

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



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

AHMAD ALIYU PALLADAN



**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA**

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

By

AHMAD ALIYU PALLADAN



Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
In Fulfilment of the Requirement for the Degree of Philosophy

PERMISSION TO USE

In presenting this thesis in fulfilment of the requirements for a postgraduate degree from Universiti Utara Malaysia, I agree that the Universiti Library may make it freely available for inspection. I further agree that permission for the copying of this thesis in any manner, in whole or in part, for scholarly purpose may be granted by my supervisor or, in his absence, by the Dean of Othman Yeop Abdullah Graduate School of Business. It is understood that any copying or publication or use of this thesis or parts thereof for financial gain shall not be allowed without my written permission. It is understood that due recognition shall be given to me and to Universiti Utara Malaysia for any scholarly use which may be made of any material from my thesis.

Dean of Othman Yeop Abdullah Graduate School of Business

Universiti Utara Malaysia

06010 UUM Sintok



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 go 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.



TABLE OF CONTENT

CERTIFICATION OF THESIS WORK.....	iii
CERTIFICATION OF THESIS WORK.....	iv
PERMISSION TO USE.....	v
ABSTRACT	vi
ABSTRAK	vii
ACKNOWLEDGEMENT	viii
TABLE OF CONTENT	xi
LIST OF TABLES	xix
LIST OF FIGURES	xxi
LIST OF ABBREVIATIONS	xxii
CHAPTER ONE	1
INTRODUCTION.....	1
1.1 Background of Study	1
1.2 Problem Statement.....	11
1.3 Research Question	15
1.4 Research Objectives	16
1.5 Scope of the Study	17

1.6 Significance of the Study.....	19
1.6.1 Theoretical Significance.....	19
1.6.2 Practical Significance.....	20
1.6 Outline of the Study.....	22
1.7. Definition of Terms	23
1.7.1 Strategic leadership	23
1.7.2 Organizational innovativeness	24
1.7.3 Innovation.....	24
1.7.4 IT Capability	24
1.7.5 IT knowledge.....	24
1.7.6 IT Operation	25
1.7.7 IT objects.....	25
1.7.8 Tertiary Institutions	25
1.7.9 Effective Strategy Implementation.....	25
CHAPTER TWO	26
LITERATURE REVIEW.....	26
2.1 Introduction	26
2.2 Nigeria in Brief.....	26
2.3. 1 Definition of Strategy Implementation	31

2.3.2 Antecedent of Strategy Implementation.....	33
2..3.3 Empirical Studies on Strategy Implementation in Nigeria.....	36
2.3.4 Strategy Implementation Factors	40
2.3.5 Intangible assets and strategy implementation.....	42
2.4.1 The Concept of Strategic Leadership	43
2.4.2 Dimensions of Strategic Leadership Construct.....	45
2.4.3 Role of Strategic Leaders in Strategy Implementation	47
2.5 Organizational Innovativeness	54
2.5.1 Types of Organizational Innovation.....	56
2.5.2 Role of Organizational Innovativeness in Strategy Implementation	58
2.6 The Concept of Information Technology Capability	60
2.6.1 IT Knowledge.....	61
2.6. 2 IT Operations.....	62
2.6.3 IT Objects	62
2.7 Gaps in the Literature	64
2.8 Conceptual Framework.....	67
2.9 Underpinning Theories	69
2.9.1 Resource Based View (RBV).....	69
2.9.1.1 RBV and Strategic Leadership	71

2.9.1.2 RBV and Organizational Innovativeness.....	73
2.9.1.3 RBV and IT Capability	75
2.9.2 Theory of Dynamic Capability.....	78
2.9.3 Complementarity Theory	80
2.10 Hypothesis Development.....	81
2.10.1 Strategic leadership	81
2.10.2 Organizational innovativeness	86
2.10.3 Information Technology Capability	90
2.10.4 IT Capability as Potential Moderator	93
2.11 Summary of Chapter.....	97
CHAPTER THREE	99
RESEARCH METHODOLOGY	99
3.1 Introduction	99
3.2 Nature and Philosophy of this Study	99
3.3 Research Design	101
3.4 Measurements of Constructs/Variables	103
3.4.1 Strategic leadership	104
3.4.2 Organizational innovativeness	105
3.4.3 IT Capability construct.....	106

3.4.3.1 IT Objects:	107
3.4.3.2 IT Knowledge:	107
3.4.3.3 IT Operations:	107
3.4.4 Effective Strategy Implementation.....	108
3.4.5 Demographic Data.....	108
3.5 Pretesting the Instrument	109
3.6 Population of the study	111
3.7 Sample Size	114
3.7.1 Estimating Expected Response Rate	117
3.7.2 Sampling Technique.....	119
3.7.3 Proportional Stratified Sampling.....	119
3.8 Questionnaire Design	121
3.9 Pilot Study	121
3.10 Strategy for Data Collection	122
3.11 Method of Data Analysis	124
3.12 Summary of Chapter.....	126
CHAPTER FOUR.....	128
RESULTS	128
4.1 Introduction	128

4.2 Response Rate	128
4.3 Non- Response Bias	130
4.4 Data Cleaning	132
4.4.1 Outliers	133
4.4.2 Test of Multicollinearity	133
4.4.3 Common Method Variance Test	135
4.5 Descriptive Statistics of the Respondents.....	136
4.6 Latent Variables Descriptive Statistics.....	139
4.7 Assessment of PLS-SEM Path Model Results	141
4.7.1 Assessing the measurement model.....	141
4.7.2 Individual Item Reliability	142
4.8 Assessment of Significance of the Structural Model.....	149
4.8.1 Assessing the Variance Explained in the Latent Variables.....	151
4.8.2 Assessing the Effect Size (f^2)	152
4.8.3 Assessment of Predictive Relevance.....	154
4.9 Testing the Moderating Effect.....	155
4.10 Summary of Chapter.....	157
CHAPTER FIVE.....	159
DISCUSSION AND CONCLUSION	159

5.1 Introduction	159
5.2 Recaptulization of the Study	159
5.3 Discussions	161
5.3.1 Strategic Leadership and Effective Strategy Implementation.....	161
5.3.2 Organizational Innovativeness and Effective Strategy Implementation.....	169
5.3.3 IT Capability and Perceived Effective Strategy Implementation.	172
5.3.4 Moderating Effect of IT Capability on the relationship Between Strategic Leadership and Perceived Effective Strategy Implementation	175
5.3.4.1 Moderating Effect of IT capability on the Relationship between Strategic Leadership and Effective Strategy Implementation	176
5.3.4.2 Moderating Effect of IT Capability on Organizational Innovativeness and Effective Strategy Implementation	180
5.4 Implications of the study	183
5.4.1 Theoretical implications	183
5.4.2 Methodological Implications.....	185
5.4.3 Managerial and Policy Implications.....	186
5.5 Limitations of the Study	190

5.6 Suggestions for Future Research	191
5.7 Conclusions	192
APPENDIX I	292
APPENDIX II.....	301
APPENDIX III	304
APPENDIX IV.....	305



LIST OF TABLES

Table 2.1 Inhibitors to strategy implementation.....	35
Table 3.1 Summary of measures and their sources.....	109
Table 3.2 Institution names and their category.....	111
Table 3.3 Institutions and their population.....	112
Table 3.4 Proportionate Sampling Table.....	120
Table 3.5 Pilot Study Variables Reliabilities.....	122
Table 4.1 Response Rate.....	129
Table 4.2 Response Bias	131
Table 4.3 Missing Values.....	132
Table 4.4 Correlation Matrix of the Exogenous Variable.....	134
Table 4.5 Tolerance and VIF Values of Constructs.....	135
Table 4.6 Respondents Demographic Information.....	137
Table 4.7 Constructs Descriptive Statistics.....	140
Table 4.8 Cross Loadings.....	143
Table 4.9 Items Loading, AVE and Reliabilities.....	146

