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**EFFECTS OF STRATEGIC LEADERSHIP, ORGANIZATIONAL
INNOVATIVENESS, INFORMATION TECHNOLOGY CAPABILITY ON
EFFECTIVE STRATEGY IMPLEMENTATION**

AHMAD ALIYU PALLADAN



**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA**

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By

AHMAD ALIYU PALLADAN



UUM
Universiti Utara Malaysia

Thesis Submitted to

Othman Yeop Abdullah Graduate School of Business

Universiti Utara Malaysia

In Fulfilment of the Requirement for the Degree of Philosophy

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ABSTRACT

This study investigated the determinants of perceived organizational strategy implementation among public tertiary institutions in Nigeria. Primarily, the study explored the effects of Strategic Leadership (SL), Organizational Innovativeness (OI) and Information Technology Capability (ITC) on Effective Strategy Implementation (ESI). More precisely the direct effect of SL, OI and ITC on ESI were assessed. The study also examines the moderating effect of ITC on SL and OI on ESI. Thirteen (13) public tertiary institutions were considered by the research. One hundred and four (104) deans who serves as the research respondents were sampled out of the population total of 143 deans from the institutions. Hand delivery of questionnaires was used to solicit information from the respondents. Partial Least Squares Method (PLS 2) algorithm and bootstrap techniques were used to test the study hypotheses. The results provided support for most of the hypothesized relationship for the study. Specifically, SL, OI and ITC are found to be significant and positively affect organizational ESI. Additionally, ITC has been found to significantly moderate the relationship between SI and perceive ESI. While negative moderating effect of ITC was found between OI and perceive ESI. PIIT theory as well as Diffusion of Innovation Theory were partly considered as probable reasons for the negative finding. Therefore, significant positive effects of SL, OI and ITC suggest that the variables are important in facilitating ESI. As such, public tertiary institutions should be encouraged to demonstrate these behaviours for enhanced success of organizational strategy implementation. Enhanced success of effective strategy implementation could improve the overall effective function of the organizations. Contributions, limitations, and implications of the study were also discussed.

Keywords: strategic leadership, organizational innovativeness, IT capability, effective strategy implementation

ABSTRAK

Kajian ini meneliti penentu pelaksanaan strategi organisasi tanggapan dalam kalangan institusi pengajian tinggi awam di Nigeria. Kajian ini, khususnya, meneroka kesan kepimpinan strategik (SL), daya pembaharuan organisasi (OI) dan kebolehan teknologi maklumat (ITC) ke atas pelaksanaan strategi berkesan (ESI). Secara khususnya, kesan langsung SL, OI dan ITC ke atas ESI telah dinilai. Kajian ini juga meneroka peranan ITC sebagai penyederhana dalam hubungan SL dan OI ke atas ESI. Tigabelas (13) institusi pengajian tinggi awam telah dikaji. Seramai 104 dekan sebagai responden kajian telah disampel dari populasi seramai 143 dekan daripada institusi tersebut. Borang soal selidik telah diserahkan secara terus kepada responden untuk mendapatkan maklumat. Algoritma kaedah kuasa dua terkecil separa (PLS2) dan teknik *bootstrap* digunakan untuk menguji hipotesis yang dikaji. Hasil dapatan menyokong kebanyakan hubungan yang dihipotesis dalam kajian ini. Secara khususnya, SL, OI dan ITC didapati signifikan dan berkait secara positif dengan (ESI) organisasi. Selain itu, ITC didapati menyederhana secara signifikan hubungan antara SI dengan ESI tanggapan. Manakala kesan penyederhana berkesan yang negatif untuk ITC didapati antara OI dan ESI tanggapan. Teori PIIT serta Teori Diffusion of Innovation (Penyebarluasan pembaharuan) berkemungkinan boleh dianggap sebagai penjelasan untuk penemuan negatif. Oleh yang demikian, kesan positif serta signifikan SL, OI dan ITC yang terhasil menyarankan bahawa pembolehubah tersebut penting untuk melicinkan ESI. Oleh itu, institusi pengajian tinggi awam perlu didorong untuk memaparkan tingkah laku berkenaan untuk memastikan terhasilnya kejayaan pelaksanaan strategi yang berkesan yang dipertingkatkan. Kejayaan pelaksanaan strategi berkesan yang dipertingkatkan boleh menambahbaik fungsi berkesan organisasi secara menyeluruh. Sumbangan, batasan dan implikasi turut dibincangkan dalam kajian ini.

