

Driving Strategy Implementation to Success

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Abstract: Under the pressure to improve strategy implementation effectiveness and organizational performance, several government officials look for new tools and methods to have greater public organizational performance. By improving the public organizations' performance, public value and citizens trust in government will be improved. Saudi Arabia is a country in Western Asia and one of the Middle East countries which depends on its natural resources (i.e. oil and gas production) as the primary source of income (Such countries are named rentier states). However, Saudi Arabia was trying to reduce its dependence on oil and to have a diverse set of products that feed its income since the '70s of the last century. This notion has been injected by Saudi government officials into their national strategies (i.e. 5- year national development plans). However, several contemporary analyses show that Saudi still depends on oil as the primary source of income, which means that its national strategies implementation is not achieving its foremost objectives. Not achieving the strategic objectives keep the organisational performance low which accumulatively will have an impact on the whole government and the country's economy. Based on a sample from Saudi public organisations, the research describes the strategy implementation dynamics and issues along with the drivers that have an impact on implementing effectiveness that leads to the organisational performance improvements in which -at the end- will lead to improvements in the economic performance of the country. One of the key findings of the research indicates that having a coordinated body for the strategy implementation activities across the organisation is the first ranked driver for having successful strategy implementation.

Keywords: Strategy implementation; strategic management; implementation success; public sector; quantitative analysis; Saudi Arabian economy; Organisational performance.

1. Introduction

Strategic Management is a critical process for improving the organisational performance. Aligning the organisation's resources to the strategic objectives and targets will boost the performance of any organisation (Poister, 2010). Strategic management encompasses the development and implementation of the strategy. In the development phase, we formulate the strategy and define the required objectives and targets. However, in the implementation phase, we define the required activities to implement that strategy. Organisations, private and public ones, adopt strategic management processes in different industries and sectors (Bryson, Crosby, & Bryson, 2009).

Across the world, organisations incorporate their dreams and ambitions within the strategy that they are looking to achieve. They spend and dictate time, resources and efforts for this. Nevertheless, the main challenge organisations are facing is residing in how to achieve those dreams and ambitions, and implement the strategy successfully. Notwithstanding, the perplexing fact indicates that managers focus on planning the strategy more than on the actual actions and decisions needed to implement the strategy (Fishman, 2009). Strategy implementation is an essential ingredient in the success formula for any strategy and a vital aspect that managers need to focus on (Elbanna, Andrews, & Pollanen, 2016).

In the mid of last century, oil has been discovered in Saudi Arabia. Since then, the country's leadership intends to utilise the fortune of selling oil to establish a diversified economy that depends on a basket of different sources of income. To achieve this, Saudi leaders directed their government to adopt this aim in their national strategies and development plans. However, several recent studies show that Saudi's economy is still oil-dependant which

represents around 90% of the annual national Saudi budget. Accordingly, we can see that there is an issue in implementing the Saudi national strategies, that leads to unintended results (Albassam, 2015).

As a result, the problem that this research is addressing relates to the issue of not achieving the strategic objectives due to ineffective strategy implementation. Several drivers have an impact on strategy implementation and will help in improving its effectiveness. So, this research is trying to answer the question: 'What are the drivers that have an impact on the effectiveness of strategy implementation in Saudi public sector organisations?', and to confirm the importance of strategy implementation and to have a better understanding of the strategy implementation dynamics. Achieving those objectives will be through exploring the strategy implementation practice in public sector organisations in Saudi Arabia, which is one of the Middle East countries.

The importance of this study stems from its purpose to conclude and create actionable and empirical knowledge to help Saudi government officials in improving their strategy implementation. Providing the key drivers to improve the strategy implementation will help in forming action plans and transforming the theoretical knowledge that exists in research participants' experiences into practical knowledge.