Table 4.10 Latent Variable Correlation First Order.....	148
Table 4.11 Hypotheses Testing.....	150
Table 4.12 Variance Explain.....	152
Table 4.13 Effect Size.....	153
Table 4.14 Cross Validate Redundancy.....	154
Table 4.13 Hypotheses Testing; Moderating Effect.....	156



LIST OF FIGURES

Figure 2.1 Conceptual Framework.....	68
Figure 4.1 Measurement Model.....	142
Figure 4.2 Structural Model with Moderator (Full Model)	149
Figure 4.3 Interaction Effect (SLP, ITC and ESI)	157



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

The contents of
the thesis is for
internal user
only

REFERENCES

- Aaltonen, P., & Ikävalko, H. (2002). Implementing strategies successfully. *Integrated Manufacturing Systems*, 13(6), 415-418.
- Aarons, G. A., Farahnak, L. R., Ehrhart, M. G., & Sklar, M. (2014). Aligning Leadership Across Systems and Organizations to Develop Strategic Climate to for Evidence-Based Practice Implementation. *Annual Review of Public Health*, 35, 255.
- Abaje, I. B., Sawa, B. A., Igusi, E. O., & Ibrahim, A. A. (2015). Assessment of Rural Communities' Adaptive Capacity to Climate Change in Kaduna State, Nigeria. *Assessment*, 5(20)).
- Abebe, M. A., & Angriawan, A. (2013). Organizational and competitive influences of exploration and exploitation activities in small firms. *Journal of Business Research*, Available at: <http://dx.doi.org/10.1016/j.jbusres.2013.01.015>.
- Abereijo, I. O., Ilori, M. O., Taiwo, K. A., & Adegbite, S. A. (2007). Assessment of the capabilities for innovation by small and medium industry in Nigeria. *African Journal of Business Management*, 1(8).
- Abok, M.A. (2013). *Factors Affecting Effective Implementation of Strategy in Non-*

Governmental Organizations in Kenya. Unpublished Thesis. Jomo Kenyatta

University of Technology Agriculture.

ABU (2015). Welcome to ABU. Retrieved from: <http://abu.edu.ng/abu-2/>. 28,

August 2015

Abdulkareem, A. Y., Akinnubi, O. P., & Oyeniran, S. (2012). Strategic plan

implementation and internal efficiency in Nigerian Universities. *European*

Scientific Journal, 8(3

Abdulwahid S., Arshad M., & Iftekhar K. (2013). Why do public sector

organizations fail in implementation of strategic plan in Pakistan? *Public*

Policy and Administrative Research, 3(1), 33-41

Adam, M. M., & J, M. (1993). Measuring the organizational impact of information

technology investment: An exploratory study. *Journal of Management*

Information Systems, 10(1), 97. *International Journal of Marketing Studies*,

1(2), 158-164.

Adamu, A. U. (1994). Educational reforms in Nigeria. Retrieved from:

http://www.kanoonline.com/publications/educational_reform_in_nigeria.htm

on 19/11/2016.

Adeoye, Y. M., Oluwole, A. F., & Blessing, L. A. (2013). Appraising the Role of Information Communication Technology (ICT) as a Change Agent for Higher Education in Nigeria. *International Journal of Educational Administration and Policy Studies*, 5(8), 177-183.

Adomi, E. E., Ayo, B. T., & Nakpodia, E. D. (2014, September 5). A better response rate for questionnaires: Attitudes of librarians in Nigerian University

Libraries.

Retrieved

from:

<http://digitalcommons.unl.edu/cgi/viewcontent.cgi?article=1155&context=libphilpra>

Adams, J. S. (1965). Inequity in social exchange. In B. Leonard (Ed.), *Advances in Experimental Social Psychology* (Vol. 2, pp. 267-299): Academic Press.

Agarwal, R., & Prasad, J. (1998). A conceptual and operational definition of personal innovativeness in the domain of information technology. *Information Systems Research*, 9(2), 204-215.

Ahmed, Z., Zbib, I., Arokiasamy, S., Ramayah, T., & Chiun, L.M. (2006).

Resistance to change and ERP implementation success: The moderating role of change management initiatives. *Asian Academy of Management Journal*, 11(2), 1-17.

- Ahuja, V., Yang, J., & Shankar, R. (2009). Benefits of collaborative ICT adoption for building project management. *Construction Innovation*, 9(3), 323-340.
- Aiken, L. S., & West, S. G. (1991). *Multiple regression: Testing and interpreting interactions*. Newbury Park: Sage Publications.
- Ajayi, O. M., Odusanya, K., & Morton, S. (2017). Stimulating employee ambidexterity and employee engagement in SMEs. *Management Decision*, 55(4).
- Akter, S., D'Ambra, J., & Ray, P. (2011). An evaluation of PLS based complex models: The roles of power analysis, predictive relevance and GoF index. Proceedings of the Seventeenth Americas Conference on Information Systems, Detroit, Michigan August 4th-7th.
- Alaka, N. S., Tijani, A. A., & Abass, O. A. (2011). Impact of strategic planning on the performance of insurance companies in Nigeria. *European Journal of Humanities and Social Sciences*, 5(1), 136-152.
- Alegre, J., & Chiva, R. (2013). Linking entrepreneurial orientation and firm performance: The role of organizational learning capability and innovation performance. *Journal of Small Business Management*, 51(4), 491-507.
- Alexander, L.D. (1985). Successfully implementing strategic decisions. *Long Range*

Planning, 18 (3), 91-97.

Al-Ghamdi, S.M. (1998). Obstacles to successful implementation of strategic decisions: the British experience. *Journal of European Business Review*, 98 (6), 322-327

Ali, A. (2011). *Assessment of performance measurement in business strategy implementation among companies in Kaduna town* . Unpublished Ph D thesis. St Clements University, United States

Ali, M. & Hadi, A. (2012). Surveying and identifying the factors affecting successful implementation of business strategies in companies of Fars province. *International Journal of Business and Social Science*, 3(1), 265-272.

Al-Jazeera (2014). Nigeria becomes largest economy in Africa. Retrieved from: <http://www.aljazeera.com/news/africa/2014/04/nigeria-becomes-africa-largest-economy-20144618190520102.html>. 04/9/2014.

Al-Khadi, I., Asulay, M., Dixon, R., (2013). Factors influencing the strategy implementation process and its outcome: Evidence from Saudi Arabian banks. *Journal of Global Strategic Management*, 14, 1-15.

Alrech, P.L., & Settle, R.B. (1995). *The survey research handbook* (2nd ed.).

Boston: Irwin.

Alshoaibi, A. A. (1998). The impact of information technology on organisations: The case of the Saudi private sector (Doctoral dissertation, University of St Andrews). Retrieved from <http://hdl.handle.net/10023/2938> 05/06/2016

Alsayed, A. K., Motaghi, M. H., & Osman, I. B. (2012). The use of the multifactor leadership questionnaire and communication satisfaction questionnaire in Palestine: A research note. *International Journal of Scientific and Research Publications*, 2(11), 1-9. 627-642. As cited in: Safarzadeh, T., Dahghan, E.,

Pazireh, M., & Pouraskari, F. (2015). Checking the relationship between strategic leadership, competitive advantage and organizational performance with mediating role of innovation. *International Journal of Business and Behavioural Science*. 5(1), 11-18

Amado, J.B. & Walczuch, R.M. (2012). Information technology, the organizational Capability of proactive corporate environmental strategy and firm performance: a resource based analysis. *European Journal of Information Systems*, 21, 664–679.

Ambrosini, V., & Bowman, C. (2009). What are dynamic capabilities and are they a

useful construct in strategic management? *International Journal of Management Reviews*, 11(1), 29-49.