Kata kunci: kepimpinan strategik, daya pembaharuan organisasi, kebolehan teknologi maklumat, pelaksanaan strategi berkesan tanggapan

ACKNOWLEDGEMENT

I wish to first thank God Almighty – Allah (SWT) for sparing my life, sustaining me and enabling me to realize my PhD dream. I wish to express my acknowledgement to many people whom I am indebted to for being instrumental to the successful completion of my PhD programme. My special thanks go to my team of supervisors: Dr Kadzrina Abdul Kadir, and Dr Chong Yen Wan for teaching me the art of research and scholarly writing.

I would like to express my sincere appreciation to Professor Dr Zainol Abidin Muhammad and Professor Dr Haim Hilman Abdullah for their wonderful suggestions during the Viva voce session. Their valuable observations really make this document a better one. My channel of appreciation also goes to Associate Professor Dr Saari Ahmad who was the chairman of the Viva session. The way he facilitates the session was really astonishing. I will also like to thank Dr Shahadah binti Haji Abdullah for the role she played as a reviewer during my proposal defence. Additionally, I wish to thank Dr Nasiru Abdullahi of Ahmadu Bello University Zaria, Nigeria for his assistance during my data analysis. My chain of appreciation will equally goes to Dr Abdullahi Hassan Goron Dutse for his valuable suggestions. I would also like to thank the management of Federal College of Education (Technical), Gombe, Nigeria for supporting my research.

I strongly believe that the love, encouragement and prayers from my immediate and extended family members have wonderfully helped in my success. Specifically, words of mouth will not be enough to express my appreciation to my lovely parents: Alhaji Aliyu Ahmad and Hajiya Hajara Aliyu. I will never forget their unlimited unconditional love, motivation, confidence and prayers. I pray that you live longer to benefit from the fruits of this new achievement. I also pray to Allah (SWT) to make their remaining life more useful and make *Jannatul firdaus* (the Heaven) be our final abode. Similarly, I want to profoundly appreciate the role played by my loving wife – Hajiya Aisha Muhammad and her lovely kids Basheer Aliyu and Ummul Khulthum Aliyu. I want to tell you that this success belongs to all of you. Among my brothers, I want to particularly appreciate the efforts of Alh Nuhu Ya’u Palladan and Alhaji Ibrahim Bala Tela for always being there for me whenever I needed their assistance. The chain of appreciation also goes to my mentor and childhood teacher Alh Bashir Bala, a say big thank you to you sir! The “friends in need are friends in indeed”. Hence, special mention must be made of my friends who have contributed in one way or the other during my struggle to attain PhD. Specifically, I would like to profoundly thank Hajiya Kaltume Aliyu, Hajiya Hussaina Ibrahim and Alhaji Saifullahi Abdulkarim for their moral and financial supports. The brotherly concern and generosity shown to my family and me by these individuals are unforgettable and inspirational, may Allah (SWT) reward them abundantly. Similarly, I also appreciate the efforts and prayers by Alhaji Ishak Korau, Mal. Badamasi Aliyu, Mal Musa Aliyu, Malam Nuhu Aliyu and Malama Murjanatu Mikailu. I also wish to thank my numerous PhD study friends. Notable among them include Comrade Ahmed Shehu, Malam Adamu Idris Adamu

and Malam Ahmed Salisu Kabiru for their individual academic contribution during the hard PhD days. Lastly, but not the least, I also wish to thank Mal. Saidu Jibril (Manufa), Usman Nuhu and Musa Suleiman as well as Bashir Ali Driver who have shown a great interest for my success during my PhD journey. I will not forget the duo's frequent phone calls from Nigeria to pray for my success. I will not also forget the Bashirs Driver's efforts for taking me back and pro from Malam Aminu Kano International Airport (MAKIA) at all the times during my exit or entry. May Allah (SWT) reward you and grant your wishes. Ameen.



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LIST OF ABBREVIATIONS

CE	Chief Executive
CEO	Chief Executive Officer
CMV	Common Method Variance
DC	Dynamic Capability
ESI	Effective Strategy Implementation
IT	Information Technology
ITC	Information Technology Capability
KBV	Knowledge Based View
LGAs	Local Government Areas
NBTE	National Board for Technical Education
NCCE	National Commission for Colleges of Education
NGN	Nigerian Naira
NPC	National Population Commission
NUC	National Universities Commission

OIV	Organizational Innovativeness
OYAGSB	Othman Yeop Abdullah Graduate School of Business
PLS	Partial Least Squares
RBV	Resource Based View
SD	Standard Deviation
SEM	Structural Equation Modeling
SLP	Strategic Leadership
SMS	Short Messaging System
SPSS	Statistical Package for Social Science
UNICEF	United Nation International Children Education Fund
US	United State
UUM	Universiti Utara Malaysia