Strategy Implementation:

Researchers focus on strategic planning more than strategy implementation, which can be observed in the difference between published research articles on strategic planning versus the ones for strategy implementation. However, several researchers indicate the importance of strategy implementation over strategic planning in achieving organisational objectives and in improving organisational performance. (Noble, 1999)

In literature, there are several strategy implementation models and frameworks which differ when used in public or private sectors. For performance measurement-based models, we have the balanced scorecard model that addresses the financial and non-financial aspects of the organisation. The scholars built the model on measuring the performance of implementing the strategy in light of defined targets. Moreover, they introduced the concept of having a body within the organisation that is responsible for managing the process of strategy implementation and measuring the performance (Kaplan & Norton, 2005). Several public sector organisations in Saudi Arabia use this model in managing their strategies.

Another model introduced by Higgins (2005) provides the organisation's management with the required tools and mechanisms to assess, enact and monitor the strategy implementation. This model is called the eight 'S's model which includes the following components; (a) the organisation's strategy and purpose (b) the organisational structure that will be responsible for strategy implementation activities (c) the processes and systems that the organisation use to monitor the implementation of the strategy (d) the leadership and management style that have an impact on the implementation approach (e) the staff who will perform the strategy implementation activities and their skills and capabilities (f) technological resources and proper infrastructure (g) the shared values that form the organisational culture (h) and the last one is the strategic performance which addresses the intended targets and objectives by the organisation.

Hrebiniak (2013) addressed the strategy implementation in his model 'making the strategy work' which looked at strategic management from the implementation angle. This model consists of several components. The corporate strategy component tackles the business diversification and the portfolio of the organisation along with the distribution and allocation of resources. The corporate structure component addresses the organisational structure and its role in supporting the strategy implementation efforts. The integration component considers how to integrate the different units within the organisation structure. The business strategy component addresses the different products and services provided by the organisation and the right mix of resources and skills to compete in the market and achieve the intended strategic objectives. The business structure component looks at aligning structure with the business strategy. The last component is the incentives and controls, which focuses mainly on measuring the performance of execution (Hrebiniak, 2013).

Strategy implementation has a positive impact on organisational performance. Several studies discuss this impact specifically in the public sector and how having effective strategy implementation will boost organisational performance and increase public value (Elbanna & Fadol, 2016). Several drivers are affecting the effectiveness of strategy implementation that leads to better organisational performance. Alignment between the objectives and the organisational activities is one of the drivers. Another driver is the initiatives that translate the strategic objectives into projects and programs (Sabourin, 2015). Other studies address different drivers, such as organisational leadership and the effectiveness of communication in having an effective strategy implementation practice within the organisation (Schaap, 2012).

Based on previous discussions, the researcher came up with the following hypotheses:

- H1: Improving Strategy Implementation Effectiveness will positively impact the Organisational Performance.
- H2: Different drivers are positively impacting the strategy implementation effectiveness.

Several scholars in previous models and other studies addressed the problems that face the implementation of the strategy. Lindøe Pedersen (2009) describes the organisation as a human who can be diseased in which will affect his behaviour and organisms act. Similarly, organisations diseases can impact the implementation of their strategies. Examples of those diseases are resistance, group-thinking and underperformance. Hrebiniak (2013) addresses different obstacles to strategy implementation in his model, such as the focus on planning more than the

implementation from the managers' perspectives who see their work is to plan and others to implement. Another obstacle is seeing the planning and implementation as separate components of the strategic management without considering the strong relationship between them. Other obstacles are the people required, the amount of communication that needs to take care of it, lack of ownership, unclear governance and unclear strategy plan.

This study is trying to help the managers in boosting strategy implementation and help in reducing the impact of the mentioned problems. Based on the preceding discussion, the following figure depicts the research framework that will guide the research efforts.