Amit, R., & Shoemaker, H. J. P. (1993). Strategic assets and organisational rent. *Strategic Management Journal*, 14, 33-46.

Anderson, N., Potočník, K., & Zhou, J. (2014). Innovation and creativity in organizations a state-of-the-science review, prospective commentary, and guiding framework. *Journal of Management*, 40(5), 1297-1333.

Andrew Lihalo K, M. (2014). Barriers to Strategy Implementation by Mid Sized Companies in Kenya. *Global Journal of Management and Business Research*, 13(12).

Andrews, R., Boyne, G. A., Law, J., & Walker, R. M. (2011). Strategy implementation and public service performance. *Administration & Society*, 43(6), 643-671.

Ani, O. E. (2010). Internet access and use: A study of undergraduate students in three Nigerian universities. *The Electronic Library*, 28(4), 555-567.

Ansoff, I. H.; Declerck, R. P. & Hayes, R. L. (1976). From Strategic Planning, to *Strategic Management*, (ed.) John Wiley & Sons, New York NY, USA

Antonakis, J., Avolio, B. J., & Sivasubramaniam, N. (2003). Context and leadership:

An examination of the nine-factor full-range leadership theory using the Multifactor Leadership Questionnaire. *The Leadership Quarterly*, 14(3), 261-295.

Arasa, R., & K'Obonyo, P. (2012). The relationship between strategic planning and firm performance. *International Journal of Humanities and Social Science*, 2(22), 201-213.

Armstrong, C., & Sambamurthy, V. (1999). Information technology assimilation in firms: The influence of senior leadership and IT infrastructure. *Information System Research*, 10(4), 304-327.

Armstrong, J.S., & Overton, T.S. (1977). Estimating non- response bias in Mail surveys. *Journal of Marketing Research*, 14, 396-402.

Asika, N. (1991). *Research methodology in the behavioural sciences*. Lagos: Longman Nigeria Plc, Nigeria.

Asiyai, R. I. (2014). Assessment of information and communication technology integration in teaching and learning in institutions of higher learning. *International Education Studies*, 7(2), 25-36.

- Asiyai, R. I. (2015). Improving quality higher education in Nigeria: The roles of stakeholders. *International Journal of Higher Education*, 4(1), 61-70.
- Ashraf, G., Kadir, S. A., Pihie, Z. A. L., & Rashid, A. M. (2014). The mediator role of organizational innovativeness between organizational culture and organizational effectiveness. *British Journal of Education*, 2(6), 30-54.
- Aswani, S. (2013). *Strategic innovation and performance of public universities in Kenya* (Doctoral dissertation, University of Nairobi).
- Augustine, A., & Agu, A.O., (2013). Impact of strategy formulation and implementation in ailing organizations. *European Journal of Business and Management*, 5 (20), 232- 241
- Aremu, M. A., & Oyinloye, O. O. (2014). Relationship between strategic management and firm's performance in Nigerian banking industry. *Kuwait chapter of the Arabian Journal of Business and Management Review*, 4(3), 28.
- Atkinson, H. (2006). Strategy implementation: a role for the balanced scorecard? *Management Decision*, 44(10), 1441-1460.
- Awino, Z. B. (2007). *The Effect of Selected variables on corporate performance: A survey of Supply Chain Management in Large Private Manufacturing Firms in Kenya*. University of Nairobi: Unpublished PhD Thesis.

Arvanitis, S. (2005). Computerization, workplace organization, skilled labour and firm productivity: Evidence for the Swiss business sector. *Economics of Innovation and New Technology*, 14(4), 225-249.

Avlonitis, G.J., Kouremenos, A. and Tzokas, N. (1994). Assessing the innovativeness of organizations and its antecedents Project Innovstrat. *European Journal of Marketing*, 28 (11), 5-28.

Babbie, E. R. (1973). *Survey research methods*. Belmont, CA: Wadsworth.

Badawi, G. (2009). Public Library Services and the information needs of women in Northern Nigeria. *Samaru Journal of Information Studies*, 9(2).

Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation models. *Journal of the Academy of Marketing Science*, 16(1), 74-94.

Bakar, A. R. A., Hashim, F., Ahmad, H., Isa, F. M., & Dzakaria, H. (2009). distinctive capabilities and Strategic thrusts of Malaysia's institutions of higher learning. *International Journal of Marketing Studies*, 1(2), 158.

Bambale, A.J. (2013). *The mediating effect of psychological ownership on the relationship between servant leadership and organizational citizenship behaviours in Kano Nigeria*. An unpublished PhD thesis submitted to

OYAGSB University Utara Malaysia.

Barreto, I. (2010). Dynamic capabilities: A review of past research and an agenda for the future. *Journal of Management*, 36(1), 256-280.

Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.

Barney, J. B. (1986). Strategic factor markets: Expectations, luck, and business strategy. *Management Science*, 32(10), 1231-1241.

Barney, J. B., & Hesterly, W. S. (2010). *Strategic management and competitive advantage: Cases and concepts*.

Barney, J., Wright, M., & Ketchen, D.J. (2001). The resource-based view of the firm: Ten years after 1991. *Journal of Management*, 27, 625-641.

Barua, A., Lee, B., & Whinston, A. (1996). The calculus of reengineering. *Information Systems Research*, 7(4), 409-428.

Bass, B. M., & Avolio, B. J. (1992). *Organizational description questionnaire: Sampler set*. Mind Garden, Incorporated.

Bassey, S. U., Okodoko, D., & Akpanumoh, U. D. (2009). Information communication technologies in the management of education for sustainable

development in Africa. *African Research Review*, 3(3).

Baum, J. R., Locke, E. A., & Kirkpatrick, S. A. (1998). A longitudinal study of the relation of vision and vision communication to venture growth in entrepreneurial firms. *Journal of Applied Psychology*, 83(1), 43.

Beer, M. & Eisenstat, R.A. (2000). The six silent killers of strategy Implementation. *Sloan Management Review*. 29.

Berman, S. J., Berman, S. J., Davidson, S., Davidson, S., Ikeda, K., Ikeda, K., ... & Marshall, A. (2016). How successful firms guide innovation: insights and strategies of leading CEOs. *Strategy & Leadership*, 44(5), 21-28.

Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.

Bell, P., Dean, G. & Gottschalk, P. (2010). Information management in law enforcement: the case of police intelligence strategy implementation”, *International Journal of Information Management*, 30 (4), 343-349.

Benitez-Amado, J., & Walczuch, R. M. (2012). Information technology, the organizational capability of proactive corporate environmental strategy and firm performance: a resource-based analysis. *European Journal of Information Systems*, 21(6), 664-679.

Berg, N. (2002). Non-response bias. [www.utdallas. Edu/nberg/Berg.../BergNon-responseBiasjuly2013.pdf](http://www.utdallas.edu/nberg/Berg.../BergNon-responseBiasjuly2013.pdf)

Berson, Y., Shamir, B., Avolio, B. J., & Popper, M. (2001). The relationship between vision strength, leadership style, and context. *The Leadership Quarterly*, 12(1), 53-73.

Bey, N., Hauschild, M. Z., & McAloone, T. C. (2013). Drivers and barriers for implementation of environmental strategies in manufacturing companies. *CIRP. Annals-Manufacturing Technology*, 62(1), 43-46.

Bharadwaj, A. S. (2000). A resource-based perspective on information technology capability and firm performance: an empirical investigation. *MIS Quarterly*, 169-196.

Bharadwaj, S. G., Varadarajan, P. R., & Fahy, J. (1993). Sustainable competitive advantage in service industries: a conceptual model and research propositions. *The Journal of Marketing*, 83-99.

