



*Thesis
Title:*

THE EFFECTS OF INTERNAL ORGANIZATIONAL FACTORS ON
STRATEGY IMPLEMENTATION SUCCESS: A QUANTITATIVE
STUDY IN THREE GOVERNMENT ENTITIES IN BAHRAIN'S
PUBLIC SECTOR

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Abstract

Purpose – The correct planning of a strategy and its implementation journey to ensure its success is a challenge for many businesses today, while they try to maintain their sustainability and profitability within an environment of global changes. Governments likewise, pursue their mission and strive to achieve economic growth through the adoption of strategic management in order to improve their productivity, achieve citizen satisfaction and utilize resources effectively. A good strategy provides the sustainability and competitiveness for the future but only through an effective and successful execution process. Many studies tried to address the critical success factors that affect the strategy execution process by enhancing its chances of success and reducing the risk of failure. We reviewed the research literature to identify key internal organizational factors, which increase the likelihood of successful strategy implementation. These factors may differ from one environment to another or between the private and public sectors as well. This research aims to identify and empirically test the effect of internal organizational factors on successful strategy implementation in Bahrain's public sector. The research hypotheses of the study establish a causal relationship between the internal organizational factors, namely organizational capabilities, organizational resources, organizational internal system, leadership style, and organizational culture as independent variables and successful implementation of strategy as the dependent variable.

Design/methodology/approach: To achieve the research objective of this study, a research model was developed based on a theoretical framework generated from the literature, which identified the internal organizational factors that had an effect on the success of the strategy execution. Through a quantitative research method, the research variables were operationalized, measurement instruments were developed, and primary data collected through an online survey. The study sample consisted of employees from three public sector organizations, which were assigned the responsibility for enhancing government performance in the Government Work Program.

Findings: The results confirm the hypotheses and establish a positive effect of the internal organizational factors on the success of strategy implementation in Bahrain's Public sector. Findings show that aside from the significance level of the effect of all internal factors, organizational resources and leadership style have the most influence on the execution phase.

Research Limitation/ implication: The research study was limited to the investigation of only three government entities which were clustered based on their joint contribution to the overall government action plan. This might pose a problem of generalizability to the remaining public sector organizations. Another limitation derives from the quantitative method used. A qualitative approach can give us more insights into the dynamics of the strategy process and factors that influence it.

Practical implications: Findings can guide public sector leaders to assess internal factors prior to the implementation of the strategy thereby maximizing their chance of success and reducing the risk of failure.

Originality/value: The key contribution of the research consists of the empirical evidence on the effects of internal organizational factors on the success of strategy implementation in Bahrain's public sector. No such study has been conducted before.

Keywords: Successful strategy execution, internal organizational factors, Bahrain public sector.