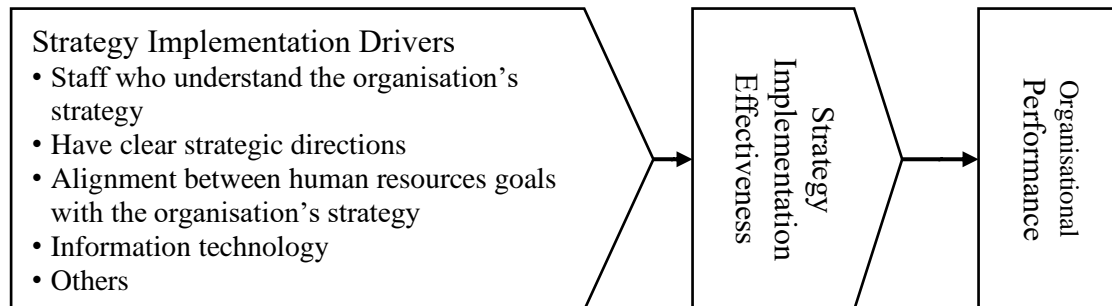


Figure (1): The Research Framework

Saudi Arabia:

Saudi Arabia is one of the primary exporters of oil supply with more than 25 per cent of the reserved oil on the planet. Moreover, producing oil in this country is much less expensive compared to the rest of the countries (Niblock, 2004). This oil is the primary source of income for this country. Therefore, Saudi Arabia is a rentier state that depends on natural resources to feed its economy. Having said that, the political and social life is affected by this economic setup; as the primary source of income will not be the country's people but the natural resources (Auping, Pruyt, de Jong, & Kwakkel, 2016).

Another aspect that needs to be considered in this discussion is related to the turbulence that is happening in the oil prices in recent years and the new scientific developments in having more safe and cheaper renewable energy. These dynamics make more pressure toward the inevitable direction to have a diversified economy. Leaders of the country realised this fact and launched a new strategy in 2016 named Saudi's Vision 2030 in which they aim to diversify their economy and reduce their dependency on oil by implementing a series of nationwide initiatives to change their society culture to have more productive people who will be participating in the economy and become the primary source of it. Hence, having a successful implementation of the strategy is crucial at this historical stage of the country (Noël, 2016).

2. Research Method

The middle managers in public organisations have more hands-on in daily strategy implementation activities than high-level management. Therefore, they were the target audience for this research. The research survey questions have been sent to the middle managers in Saudi public sector organisations using an online platform called SurveyMonkey [www.surveymonkey.com]. This platform is an online paid service which is used to create an online survey, collect responses and make the analysis.

2.1. Unit of analysis:

The organisation as a whole is the unit of analysis and not other units like the business units. That is due since the research is looking to identify the main drivers that have an impact on strategy implementation, which has an impact on organisational performance. So, we are addressing here the strategy implementation and the overall performance of the organisation (Elbanna, 2006; Nutt, 2011).

2.2. Population:

Saudi population reached 10.7 million in 2016, 1.2 million of which work in the public sector. However, ordinary employees who are not doctors, teachers or practitioners with specific similar professions comprise around 0.4 million. The population of this research represent the middle management layer of those employees who are at the tactical level and report to top management.

2.3. Sample:

Desktop research has been conducted to select the organisations that participated in this study to ensure that they have a defined strategy. The online questionnaire has been sent to the middle managers (i.e. manager, senior manager, project manager and others) in those organisations using their official emails. Two hundred and three middle managers received the questionnaire. This targeted sample represents 61 public organisations in Saudi

Arabia from different industries. The following table depicts the distribution of managers across different organisations.

Table (1): The Distribution of Targeted Participants in Organisations

Number of managers (A)	Number of organisations that have the same number of managers (B)	Total number of targeted managers (A*B)
1	12	12
2	15	30
3	14	42
4	9	36
5	2	10
6	5	30
7	1	7
8	1	8
9	1	9
19	1	19
Total		203

2.4. Respondents:

86 responses received from the different middle managers out of 203. However, after reviewing the responses, 68 were considered valid responses, which leads to a response rate of 33.49 percent. The responses were of good quality since the respondents answered most of the questions which indicate their interest in the research topic.