Bhatt, G. D., Grover, V., & Grover, V. (2005). Types of information technology capabilities and their role in competitive advantage: An empirical study. *Journal of Management Information Systems*, 22(2), 253-277.

- Biemer, P.P., & Lyberg, L. (2003). *Introduction to Survey Quality*. John Wiley
- Birasnav, M. (2014). Knowledge management and organizational performance in the service industry: The role of transformational leadership beyond the effects of transactional leadership. *Journal of Business Research*, 67(8), 1622-1629.
- Birinci, M., & Eren, E. (2013). The effect of strategic management practices on the performance of universities in Turkey. *Journal of Global Strategic Management*, 13, 17-33.
- Black, S. A., & Porter, L. J. (1996). Identification of the critical factors of TQM. *Decision Sciences*, 27(1), 1-21.
- Bloomberge (2014). Nigeria's Economy Overtakes South Africa's. Retrieved from: <http://www.bloomberg.com/news/articles/2014-04-06/nigerian-economy-overtakes-south-africa-s-on-rebased-gdp>. 12/12/2014.
- Boal, K.B. & Schultz, P.L. 2007. Storytelling, time, and evolution: the role of strategic leadership in complex adaptive systems. *Leadership Quarterly*, 18, 411–428.
- Boal, K. B., & Hooijberg, R. (2001). Strategic leadership research: Moving on. *The Leadership Quarterly*, 11(4), 515-549.

Bogoro, S. E. (2015). Enhancing the relevance of research and industry partnership in Nigeria: a case for new strategies. Retrieved on 19 April, 2017 from:
http://www.tetfund.gov.ng/download/Convocation_Lecture_%202015_FUTO_Owerri.pdf

Bollen, K. A. (1989). *Structural equation modeling with latent variables* (2nd ed.). New York: Wiley.

Bogner, W. C., Thomas, H., & McGee, J. (1999). Competence and competitive advantage: towards a dynamic model. *British Journal of Management*, 10(4), 275-290.

Bossidy, L. & Charan, R. (2002). *Execution: The discipline of getting things done*. London: Random House.

Bowman, C. & Ambrosini, V. (1997). Using Single respondent in strategy research. *British Journal of Management*, 8, 119-131

Brauer, M., & Schmidt, S. L. (2008). Defining the strategic role of boards and measuring boards' effectiveness in strategy implementation. Corporate governance: *The International Journal of Business in Society*, 8(5), 649-660.

Brown, S. L., & Eisenhardt, K. M. (1995). Product development: Past research,

present findings, and future directions. *Academy of Management Review*,
20(2), 343-378.

Bruss L., Roos H (1993). Operations, readiness and culture: don't reengineer
without considering them. *Inform* 57-64.

Byrne, Z. (2005). Fairness Reduces the Negative Effects of Organizational Politics
on Turnover Intentions, Citizenship Behaviour and Job Performance. *Journal
of Business & Psychology*, 20, 175-200.

Brynjolfsson, E., & Hitt, L. M. (2000). Beyond computation: Information
technology, organizational transformation and business performance. *The
Journal of Economic Perspectives*, 23-48.

Brown, S. L., & Eisenhardt, K. M. (1997). The art of continuous change: Linking
complexity theory and time-paced evolution in relentlessly shifting
organizations. *Administrative Science Quarterly*, 1-34.

Brown, R. L. (1997). Assessing specific mediational effects in complex theoretical
models. *Structural Equation Modelling*, 4, 142-156.

Bryan Jean, R. J., Sinkovics, R. R., & Kim, D. (2008). Information technology and
organizational performance within international business to business

relationships: a review and an integrated conceptual framework.

International Marketing Review, 25(5), 563-583.

Budros, A. (2000, June). Organizational types and organizational innovation:

Downsizing among industrial, financial, and utility firms. In *Sociological*

Forum, 15, (2), 273-306. Kluwer Academic Publishers-Plenum Publishers.

Bülbül, Y., Özbay, R.D. (2011). *Commercialization of technological information*.

İstanbul Publications of Istanbul Chamber of Commerce, Publication No,

2011-111.

Burns, Tom and G.M. Stalker (1961), *The Management of Innovation*. London:

Tavistock Publishing.

Calantone, R. J., Cavusgil, S. T., & Zhao, Y. (2002). Learning orientation, firm

innovation capability, and firm performance. *Industrial Marketing*

Management, 31(6), 515-524.

Camisón, C., & Villar-López, A. (2014). Organizational innovation as an enabler of

technological innovation capabilities and firm performance. *Journal of*

Business Research, 67(1), 2891-2902.

Cannella, A. A., Jr. (2001). Upper echelons: Donald Hambrick on executives and

strategy. *Academy of Management Executive*, 15(3), 36- 42.

Cannella, A.A, Hambrick, D.C & Finkelstein (2010). *Strategic Leadership*, New York, Oxford University Press

Carter, S. M., & Greer, C. R. (2013). Strategic leadership: Values, styles, and organizational performance. *Journal of Leadership & Organizational Studies*, 1548051812471724.

Cater, T., & Pucko, D. (2010). Factors of Effective Strategy Implementation: Empirical Evidence from Slovenian business practice. *Journal for East European Management Studies* JEEMS, 207-237.

Cavana, R. Y., Dalahaye, B., & Sekaran, U. (2001). *Applied Research: Qualitative and quantitative methods*. Australia: John Wiley and Sons.

Chae, H. C., Koh, C. E., & Prybutok, V. R. (2014). Information technology capability and firm performance: contradictory findings and their possible causes. *Mis Quarterly*, 38(1), 305-326.

Chakravarty, A., Grewal, R., & Sambamurthy, V. (2013). Information technology competencies, organizational agility, and firm performance: Enabling and facilitating roles. *Information Systems Research*, 24(4), 976-997.

- Chan, Y. E., Huff, S. L., Barclay, D. W., & Copeland, D. G. (1997). Business strategic orientation, information systems strategic orientation, and strategic alignment *Information Systems Research*, 8(2), 125-150.
- Chan, L. L., Shaffer, M. A., & Snape, E. (2004). In search of sustained competitive advantage: the impact of organizational culture, competitive strategy and human resource management practices on firm performance. *The International Journal of Human Resource Management*, 15(1), 17-35.
- Chen, H., Wang, H & Yang, K. (2009). Establishment and application of performance measures for universities. *Total Quality Management*, 21(3), 220-235.
- Chikelu, C. (2016). *Nigerian varsities and record-breaking graduates*. Retrieved from: <http://leadership.ng/news/502401/nigerian-varsities-record-breaking-graduates> on 19/11/2016
- Chin, W. W. (2010). How to write up and report PLS analyses. In Esposito, V., *et al.* (eds.), *Handbook of Partial Least Squares* (pp. 655 – 688). New York: Springer-Verlag.
- Chin, W.W. (1998). Issues and opinion on structural equation modeling. *MIS*

Quarterly, (22) 1, 7-16.

Chin, W. W., Marcolin, B. L., & Newsted, P. R. (2003). A partial least square latent variable modeling approach for measuring interaction effects: Results from a Monte Carlo Simulation study and an electronic-mail emotion/adoption study. *Information Systems Research*, 14, 189-217.

Chomeya, R. (2010). Quality of psychology test between Likert scale 5 and 6 points. *Journal of Social Sciences*, 6(3), 399-403.

Chow, W. S., & Chan, L. S. (2008). Social network and shared goals in organizational knowledge sharing. *Information Management*, 45, 7, 24–30.

CIA, A. (2013). *The world factbook*. Skyhorse Publishing.

Clement, J. P., Belin, A., Bean, M. J., Boling, T. A., & Lyons, J. R. (2014). A strategy for improving the mitigation policies and practices of the Department of the Interior. A report to the Secretary of the Interior from the Energy and Climate Change Task Force, Washington, DC. Retrieved from: <https://www.doi.gov/sites/doi.gov/files/migrated> 19/10/2016

Cocks, G. (2010). Emerging concepts for implementing strategy. *The TQM Journal*, 22(3), 260-266.

