



Faculty of Economics and Business

**Strategy Implementation and Organizational Performance of the
Nigerian Manufacturing Companies: The Moderating Effect of Strategic
Leadership Style**

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Nigerian Manufacturing Companies: The Moderating Effect of Strategic
Leadership Style**

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DECLARATION

I declare that the work in this thesis was carried out in accordance with the regulations of Universiti Malaysia Sarawak. Except where due acknowledgements have been made, the work is that of the author alone. The thesis has not been accepted for any degree and is not concurrently submitted in candidature of any other degree.

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Signature

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ABSTRACT

Strategy implementation is having been posited as the foremost activities that navigate a successful actualization of the organizations' competitive superiority and sustainable performance. Strategic management manager team pays lip service, less concerned and inattentive to strategy implementation, which gives rise to recurrent discussion and concern at strategic management meeting between the board of directors and strategic management team for the poor organizations' performance. The quest to provide a lasting solution to the deplorable and destitute strategy implementation to boost the organization's performance that gave rise to strategic leadership. Strategic leadership style has been identified as a moderator/navigator of an outstanding strategy implementation, competitive superiority and sustainability performance among manufacturing companies. Therefore, the study aims at examining the moderating effect of strategic leadership style all-round strategy implementation and organizational performances among manufacturing companies. The study was supported by the agency theory, resource-based theory and strategic leadership theory in synergy with positivist ontology and methodological philosophies. The study adopted questionnaires based on refined construct reliability and validity of prior studies, questionnaires was physically presented to 530 strategic management officers, who represented 530 Nigerian manufacturing companies, but 500 questionnaires completed and returned, while statistical analysis was conducted via SPSS and SmartPLS 3.0. The study findings depicted positive significant directional relationship between strategic direction, organizational structure, organizational culture, human resources and technology acquisition, all-round strategy implementation and organizations' financial and non-financial performance. Likewise, the study indicated positive moderating effect of strategic leadership style on strategic direction, organizational culture, human resources and

technology acquisition all-round strategy implementation and organizations financial and non-financial performance. However, the study further demonstrated positive moderating effect of strategic leadership style on organizational structure all-round strategy implementation and organization financial, whereas signify negative moderating effect on non-financial performance. Therefore, strategic leadership style is posited as a moderator of strategy implementation and organizational performances among manufacturing companies.

Keywords: Strategic Direction, Organizational Structure and Culture, Human Resources, Technology Acquisition, Strategic Leadership, Financial and Non-Financial Performance