Furthermore, respondents provide demographical information about themselves which depicts in the following table:

Table (2): Demographical information

Sr.	Variable	Value with the highest response rate	Percentage	Value with the lowest response rate	Percentage
1	Gender	Male	89.7	Female	4.4
2	Attended strategy training	No	56.3	Yes	42.9
3	Current Title	Manager Senior Manager Director	42.6 14.7 14.7	GM Assistant	1.5
4	Age	31-40	54.4	21-30	5.9
5	Education	Bachelor's	63.2	High School/ Doctoral	1.5
6	Organisation Employees	Above 500	69.1	101-300	4.4
7	Experience	6-10	25	1-5	11.8

2.5. Findings:

Insights from the demographic information:

The first insight is related to gender. Most of the respondents are males, with a percentage of 89.7, which indicates that males dominate the middle management layer in the public sector in Saudi Arabia.

Another insight comes from the attended strategy training variable, which shows that more than half of the participants did not get training on strategic management. This result indicates that organisations in the Saudi public sector still lack the required training and professional development for their middle management teams in the strategic management field.

Concerning the current title, the results show that 72 percent of respondents are having the right titles that represent the middle management entities who are responsible for implementing the strategy in their organisation. If we look at the age variable, we find that more than half of the respondents with a percentage of 54.4 are between 31-40 years old. Since this country is a rentier state, it is expected that younger employees can move faster in their career path.

In reviewing the results of the educational level of respondents, we find that 63.2 have earned a bachelor degree with a higher degree for the rest that shows that the middle managers in the Saudi public sector are well educated. Moreover, they can perform their strategy implementation-related activities easily and in a professional way.

For the number of employees variable, we can see that we are dealing with different sizes of public organisations. However, we have 69.1 per cent of them considered large organisations with more than 500 employees. Moreover, the government organisations in Saudi Arabia has a task force of 1.2 million (General_Authority_of_Statistics, 2017).

The last demographic variable is addressing the experience of the respondent in which we can see that middle managers in Saudi public organisations have 6-15 years of experience which is a reasonable number and aligned with the other variable - age.

Strategy Implementation Importance:

The first part of the research addresses the importance of the strategy implementation to the different organisations in the Saudi public sectors. The following table presented the answers to the different related statements that measure the importance of strategy implementation. We give a score of 1 to the total agreement and a score of 5 for the total disagreement:

Table (3): Strategy Implementation Importance Variable Analysis

Sr.	Variable	Sr.	Items	Mean	Rank
1	Strategy Implementation Importance	1	I have personally been involved with strategy implementation in my current job.	1.79	2
		2	My organisation is better at strategic planning than strategy implementation.	2.76	7
		3	There is a gap between my organisation's strategy and its implementation.	2.38	3
		4	My organisation is effectively implementing its strategy.	2.65	6
		5	Strategy implementation is more critical to my organisation than strategic planning.	2.53	4
		6	Strategic planning is more critical to my organisation than strategy implementation.	2.63	5
		7	Successful implementation of strategy may enhance my organisation's performance.	1.4	1

As noticed from the table, the mean is between 1.40–2.76, which indicates an agreement with most of the statements as it is below 3.

The ranked 1 statement with the lowest mean is 'Successful implementation of strategy may enhance my organisation's performance'. This result indicates a high agreement from the respondents 95 percent with the statement. Middle managers in Saudi public organisations believe that strategy implementation is a significant player in organisational performance. Managers need to ensure having a successful implementation of the strategy to improve their organisational performance. Several studies found in the literature indicate the positive impact of strategy implementation on organisational performance. (Andrews, Boyne, Law, & Walker, 2011; Elbanna & Fadol, 2016; Walker, 2013).

The statement that ranked 2 is 'I have personally been involved with strategy implementation in my current job' with a mean of 1.79. This result indicates a firm agreement to the statement with a percentage of 79.4 responses. Thinking about this result, we can say that the majority of participants in the research are directly engaged in the strategy implementation activities, which improved the validity of the research analysis and conclusions.