Cohen, A., & Vigoda, E. (2000). Do good citizens make good organizational citizens? An empirical examination of the relationship between general citizenship and organizational citizenship behaviour in Israel.

Administration & Society, 32 (5) 596- 624.

Cohen, L. & Manion, L. (1980). *Research methods in education*. London: Groom Helm Ltd.

Cohen, J. (1988). *Statistical power analysis for the behavioural sciences*. Hillsdale, NJ: Lawrence Erlbaum Associates.

Colbert, A. E., Barrick, M. R., & Bradley, B. H. (2014). Personality and leadership composition in top management teams: Implications for organizational effectiveness. *Personnel Psychology*, 67(2), 351-387.

Collins, J. (2001). *Good to Great*. London: Random House.

Collis, D. J., & Montgomery, C. A. (1995). Competing on Resources. *Harvard Business Review*, 119.

Cone, J. D. (2001). *Evaluating outcomes: Empirical tools for effective practice*.

Washington, DC: American Psychological Association.

Conner, K.R. (1991). A historical comparison of the resource-based theory and five

schools of thought within industrial organization economics: do I have a
new theory of the firm. *Journal of Management*, 17(1), 121-54.

Conner, K. R., & Prahalad, C. K. (1996). A resource-based theory of the firm:
Knowledge versus opportunism. *Organization Science*, 7(5), 477-501.

Conway, J., & Lance, C. (2010). What reviewers should expect from authors
regarding common method bias in organizational research. *Journal of
Business and Psychology*, 25, 325-334.

Costa, B.P. & Cabral, J. E., (2010). An analytical model of the relationship
knowledge, Learning, Innovation and Sustainability. In XVI
*International Conference on Industrial Engineering and Operations
Management*, São Carlos, SP, Brazil (pp. 1-15).

Coulson-Thomas, C. (2013). Implementing strategies and policies. *Strategic
Direction*, 29(3), 33-35.

Creswell, J. W. (1994). *Research design: qualitative & quantitative approaches*.
London SAGE Publications.

Creswell, J. W. (2003). *Research Design* (2nd ed.). Thousand Oaks, CA: Sage.

Crossan, M. M., & Apaydin, M. (2010). A multi-dimensional framework of

organizational innovation: A systematic review of the literature. *Journal of Management Studies*, 47(6), 1154-1191.

Curtin. D. C., (1999). Aligning with vision and values. *Leadership Excellence*, 23(4), 6.

Damanpour, F., & Evan, W. M. (1984). Organizational innovation and performance: the problem of "organizational lag". *Administrative Science Quarterly*, 392-409
Damanpour, F. (1987). The adoption of technological, administrative, and ancillary innovations: Impact of organizational factors. *Journal of Management*, 13(4), 675-688

Dahiru, T., & Oche, O. M. (2015). Determinants of antenatal care, institutional delivery and postnatal care services utilization in Nigeria. *Pan African Medical Journal*, 22(1).

Damanpour, F., Walker, R. M., & Avellaneda, C. N. (2009). Combinative effects of innovation types and organizational performance: A longitudinal study of service organizations. *Journal of Management Studies*, 46(4), 650-675.

Davenport, T. H. (2013). *Process innovation: reengineering work through information technology*. Harvard Business Press.

Davenport, T. H., De Long, D. W., & Beers, M. C. (1998). Successful knowledge management projects. *MIT Sloan Management Review*, 39(2), 43.

Day, D.V., Gronn, P. and Salas, E. (2004). Leadership capacity in teams. *Leadership Quarterly*, 15 (6) 857-880.

Dean Jr., J.W., Bowen, D.E., (1994). Management theory and total quality: improving research and practice through theory development. *Academy Management Review*, 19 (3), 392-418.

Deji-Folultile, O. (2014, December7). More students seek higher education abroad.

The Punch. Retrieved from www.punchng.com/education/more-student.

Del Canto, J. G., & Gonzalez, I. S. (1999). A resource-based analysis of the factors determining a firm's R&D activities. *Research Policy*, 28(8), 891-905.

De Feo, J. A., & Janssen, A. (2001). Implementing a strategy successfully. *Measuring Business Excellence*, 5(4), 4-6.

de Lara, P. Z. M., & Tacoronte, D. V. (2007). Investigating the effects of procedural justice on workplace deviance: Do employees' perceptions of conflicting guidance call the tune? *International Journal of Manpower*, 28, 715-729.

De Oliveira Cabral, J. E., & Da Penha Braga Costa, M. (2010). An Analytical Model

of the Relationship Knowledge, Learning, Innovation and Sustainability. In

XVI International Conference on Industrial Engineering and Operations

Management, São Carlos, SP, Brazil (pp. 1-15).

Deshpande, R., Farley, J. U., & Webster Jr, F. E. (1993). Corporate culture, customer

orientation, and innovativeness in Japanese firms: a quadrad analysis. *The*

Journal of Marketing, 23-37.

Davenport, T. H. (1994). Saving IT's Soul: Human-cantered information

management. *Harvard Business Review*, 72(2), 119-31.

Dewett, T., & Jones, G. R. (2001). The role of information technology in the

organization: a review, model, and assessment. *Journal of Management*,

27(3), 313-346.

Dillman, D. A. (2000). *Mail and internet surveys: The tailored design method* (2

ed.). New York: John Wiley and Sons.

Dillman, D. A. (1991). The design and administration of mail surveys. *Annual*

Review of Sociology, 225-249.

Dimitrios, N. K., Sakas, D. P., & Vlachos, D. S. (2013). Analysis of Strategic

Leadership Simulation models in non-profit Organizations. *Procedia-Social*

and Behavioural Sciences, 73, 276-284.

Direction, S. (2016). Avoiding the strategy execution pitfalls: Confronting dilemmas when turning plans into action. *Strategic Direction*, 32(5).

Dobni, C. B. (2010). Achieving synergy between strategy and innovation: The key to value creation. *International Journal of Business Science and Applied Management*, 5(1), 48-58.

Donald, J. G. (1984). Quality indices for faculty evaluation. *Assessment and Evaluation in Higher Education*, 9(1), 41-52.

Donald, R. (2006). The effect of management styles on the organizational commitment and job satisfaction of customer contact personnel. *Journal of Organizational Cultures and Communication and Conflict*, 11 (1), 77.

Donate, M. J., & de Pablo, J. D. S. (2015). The role of knowledge-oriented leadership in knowledge management practices and innovation. *Journal of Business Research*, 68(2), 360-370.

Drnevich, L.P. & Croson, D.C. (2013). Information Technology and Business-level strategy: toward an integrated theoretical perspective. *MIS Quarterly*, 37(2), 483-510

Drucker, P.F., Dyson, E., Handy, C., Saffo, P. & Senge, P.M. 1997. Looking ahead: implications of the present. *Harvard Business Review*, 75 (5): 18–32.

Duarte, P., & Raposo, M. (2010). A PLS model to study brand preference: An application to the mobile phone market. In V. Esposito Vinzi, W. W. Chin, J. Henseler & H. Wang (Eds.), *Handbook of Partial Least Squares* (pp. 449-485): Springer Berlin Heidelberg.

Durowoju, E. O., Onuka, A. O., & Ajisegiri, R. O. (2013). Challenges and prospects of ICTs in management communication in Nigeria. *World Essays Journal*, 1 (2),40-45.

Ebuara, V. O., Udida, L. A., Ekpiken, W., & Bassey, U. U. (2009, August). Re-inventing the Nigerian Universities Dream and the Challenge of Leadership. In *11th International Conference of Educational Management*, Association of South Africa (EMASA) 7th- 9th August.