CHAPTER ONE

INTRODUCTION

1.1 Background of Study

One of the most central areas of concern among contemporary organizational theorists and practitioners is organizational effectiveness. A good mechanism for achieving it is effective strategy implementation (Sharbat & Fuqaha, 2014; Ali & Hadi, 2012). The dramatical changes taking place in the higher education sector globally is compelling educational managers to switch from conventional style of management to more creative and dynamic management practices. This is due to the high level of competition taking place in the sector and persistence demand for increase in quality from different stakeholders, as well as decline in government funding. This trend is pushing many higher education institutions to start adopting all the necessary measures that will enhance their performance and ensure students and stakeholder's satisfaction.

Kong (2010) posited that public non-profit organizations (public tertiary institutions inclusive) are operating in a competitive environment characterised by continuous demand of service quality from community, increasing fierce competition from private sector, declining volunteer support as well as shrinking government funding. Public institutions of higher learning are focusing on ways to render superb and high quality services to their clients as well as struggling to attain better performance (Farid, Nejati & Mirta, 2008). As a result, the focus of tertiary institutions is no longer to graduate

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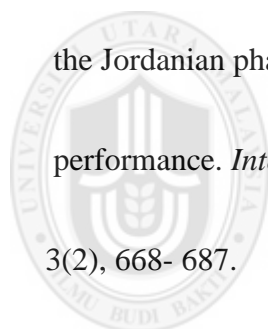
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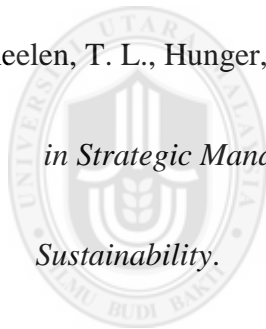
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APPENDIX I

SURVEY QUESTIONNAIRE



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Dear Respondents.

I am a PhD (Strategic Management) research student at the above-named university, currently undertaking a research titled: 'Effects of Strategic Leadership, Organizational Innovativeness and Information Technology Capability on Effective Strategy Implementation'. I would appreciate if you will assist by providing objective and sincere answers to all the questions here in; as there is no right or wrong answer. The researcher assures you that; your identity and the information given will be strictly and confidentially handled and use ONLY for research purposes. We highly appreciate your co-operations. Thank you in anticipation of your response.

Yours Sincerely,

Ahmad Aliyu Palladan
PhD Student

E-mail: aapalladan@live.com
Mobile: 08033004199, +60149536526

Dr Kadzrina Binti Abdul Kadir
Main Supervisor

E-mail: kadzrina@uum.edu.my
Mobile: +60134106048

Dr Chong Yen Wen
Co- Supervisor

E-mail: chongyen@uum.edu.my
Mobile: +60162880289

Section One: Strategic Leadership

The following describe statements about strategic leadership attitudes in your organization. Please indicate the extent to which you agree or disagree with the statements based on the scales provided.

Strongly Disagree	Slightly Disagree	Disagree	Slightly Agree	Agree	Strongly Agree			
1	2	3	4	5	6			
Statements			Level of Agreement					
STLP1	Employees in my organization feel good to be around their superiors		1	2	3	4	5	6
STLP2	Superiors in my organization communicate in simple words that is easy to understand.		1	2	3	4	5	6
STLP3	In my organization, employees are able to think about old problems in new ways.		1	2	3	4	5	6
STLP4	My organization helps employees to develop themselves.		1	2	3	4	5	6
STLP5	Employees in my organization are told what to do if they want to be rewarded for their work.		1	2	3	4	5	6
STLP6	My organization is satisfied when its employees meet an agreed standard.		1	2	3	4	5	6
STLP7	Employees in my organization have complete faith in their superiors.		1	2	3	4	5	6
STLP8	Superiors in my organization have appealing images about what its employees can do.		1	2	3	4	5	6

STLP9	Superiors in my organization provide workers with new ways of looking at puzzling things.	1	2	3	4	5	6
STLP10	Superiors in thos organization communicate to their subordinates about their performance.	1	2	3	4	5	6
STLP11	Superiors in this organization provide rewards when employees reach their goals.	1	2	3	4	5	6
STLP12	As long as things are working, my superiors in this organization do not try to change anything.	1	2	3	4	5	6
STLP13	Employees in my organization are proud to be associated with the organization.	1	2	3	4	5	6
STLP14	My organization help employees find meaning in their work.	1	2	3	4	5	6
STLP15	My organization gets it employees to rethink ideas that they had never questioned before.	1	2	3	4	5	6
STLP16	In my organization, personal attention is given to those staffs that seem rejected.	1	2	3	4	5	6
STLP17	In my organization, employees are told the standards they have to know to carry out their work.	1	2	3	4	5	6
STLP18	Superiors in my organization, have clear understanding of where the organization is going.	1	2	3	4	5	6
STLP19	Superiors in my organization have clear sense of where he/she want the organization to be in the next five years.	1	2	3	4	5	6

Section Two: Organizational Innovativeness

The following statements describe about your organization's attitudes towards innovation. Please indicate the extent to which you agree or disagree with the statements based on the scales provided.

