

THE INFLUENCE OF INTERNAL FACTOR ON EFFECTIVE STRATEGY IMPLEMENTATION: EVIDENCE FROM THE NIGERIAN FINANCIAL SERVICE SECTOR.

NAME: Oluniyi Oladipupo Oladunjoye.

Abstract

This thesis investigated the influence of internal factors on effective strategy implementation, with evidence from the Nigerian financial services sector. The study examined the influence of strategic leadership, organizational culture, operational planning and management control systems, alongside the moderating roles of organization structure and resource availability and allocation on strategy implementation. A cross-sectional design with mixed research methods were adopted, with online questionnaires and in-person interview guides for quantitative and qualitative primary data collection covering 175 employees and 33 managerial executives. Quantitative data analysis was carried out with multiple regression model with AMOS software. The quantitative analysis results showed that strategic leadership and operational planning were insignificantly positive, management control systems had positive significant effect among the independent variables, while organization structure as a moderating factor had higher direct significant effect on effective strategy implementation compared to its indirect effect on the main variables of study (strategic leadership and effective strategy implementation). On the other hand, the qualitative analysis results showed that all the independent variables have significant effect on effective strategy implementation. In addition, most of the executives were of the view that a well-established organizational structure helped leadership in more effective strategy implementation. In the interviews conducted, the control variables of firm size, firm age, gender of CEO and type of ownership showed strong support for shaping strategy implementation success, although some executives expressed a mixed reaction that firm size, firm age and gender of the CEO do not really matter in determining strategy implementation success given the current realities. The findings showed that strategic leadership, organizational culture, operational planning, management control systems are key determinants for effective strategy implementation although the influence of organizational culture is not supported empirically but supported in the qualitative study. Organization structure has proven to have more significant influence as a moderating variable towards effective strategy implementation. It was recommended, among other things, that firms operating within the finance sector should pay careful attention to the strategic role of leadership, adequate operational planning, management control systems and organizational structure as key variables underlying success or failure of their strategies.

Keywords: Internal factors, Strategy implementation, Goals, Objectives, Strategy.