Edem, N. (2015). Utilization of Information Technology Facilities for Research by Undergraduate Students in Nigerian Tertiary Institutions. *Information and Knowledge Management*, 59(10), 81-87.

Edet, A. O., & Ekpoh, U. I. (2017). Administrative challenges of academic heads of

- department in tertiary institutions in Cross River state. *Mediterranean Journal of Social Sciences*, 8(2), 129.
- Eisenhardt, K. M., & Martin, J. A. (2000). Dynamic capabilities: what are they?. *Strategic Management Journal*, 21(10-11), 1105-1121.
- Ekundayo, H. T., & Ajayi, I. A. (2009). Towards effective management of university education in Nigeria. *International NGO Journal*, 4(8), 342-347.
- Elliott, A. C., & Woodward, W. A. (2007). *Statistical analysis: Quick reference* guidebook with SPSS examples. Thousand Oaks, CA: Sage Publications.
- Enahoro, J. A., & Badmus, A. D. (2013). Emergence of Private Universities in Nigeria and Monitoring Standards between 2002 and 2012. *American Journal of Business and Management*, 2(1), 59-64.
- Engberg, R., Hörte, S. Å., & Lundbäck, M. (2015). Strategy implementation and organizational levels: resourcing for innovation as a case. *Journal of Organizational Effectiveness: People and Performance*, 2(2), 157-175.
- Enriquez de la O, J. F. (2015). Resource-based view and dynamic capabilities- Achieving competitive advantage through internal resources and competences. *Vezetéstudomány/Budapest Management Review*, 46(11), 50.
- Elenkov, D; Judge, W; Wright, P.(2005). Strategic leadership and executive

innovation influence: An international multi-cluster Comparative study.

Strategic Management Journal, 26, 665-682.

Ezekwe, E. A., & Onwe, S. O. (2014). Configuration of Nigerian tertiary institutions

employee using mission statements: a discourse. *International Journal of*

Political Science and Administration, 2, (3), 23-32.

Fahy, J. (2000). The resource-based view of the firm: Some stumbling block on the

road to understanding sustainable competitive advantage. *Journal of*

European Industrial Training, 24(2 3/4), 94-104.

Fahy, J., & Smithee, A. (1999). Strategic marketing and the resource based view of

the firm. *Academy of Marketing Science Review*, 1999, 1.

Falk, R. F., & Miller, N. B. (1992). *A primer for soft modeling*. Ohio: The University

of Akron Press.

Farid, D., Nejati, M.M. & Mirta, K.H. (2008). Balance scorecard in an Iranian

universities and higher education institutions: implementation guide in an

Iranian context. *Annals of university of Bucharest, Economic*

Administrative Series. 2, 31-45.

Famade, O.A., Omiyale, G.T. & Adebola, Y. A. (2015). Towards Improved Funding

of Tertiary Institutions in Nigeria. *Asian Journal of Humanities and Social Sciences* (AJHSS), 3(2).

Fed. Min. of Edu. (2016, October 13). Higher Education. Retrieved from:

<http://www.education.gov.ng/>

Feeny, D. F., & Ives, B. (1990). In search of sustainability: Reaping long-term advantage from investments in information technology. *Journal of Management Information Systems*, 7(1), 27-46.

Fehnel, R. (2000). Strategic planning and the Nigeria University system innovation

project. The Quest for Competitive Advantage. Concept & Cases.

Discussion

paper

retrieved

from:

http://siteresources.worldbank.org/INTAFRREGTOPTEIA/Resources/fehnel_strateg

16 January 2015.

Field, A. (2009). *Discovering Statistics using SPSS* (ed.). London: Sage

Publications.

Finkelstein, S., Hambrick, D. C., & Cannella, A. A. (2009). *Strategic leadership:*

Theory and research on executives, top management teams, and boards.

Oxford University Press, USA.

Finkelstein, S., Hambrick, D. C., & Cannella, A. (1996). *Strategic leadership*. St.

Paul, Minn.: West.

Fletcher, M., & Harris, S. (2002). Seven aspects of strategy formation: exploring the

value of planning. *International Small Business Journal*, 20(3), 297-314.

Floyd, S. W., & Wooldridge, B. (1990). Path Analysis of the Relationship between

competitive strategy, information technology and financial performance.

Journal of Management Information Systems, 7(1), 47-64.

Flynn, B.B., Schroeder, R.G. & Sakakibara, S., (1994). A framework for quality

management research and an associated instrument. *Journal of Operations*

Management, 11 (4), 33- 366.

Foreman, J., & Argenti, P. A. (2005). How corporate communication influences

strategy implementation, reputation and the corporate brand: an exploratory

qualitative study. *Corporate Reputation Review*, 8(3), 245-264.

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with

unobservable variables and measurement error, *Journal of Marketing*

Research, 18(1), 39-50.

Fornell, C., & Bookstein, F. L. (1982). Two structural equations models: LISREL

- and PLS applied to consumer exit-voice theory. *Journal of Marketing Research*, 19, 4, 440-452.
- Foss, N. J. (1998). The resource-based perspective: an assessment and diagnosis of problems. *Scandinavian Journal of management*, 14(3), 133-149.
- Freedman, M. . (2003). The genius is in the implementation. *Journal of Business Strategy*, 24(2), 26-31.
- French, S. J., Kelly, S. J., & Harrison, J. L. (2004). The role strategic planning in the performance of small, professional service firms (A research note). *Journal of Management Development*, 23 (8), 765 -776.
- Freshwater, D., Sherwood, G., & Drury, V. (2006). International research collaboration Issues, benefits and challenges of the global network. *Journal of Research in Nursing*, 11(4), 295-303.
- Friedman, A. L & Miles, S. (2006). *Stakeholders: Theory and practice*. Oxford University Press.
- Frei, F. X., Kalakota, R., Leone, A. J., & Marx, L. M. (1999). Process variation as a determinant of bank performance: evidence from the retail banking study. *Management Science*, 45(9), 1210-1220.
- Fuller, S. (2012). *Knowledge management foundations*. Routledge.

Gall, B., House, R. J., & Athur, M.B. (2003). The motivational effect of visionary management: A self-concept-based theory. *Organisational Science*, 4, 577-594.

García-Morales, V. J., Jiménez-Barrionuevo, M. M., & Gutiérrez-Gutiérrez, L. (2012). Transformational leadership influence on organizational performance through organizational learning and innovation. *Journal of Business Research*, 65(7), 1040-1050.

Gardner, W. L., Lowe, K. B., Moss, T. B., Mahoney, K. T., Coglisier, C. C. (2010).

Scholarly leadership of the study of leadership: A review of The Leadership Quarterly's second decade, 2000- 2009. *Leadership Quarterly*, 21, 922- 958

Garrison, G., Wakefield, R. L., & Kim, S. (2015). The effects of IT capabilities and delivery model on cloud computing success and firm performance for cloud supported processes and operations. *International Journal of Information Management*, 35(4), 377-393.

Gatignon, H., & Xuereb, J. M. (1997). Strategic orientation of the firm and new product performance. *Journal of Marketing Research*, 77-90.

Geisser, S. (1974). A predictive approach to the random effect model. *Biometrika*,

61, 101-107.

Geladi, P., & Kowalski, B. (1986). *Partial least-squares regression: A tutorial*.

Analytica Chimica Acta, 185, 1-17.

Gera, S.& Gu, W. (2004). The effect of organizational innovation and information

and communication technology on firm performance. *International*

Productivity monitor, Nov. 9, 2004. Retrieved from:

http://www.csls.ca/ipm/9/gera_gu_e.pdf. 17th August, 2015.

Getz, G. and Lee, J. (2011). “Why your strategy isn’t working”, *Business Strategy*

Series.