Strongly Disagree		Slightly Disagree	Disagree	Strongly Agree					
1		2	3	4	5	6			
Statements				Level of Agreement					
OIV1	In my organization, support is given to those who want to try new ways of doing things.			1	2	3	4	5	6
OIV2	My organization is very cautious in adopting innovative ideas.			1	2	3	4	5	6
OIV3	My organization is willing to take risks to seize and explore 'chancy' growth opportunities.			1	2	3	4	5	6
OIV4	My organization actively responds to the adoption of "new ways of doing things" from other similar institution.			1	2	3	4	5	6
OIV5	My organization constantly seeks unusual, novel solutions to problems via the use of 'innovative men' within the organization.			1	2	3	4	5	6
OIV6	My organization tolerates individuals who do things in a different way.			1	2	3	4	5	6
OIV7	My organization is always willing to try new ways of doing things by seeking unusual novel solutions.			1	2	3	4	5	6
OIV8	My organization people are encouraged to think and behave in original and novel ways.			1	2	3	4	5	6

OIV9	In my organization, when we see new ways of doing things, we embrace them lastly.	1	2	3	4	5	6
OIV10	In my organization, when we cannot solve a problem using conventional methods, we improvise on new methods.	1	2	3	4	5	6



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Section Three: Information Communication Capability.

The following statements assess the performance of Information technology in your organization. You are required to rate your organization on I.T Capability (in terms of I.T Knowledge and I.T Operations). Please indicate the extent to which you agree or disagree with the statements based on the scales provided.

Strongly Disagree	Slightly Disagree	Disagree	Slightly Agree			Strongly Agree	
1	2	3	4			5	6
Statements			Level of Agreement				
IT Objects:							
ITO1	My organization I.T infrastructures are sufficient.	1	2	3	4	5	6
ITO2	My organization I.T. Infrastructures are effecient.	1	2	3	4	5	6
ITO3	My organization has a budget for the purchase of updated hardwares for operational processes.	1	2	3	4	5	6
ITO4	My organization has a budget for the purchase of updated softwares for operational processes.	1	2	3	4	5	6
IT Knowledge:							
ITO5	My organization operation's staffs are knowledgeable on I.T operations	1	2	3	4	5	6
ITO6	My organization staffs of I.T department are qualified for the job.	1	2	3	4	5	6
ITO7	My organization I.T networking engineers are professionally qualified	1	2	3	4	5	6
ITO8	My organization has computer expertise as consultants.	1	2	3	4	5	6
ITO9	My organization I.T staffs are proactive.	1	2	3	4	5	6

ITO10	My organization I.T staffs attend training courses regularly.	1	2	3	4	5	6
IT Operations:							
ITO11	My organization has effective internet access such a WIFI.	1	2	3	4	5	6
ITO12	My organization WIFI internet down time is minimal.	1	2	3	4	5	6
ITO13	My organization has computerized some of its academic activities.	1	2	3	4	5	6
ITO14	My organization has computerized some of its administrative activities.	1	2	3	4	5	6
ITO15	My organization I.T operations supports students needs	1	2	3	4	5	6
ITO16	My organization I.T operations supports staff needs	1	2	3	4	5	6
ITO17	My organization I.T policy is in line with local educational regulatory guidelines.	1	2	3	4	5	6



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Section Four: Perceived Effective Strategy Implementation:

The following describe statements about perceived effectiveness of strategy implementation in your organization in the last five years. Please indicate the extent to which you agree or disagree with the statements based on the scales provided.

Strongly Disagree	Slightly Disagree	Disagree	Slightly Agree	Agree	Strongly Agree			
1	2	3	4	5	6			
Statements			Level of Agreement					
ESE1	My organization is successful in implementing its strategies.		1	2	3	4	5	6
ESE2	In my organization, there is no gap between formulation and implementation of strategies.		1	2	3	4	5	6
ESE3	My organisation is good in formulating strategies as in implementing them.		1	2	3	4	5	6

Section Five: Background information, kindly tick (√) as appropriate.