The statement 'There is a gap between my organisation's strategy and its implementation is ranked number 3, with a mean of 2.38. There is an agreement to the statement from the participants with 63.2 percent. This percentage indicates that middle managers believe there is a problem that exists in strategy management practice in public sector organisations and a noticeable gap exists between strategic planning and implementation. This gap is supported by the discussions in this research which is one of the motives to conduct it.

The statement that is ranked 4 'Strategy implementation is more critical to my organisation than strategic planning', has a mean of 2.53 and with 52.9 percent agreement, 25 percent neutral and 22 percent disagreement. So we can conclude that the middle management layer in Saudi public organisations realises and agrees that implementation is more important than planning. Strategy implementation needs more attention from the management and staff.

The statement with rank 5 is 'Strategic planning is more important to my organisation than strategy implementation'. This statement has a mean of 2.63 and with 50 percent agreement and 32.4 percent disagreement. This result indicates that still, middle managers believe that planning is also important and sometimes more than implementation. These beliefs contradict rank 4, however with less agreement from the participants.

'My organisation is effectively implementing its strategy' is the statement with rank 6 that has 2.65 mean and with 48.5 percent agreement, 26.5 percent neutral and 25 percent disagreement. Those results indicate that middle managers in Saudi public organisations are not confident in the effectiveness of their organisations in managing the implementation activities of their strategies which aligned with the previous discussions on the unsuccessful efforts of strategy implementation in the Saudi public sector.

The last statement with rank 7, mean 2.76, 51.5 percent agreement and 32.4 percent disagreement is 'My organisation is better at strategic planning than at strategy implementation'. This result indicates that strategic

planning is still doing better in Saudi public organisations.

In summary, middle managers in Saudi public sector organisations realise the importance of strategy implementation and its positive impact on organisational performance. Moreover, they believe in the superior importance of implementation over planning with a need to have more attention.

Strategy Implementation Drivers:

In this sub-section, we look at the strategy implementation drivers that have an impact and rank them based on that. Understanding the drivers will help managers to prioritise their efforts on the most drivers with higher impact. Doing this will lead to better strategy implementation and will lead as well to better organisational performance.

The table below depicts the responses on the drivers with a higher impact on strategy implementation:

Table (4): Strategy Implementation Drivers Variable

Sr.	Variable	Sr.	Items	Mean	Rank
2	Strategy Implementation Drivers	1	Having staff who understand the organisation's strategy	1.92	6
		2	Support and clear strategic directions from the organisation's management and leaders	1.8	3
		3	Alignment between human resources goals with the organisation's strategy	1.97	8
		4	Alignment between human resources incentives with the organisation's strategy	2.12	10
		5	Alignment between organisational culture and the strategy	2.00	9
		6	Well-written or formulated strategy	1.92	6
		7	Well-established controls of strategy implementation	1.85	4
		8	Support from information technology (IT) to strategy implementation activities	1.6	2
		9	Having a coordinated body for strategy implementation, such as a projects management office (PMO) or a strategy execution office (SEO)	1.51	1
		10	Having staff trained in project management methods (such as Prince II and PMI)	1.91	5
		11	Hiring a consultant to support strategy implementation activities	2.17	11

During the analysis of the data, 'strongly agree' got a score of 1 and on the other side of the scale 'strongly disagree' got a score of 5. So, as mentioned before, having a mean below 3.0 means the tendency of the results is more toward the agreement on the provided statements. However, having a mean above 3.0 means the tendency of results is more toward the disagreement on the provided statements. Having said that, we notice that all the provided statements which are the drivers have got an agreement for the participants with a mean below 3 (all responses is between 1.51–2.17). Based on that, we conclude that participants believe that all the above drivers have an impact with a different degree on strategy implementation.

Managers can prioritise their efforts based on the ranked drivers. So, for example, they can focus on the first two or three or so on. The top three drivers that have an impact on strategy implementation are 'Having a coordinated body for strategy implementation, such as a projects management office (PMO) or a strategy execution office (SEO)', 'Support from information technology (IT) to strategy implementation activities' and 'Support and clear strategic directions from the organisation's management and leaders'. So, PMO/SEO, IT and Clear directions are essential drivers that managers need to focus on and prioritise their efforts to enlarge their utilisation to have a better strategy implementation.