Geyery, A. L., & Steyrer, J. M. (1998). Transformational leadership and objective

performance in banks. *Applied Psychology*, 47(3), 397-420.

Gibney, J., Copeland, S., & Murie, A. (2009). Toward anew ‘strategic leadership of

place for the knowledge-based economy. *Leadership*, 5(1), 5-23.

Giles, W.D. (1991): Making strategy work, in. *Long Range Planning*, 24, (5) 75-91.

Ghobakhloo, M., Hong, T. S., Sabouri, M. S., & Zulkifli, N. (2012). Strategies for

successful information technology adoption in small and medium-sized

enterprises. *Information*, 3(1), 36-67.

- Glantz, J. (2002). Finding your leadership style. *A guide for educators*.
- Glazer R. (1991). Marketing in an information-intensive environment: strategic implications of knowledge as an asset. *Journal of Marketing*, 55, 1–19.
- Goetsch, D. L., & Davis, S. B. (2014). *Quality management for organizational excellence*. Pearson.
- Gökmen, A., & Hamşioğlu, A. B. (2011). Tacit knowledge and its correlation to innovation and performance in obtaining competitive advantage: A study in a business operating in the textile industry. *Uluslararası İktisadi ve İdari İncelemeler Dergisi*, (7). Retrieved from <http://www.kku.edu.tr/akademik/goster.php?sicilno=35-4> 20/9/2016
- Gold, A.H., Malhotra, A., & Segars, A.H. (2001). Knowledge management: an organizational capabilities perspective. *Journal of Management Information Systems*, 18(1), 185- 214.
- Granados, A., & Kruse, F. (2011). Implementing changes in the head teacher role: Adaptation of strategic leadership style in inclusive school settings. *International Journal of Leadership in Public Services*, 7(4), 287-303.
- Grandy, G. (2013). An exploratory study of strategic leadership in churches.

Leadership & Organization Development Journal, 34(7), 616-638.

Graham, C. R., Woodfield, W., & Harrison, J. B. (2013). A framework for institutional adoption and implementation of blended learning in higher education. *The Internet and Higher Education*, 18, 4-14.

Grant, R. M. (1996). Toward a knowledge-based theory of the firm. *Strategic Management Journal*, 17(S2), 109-122.

Greenwood, R. & Hinings, C.R. (1996). Understanding radical organisational change: bringing together the old and the new institutionalism. *Academy of Management Review*, 21: 1022–1054. 18 (1) ,185-214.

Gronn, P. (2002). Distributed leadership as a unit of analysis. *The Leadership Quarterly*, 13(4), 423-451.

Guimaraes, T., & Bond, W. (1996). Empirically assessing the impact of business process re-engineering on manufacturing firms. *International Journal of Operation Production Management*, 16(5), 5-28.

Gumusluoglu, L., & Ilsev, A. (2009). Transformational leadership, creativity, and organizational innovation. *Journal of Business Research*, 62(4), 461-473.

Guohui, S., & Eppler, M. J. (2016). Making strategy work: A literature review on the

factors influencing strategy implementation. Retrieved from:

<http://www.knowledge-communication.org/pdf/making-strategy-work.pdf>

20/09/2016

Gurbaxani, V., Kraemer, K., & Melville, N. (2004). Information Technology and

Organizational Performance: An Integrative Model of IT Business Value.

Centre for Research on Information Technology and Organizations.

University of California, Irvine.

Gurowitz, E. M. (2007). *The challenge of strategy implementation*. Bespoke

Solutions.

Gusau, B. U. (2008). *Educational reforms in Nigeria: successive years*

of inconsistencies and confusions. Paper presented at Gusau educational

development association (GEDA) interactive session, January 2008.

Retrieved on, <http://www.gamji.com/article6000/news7831.htm> 12/10/2016

Gustafsson, A., & Johnson, M. D. (2004). Determining attribute importance in a

service satisfaction model. *Journal of Service Research*, 7, 2, 124-41.

Hackler, D., & Saxton, G. D. (2007). The strategic use of information technology by

non-profits organizations: Increasing capacity and untapped potential.

Public Administration Review, 67(3), 474-487.

Hair Jr, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2017). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Sage Publications.

Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2006).

Multivariate data analysis (6th ed.). Upper Saddle River, NJ:

Pearson/Prentice Hall.

Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2014). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Thousand Oaks: Sage

Publications.

Hair, J. F., Sarstedt, M., Ringle, C. M., & Mena, J. A. (2012). An assessment of the use of partial least squares structural equation modeling in marketing research. *Journal of the Academy of Marketing Science*, 40, 414-433.

Hair, J., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data*

analysis (ed.). Uppersaddle River, New Jersey: Pearson Education

International.

Hair, J.F., Wolfinbarger, M.F., & Ortinall, D.J. (2008). *Essential of marketing research*. Boston: McGraw. Hill/Irwin.

Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed, a Silver Bullet.

Journal of Marketing Theory and Practice, 18, 139-152.

Hair, J. F., Black, Andersen, R. E., & Tatham, R. L., & Black, W.C. (1998).

Multivariate data analysis (ed.). NJ: Pearson Education international, Inc.

Hambrick, D. C. (1980). Operationalizing the concept of business-level strategy in

research. *Academy of Management Review*, 5(4), 567-575.

Hambrick, D. C. (1983). High profit strategies in mature capital goods industries: A

contingency approach. *Academy of Management journal*, 26(4), 687-707.

Hammer, M., & Stanton, S. A. (1995). *The reengineering revolution*. New York

USA: Harper Collins Inc.

Handfield, R., Jayaram, J., & Ghosh, S. (1999). An empirical examination of quality

tool deployment patterns and their impact on performance. *International*

Journal of Production Research, 37(6), 1403-1426.

Harbison, F.H. (1971). *The Prime Movers of Innovation in Education and Economic*

Development C. Anderson et al (Ed) London: Aldine Publication Co

Harman, H. H. (1967). *Modern factor analysis*. Chicago, IL: University of Chicago

Press.

Hartley, J., Sørensen, E., & Torfing, J. (2013). Collaborative innovation: A viable alternative to market competition and organizational entrepreneurship.

Public Administration Review, 73(6), 821-830.

Haruna, M. (2015). *People and Politics. A brief history of Kaduna: the crocodile*

city. Retrieved from: <http://www.gamji.com/haruna/haruna251.htm> 20/6/2015

Helm, S., Eggert, A., & Garnefeld, I. (2010). Modeling the impact of corporate

reputation on customer satisfaction and loyalty using partial least squares. In V.

Esposito Vinzi, W. W. Chin, J. Henseler & H. Wang (Eds.), *Handbook of*

Partial Least Squares (pp. 515-534): Springer Berlin Heidelberg.

Henderson, R., & Cockburn, I. (1994). Measuring competence? Exploring firm

effects in pharmaceutical research. *Strategic Management Journal*, 15(S1),

63-84.

Henseler, J., & Fassott, G. (2010). Testing Moderating Effects in PLS Path Models:

An Illustration of Available Procedures. In V. Esposito Vinzi, W. W. Chin, J.

Henseler & H. Wang (Eds.), *Handbook of Partial Least Squares: Concepts,*

Methods and Applications (pp. 713-735). Berlin et al.: Springer.

Henseler, J., Ringle, C. M., & Sinkovics, R. R. (2009). The use of partial least

Squares path modeling in international marketing. In R. R. Sinkovics & P. N.

Ghauri (Eds.), *Advances in International Marketing* (Vol. 20, pp. 277-320).

Bingley: Emerald.

Hesa (2013). Retrieved on 12/5/2015 from:

https://www.hesa.ac.uk/index.php?option=com_content&view=article&id=2663

Higgins, J. M. (2005). The eight 'S's of successful strategy execution. *Journal of*

Change Management, 5(1), 3-13.