DMO1: Gender:

Male []

Female []

DMO2: Age:

21 – 30 []

31 – 40 []

41 - 50 []

51 – Above []

DMO3: Educational Qualification:

First Degree []

Master Degree []

PhD []

Associate Prof. []

Professor []



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DMO4: Portforlio:

Dean []

Others []

DMO5: Type of Educational Institution:

University []

Polytechnic []

Monotechnic []

College of Education []

APPENDIX II

MISSING VALUE OUTPUT

Result Variables					
Result Variable	N of Replaced Missing Values	Case Number of Non-Missing Values		N of Valid Cases	Creating Function
		First	Last		
STLP1_1	2	1	108	108	MEDIAN(STLP1,ALL)
STLP2_1	2	1	108	108	MEDIAN(STLP2,ALL)
STLP4_1	2	1	108	108	MEDIAN(STLP4,ALL)
STLP5_1	3	1	108	108	MEDIAN(STLP5,ALL)
STLP6_1	3	1	108	108	MEDIAN(STLP6,ALL)
STLP7_1	3	1	108	108	MEDIAN(STLP7,ALL)
STLP8_1	1	1	108	108	MEDIAN(STLP8,ALL)
STLP9_1	1	1	108	108	MEDIAN(STLP9,ALL)
STLP10_1	1	1	108	108	MEDIAN(STLP10,ALL)

STLP11_1	1	1	108	108	MEDIAN(STLP11,ALL)
STLP12_1	1	1	108	108	MEDIAN(STLP12,ALL)
STLP15_1	1	1	108	108	MEDIAN(STLP15,ALL)
STLP16_1	2	1	108	108	MEDIAN(STLP16,ALL)
STLP18_1	1	1	108	108	MEDIAN(STLP18,ALL)
OIV2_1	1	1	108	108	MEDIAN(OIV2,ALL)
OIV3_1	3	1	108	108	MEDIAN(OIV3,ALL)
OIV4_1	1	1	108	108	MEDIAN(OIV4,ALL)
OIV5_1	3	1	108	108	MEDIAN(OIV5,ALL)
OIV6_1	1	1	108	108	MEDIAN(OIV6,ALL)
OIV9_1	1	1	108	108	MEDIAN(OIV9,ALL)
ITO1_1	1	1	108	108	MEDIAN(ITO1,ALL)
ITO5_1	2	1	108	108	MEDIAN(ITO5,ALL)
ITO6_1	1	1	108	108	MEDIAN(ITO6,ALL)
ITO7_1	1	1	108	108	MEDIAN(ITO7,ALL)

ITO8_1	1	1	108	108	MEDIAN(ITO8, ALL)
ITO9_1	4	1	108	108	MEDIAN(ITO9, ALL)
ITO10_1	1	1	108	108	MEDIAN(ITO10, ALL)
ITO12_1	2	1	108	108	MEDIAN(ITO12, ALL)
ITO14_1	2	1	108	108	MEDIAN(ITO14, ALL)
ITO15_1	1	1	108	108	MEDIAN(ITO15, ALL)
ITO17_1	2	1	108	108	MEDIAN(ITO17, ALL)
ESE1_1	1	1	108	108	MEDIAN(ESE1, ALL)
ESE2_1	1	1	108	108	MEDIAN(ESE2, ALL)
ESE3_1	3	1	108	108	MEDIAN(ESE3, ALL)

APPENDIX III

SMART PLS OUTPUT

Overview of Measurement Model

	AVE	Composite Reliability	R Square	Cronbach's Alpha	Communality	Redundancy
Effective Strategy Implementation	0.862908	0.949695	0.696550	0.920443	0.862908	0.175359
IT Knowledge	0.645349	0.915743	0.827447	0.889076	0.645349	0.531627
IT Object	0.732076	0.916031	0.820556	0.877177	0.732076	0.600390
IT Operation	0.649188	0.927720	0.914721	0.907772	0.649188	0.592588
Information Communication Capability	0.573618	0.957870		0.952987	0.573618	
Organizational Innovativeness	0.600937	0.930318		0.914202	0.600937	
Strategic Leadership	0.503299	0.933722		0.923275	0.503299	

APPENDIX IV

BLINDFOLDING PROCEDURE OUTPUT

CV Redundancy

	Redundancy
Effective Strategy Implementation	0.175359
IT Knowledge	0.531627
IT Object	0.600390
IT Operation	0.592588
Information Communication Capability	
Organizational Innovativeness	
Strategic Leadership	