The first driver with the highest agreement from Saudi public organisation managers is 'Having a coordinated body for strategy implementation, such as a projects management office (PMO) or a strategy execution office (SEO)'. This finding aligns with several scholars who confirm the importance of governance and its positive impact on strategy implementation (Gadiesh & Gilbert, 2001; Kaplan & Norton, 2005; Robertson, Diyab, & Al-Kahtani, 2013).

The second-ranked driver is 'Support from information technology to strategy implementation activities'. This finding shows the importance of information technology in supporting the strategy implementation activities and

the role that it plays in strategy implementation success. Several researchers confirm the importance of information technology and its impact on strategy implementation (Asato, Spinola, Costa, & Silva, 2011; McLaren, Head, Yuan, & Chan, 2011; Yeh, Lee, & Pai, 2012; Zubovic, Pita, & Khan, 2014).

The third-ranked driver is 'clear strategic directions from the organisation's management and leaders'. It is essential for having a successful strategy implementation to have clear directions from the management that ensures the alignment between the different efforts by all the organisation's resources. Several scholars address the importance of this driver (Andrews, Beynon, & Genc, 2017).

Other drivers are essential as well; managers also need to consider them in their efforts when implementing their strategies. As mentioned, all drivers have an impact; however, in this research, we tried to prioritise them.

Adopting the drivers can boost the organizational performance which leads to great economic performance and will help the government officials in achieving their yearly objectives and increasing the value for the public. Improving the strategy plans implementation which named Saudi Arabia 5-year development plan -as mentioned before- will improve the Saudi economy performance. The improvement will result due to having different economy drivers other than the Oil.

3. Conclusions

Strategy implementation is an essential component of strategic management practice (MacLennan, 2010). This research supported this idea by showing how much this is critical for middle managers in Saudi public organisations.

Strategy implementation is vital for improving organisational performance. Several scholars have different drivers that have an impact on strategy implementation. In this research, we tried to rank those drivers to have better prioritisation for the managers' efforts. Those drivers can help overcome the challenges to strategy implementation. Adopting the drivers can boost the organizational performance which leads to great economic performance and will help the government officials in achieving their yearly objectives and increasing the value for the public.

The ranked number one of the drivers is 'Having a coordinated body for strategy implementation, such as a projects management office (PMO) or a strategy execution office (SEO)' which indicate the importance of governance in ensuring having successful strategy implementations.

This research participated in exploring the different drivers that have an impact on strategy implementation and answering the research question: 'What are the drivers that have an impact on strategy implementation effectiveness in Saudi public sector organisations?'. Overall, the study has effectively achieved its objectives by reviewing the current literature related to the research topic and analysing the responses received from the Saudi public organisations' middle managers.

The research provides Saudi public organisations, middle managers, with several implications that can be utilised in their efforts to implement their strategies. Several changes are happening around the world in the Oil market. Such changes will put more pressures on public officials to add more focus on having better management to their strategies implementation. Moreover, investments should be reserved for the right place, which is the driver with the highest impact. In the end, economic performance will be enhanced and sustained.

Policymakers and official in the Saudi government may consider the outputs of this research when establishing governance models within the government, along with other findings. Furthermore, those findings may be used as input for budgeting and spending exercise that public organisations undertake to distribute their budget across the different organizational activities.

Moreover, the officials can apply the results of this research to their public organizations by focusing on the drivers that have a bigger impact on the strategy implementation effectiveness.

More research is needed to study the strategy implementation phenomenon and the different drivers that have an impact on it in the different contexts, different sectors and geographies.

3.1. Study Limitations:

The first limitation of this study stems from the Exploratory Nature of the Study. The research is conducted to explore the different drivers that have an impact on strategy implementation. No hypotheses have developed in the research because of this nature which raises a key limitation of the study findings that requires further research. Doing further research shall define the correlations between the different variables like strategy implementation effectiveness, organisational performance and others.

