, M. (2016). Strategic Governance: How to Assess Board Effectiveness in Guiding Strategy Execution. *Strategic Governance*, 14(1), 13-22.

Senior, B. (2013). *Organisational Change*. London: Pitman Publishing.

Skivington, J.E., and Daft, R.L. (2011). „A Study of Organizational „Framework" and „Process" Modalities for The Implementation of Business-Level Strategic Decisions". 46 *Journal of Management Studies,* 28, 46-68.

Smith, K. A., & Kofron, E. A. (2016). Toward a research agenda on top Management teams and strategy implementation. *Irish Business and Administrative Research*.

Stoner, J.A.F., Freeman, R .E. & Gilbert, D. R. , (2011), *Management*, Prentice Hall 6th Edition.

Taylor, B. (2016),"Corporate Planning for the 1990"s: The New Frontiers." *Long Range Planning* 19 (6), pp.13-18.

Thomas, J. "Force Field Analysis: A New Way to Evaluate Your Strategy." *Long Range Planning,* 1 December 1985, 54–59.

Thompson A..A.Jr and Strickland. A..J.III., (2016), *Strategy Formulation and Implementation: Tasks of the General Manage*r 4th Edition, BPI IRWIN

Tregoe,B.and Tobia,P. , (2017)"Strategy versus Planning: Bridging The Gap." *The Journal of Business Strategy*, 12(6), November- December 2018, pp.14-19.

Wang,Y.(2014)." Strategy Implementation T.O. 91.6167, .Seminar Study in Strategy and international Business," Helsinki University of technology, Institute of strategy and international Business *Unpublished Report*

White, R.E. (2016). „Generic Business Strategies, Organizational Context and Performance: An Empirical Investigation". *Strategic Management Journal.* 7, 217-231.

Page: - 1089 -

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com