Another limitation in this research comes from Population, Sample and Unit of Analysis. The targeted population was middle management in Saudi public organisations in which the research sample extracted. Therefore, further research shall be conducted with different participants in the strategy implementation other than middle management. Moreover, other sectors, industries or geographies may be included in further research as well.

The research has been conducted using an online questionnaire which was sent to all targeted sample. The response rate has increased dramatically after the questionnaire got translated to the Arabic language, which is Saudi Arabia official language. This finding indicates that participants have a better understanding of the questions when they use their native language, which may cause some limitations to the research as it may lose some of its

intended meanings during the translation.

3.2. Further Research

Study context is essential, and it is one of the main components that shape the findings and affect the study objectives (Shrivastava, 1986). This study was conducted in one geographical area (Saudi Arabia) and public sector organisations. Therefore, there is a challenge to generalise the findings to other geographical areas or sectors which may have different characteristics. Nevertheless, findings can be used with other geographical areas with similar characteristics like other countries in the Arabian Gulf like Kuwait and Bahrain who share many characteristics with Saudi Arabia, such as culture, renterism, quality of life and others.

As a result, further research can be conducted in a different context (different geographical areas, sectors and samples) to have a better understanding of the different drivers that impact the strategy implementation and may help in generalising the findings of this research.

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قيادة تنفيذ الاستراتيجية نحو النجاح

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الملخص:

تحت ضغط السعي نحو تحسين فعالية تنفيذ الاستراتيجيات والأداء التنظيمي، يبحث العديد من المسؤولين الحكوميين عن أدوات وطرق جديدة لزيادة الأداء. إن من خلال تحسين أداء المؤسسات العامة، سيتم تحسين القيمة العامة وثقة المواطن في الحكومة. إن المملكة العربية السعودية هي دولة تقع في غرب آسيا وواحدة من دول الشرق الأوسط التي تعتمد على مواردها الطبيعية (أي إنتاج النفط والغاز) كمصدر أساسي للدخل (تسمى هذه البلدان بالدول الريعية). ومع ذلك، كانت المملكة العربية السعودية تحاول تقليل اعتمادها على النفط والحصول على مجموعة متنوعة من المنتجات التي تغذي دخلها منذ السبعينيات من القرن الماضي. تم تبني هذه الفكرة من قبل المسؤولين الحكوميين السعوديين في استراتيجياتهم الوطنية (خطط التنمية الوطنية الخمسية). ومع ذلك، تظهر العديد من التحليلات المعاصرة أن السعودية لا تزال تعتمد على النفط كمصدر أساسي للدخل، مما يعني أن تنفيذ استراتيجياتها الوطنية لا يحقق أهدافها الرئيسية. يؤدي عدم تحقيق الأهداف الإستراتيجية إلى إبقاء الأداء التنظيمي منخفضاً مما سيؤثر بشكل تراكمي على الحكومة بأكملها واقتصاد الدولة. بناءً على عينة من المؤسسات العامة السعودية، يصف البحث ديناميكيات ومشكلات تنفيذ الإستراتيجية جنباً إلى جنب مع الدوافع التي لها تأثير على فعالية التنفيذ والتي تؤدي إلى تحسينات الأداء التنظيمي والتي - في النهاية - ستؤدي إلى تحسينات في الاقتصاد. تشير إحدى النتائج الرئيسية للبحث إلى أن وجود جهة منسقة لأنشطة تنفيذ الإستراتيجية عبر المنظمة هو المصنف أولاً كمحرك لتحقيق تنفيذ إستراتيجية ناجح. الكلمات المفتاحية: تنفيذ الإستراتيجية؛ الإدارة الاستراتيجية؛ نجاح التنفيذ القطاع العام؛ تحليل كمي؛ اقتصاد المملكة العربية السعودية؛ الأداء التنظيمي.