Hitt, M. A., Miller, C. C., & Colella, A. (2006). *Organizational behaviour a strategic*

approach. John Wiley & Sons.

Hitt, M. A., Biermant, L., Shimizu, K., & Kochhar, R. (2001). Direct and moderating

effects of human capital on strategy and performance in professional service

firms: A resource-based perspective. *Academy of Management Journal*,

44(1), 13-28.

Hitt, M.A., Ireland, R.D. & Hoskisson, R.E. (2007). *Strategic Management:*

Competitiveness and Globalization, (ed). Ohio: Thomson/South Western.

Hitt, L. M. (1999). Information technology and firm boundaries: Evidence from

panel data. *Information Systems Research*, 10(2), 134-149.

Hitt, M. A., Haynes, K. T., & Serpa, R. (2010). Strategic leadership for the 21st century. *Business Horizons*, 53, 437-444.

Hogan, S. J., & Coote, L. V. (2014). Organizational culture, innovation, and performance: A test of Schein's model. *Journal of Business Research*, 67(8), 1609-1621.

Holland, D., & Kumar, S. (1995). Getting past the obstacles to successful reengineering. *Business Horizons*, 38, 79-85.

Holmes, P. (1985). *Nigeria: giant of Africa*. National Oil and Chemical Marketing Co. of Nigeria.

Hong, K. K., & Kim, Y. G. (2002). The critical success factors for ERP implementation: An organizational fit perspective. *Information & Management*, 40, 25-40.

Hoskisson, R. E., Hitt, M. A., Wan, W. P., & Yiu, D. (1999). Theory and research in strategic management: Swings of a pendulum. *Journal of Management*, 25(3), 417-456.

House, R. J., Dorfman, P. W., Javidan, M., Hanges, P. J., & de Luque, M. F. S. (2013). *Strategic leadership across cultures: GLOBE study of CEO*

leadership behaviour and effectiveness in 24 countries. Sage Publications.

House, R. J. (1998). Appendix: Measures and assessments for the charismatic

leadership approach: Scales, latent constructs, loadings, Cronbach alphas, and

interclass correlations. *Monographs in Organizational Behaviour and*

Industrial Relations, 24, 23-30.

Hrebiniak, L. G. (2006). Obstacles to effective strategy implementation.

Organizational Dynamics. 35(1), 12-31.

Hrebiniak, L.G. (2005). *Making strategy work: Leading effective execution and*

change. Upper Saddle River, NJ: Wharton School Publishing.

Hrebiniak L, & Joyce W (1984). *Implementing strategy*. Macmillian. New York. NY

Upper Saddle River, NJ: Wharton School Publishing.

Hrebiniak, L. (2008). Making strategy Work-Overcoming the Obstacles to Effective

Execution: *Ivey Business Journal Website*.

Huey, J. (1994). The new post-heroic leadership. *Fortune*, 21, 42–50.

Hughes, R. L., & Beatty, K. C. (2005). *Becoming a strategic leader*. John Wiley &

Sons.

Huiban, J. P., & Bouhsina, Z. (1998). Innovation and the quality of labour factor: an

empirical investigation in the French food industry. *Small Business*

Economics, 10(4), 389-400.

Hulland, J. (1999). Use of partial least squares (PLS) in strategic management

research: A review of four recent studies. *Strategic Management Journal*,

20, 195-204.

Hung, K. P., & Chou, C. (2013). The impact of open innovation on firm

performance: The moderating effects of internal R&D and environmental

turbulence. *Technovation*, 33(10), 368-380.

Hunger, D. J., & Wheelen, T. L. (2008). *Concepts in strategic management and business policy*.

Hurley, R. F. (1994). TQM and marketing: how marketing operates in quality companies. *Quality Management Journal*, 1(4), 42-51.

Hurley, R. F., & Hult, G. T. M. (1998). Innovation, market orientation, and

organizational learning: an integration and empirical examination. *The*

Journal of Marketing, 62(3), 42-54.

Hurt, H.T., Joseph, K. and Cook, C.D. (1977). Scales for the measurement of

innovativeness. *Human Communication Research*, 4 (1), 58-65.

- Hutzschenreuter, T., Pedersen, T., & Volberda, H. W. (2007). The role of path dependency and managerial intentionality: A perspective on international business research. *Journal of International Business Studies*, 38(7), 1055-1068.
- Iacobucci, D., Saldanha, N., & Deng, X. (2007). Meditation on mediation: Evidence that structural equations models perform better than regressions a meditation on mediation. *Journal of Consumer Psychology*, 17, 2, 140–154.
- Iansiti, M., & Clark, K. B. (1994). Integration and dynamic capability: evidence from product development in automobiles and mainframe computers. *Industrial and corporate change*, 3(3), 557-605.
- Ibidunni, S., Osibanjo, O., Adeniji, A., Salau, O. P., & Falola, H. (2016). Talent retention and organizational performance: A competitive positioning in Nigerian banking sector. *Periodica Polytechnica. Social and Management Sciences*, 24(1), 1.
- Ikediegwu N. P. & Chukwumah F. O. (2015). Strategic plan implementation and monitoring in secondary schools in Anambra state. *Greener Journal of Educational Research* 5 (2), 017-026.
- Intelligence, B. (2008). *Decision Making and Business Intelligence Strategies and*

Techniques. Retrieved from: http://www.foibg.com/ibs_isc/ibs-03/IBS-03-p08.pdf 21/09/2016.

Ireland, R. D., & Hitt, M. A. (1999). Achieving and maintaining strategic competitiveness in the 21st century: The role of strategic leadership. *The Academy of Management Executive*, 13(1), 43-57.

Ireland, R. D., & Hitt, M. A. (2005). Achieving and maintaining strategic competitiveness in the 21st century: The role of strategic leadership. *Management*, 19 (4), 63– 77.

Ishaya, S., & Abaje, I. B. (2008). Indigenous people's perception on climate change and adaptation strategies in Jema'a local government area of Kaduna State, Nigeria. *Journal of Geography and Regional Planning*, 1(8), 138.

Ismail, W.K, Omar, R., & Bidmeshgipour, M. (2010). The relation of strategic human resource practices with firm performance: Considering the mediating role of Resource Based View. *Journal of Asia Pacific Studies* 1 (3), 395-420.

Jaja, M.J. (2013). Higher education in Nigeria: its gain, its burden. *Global Journal of Human Social Science Linguistics & Education*, 13(14), 21-29.

- Jansen, J. J., Vera, D., & Crossan, M. (2009). Strategic leadership for exploration and exploitation: The moderating role of environmental dynamism. *The Leadership Quarterly*, 20(1), 5-18.
- Jaskyte, K. (2011). Predictors of administrative and technological innovations in non-profits organizations. *Public Administration Review*, 71(1), 77-86.
- Jaskyte, K. (2012). Boards of directors and innovation in non-profit organizations. Non-profits. *Management and Leadership*, 22(4), 439-459.
- Jiang, N., & Carpenter, V. (2013). A case study of issues of strategy implementation in internationalization of higher education. *International Journal of Educational Management*, 27(1), 4-18.
- Jiménez-Jiménez, D., & Sanz-Valle, R. (2011). Innovation, organizational learning, and performance. *Journal of Business Research*, 64(4), 408-417.
- Johnston, R. E., & Bate, J. D. (2013). The power of strategy innovation: a new way of linking creativity and strategic planning to discover great business opportunities. AMACOM Div American Mgmt Assn.
- Johannsdottir, L., Olafsson, S., & Davidsdottir, B. (2015). Leadership role and employee acceptance of change: Implementing environmental sustainability

strategies within nordic insurance companies. *Journal of Organizational Change Management*, 28(1), 72-96.

Jooste, C., & Fourie, B. (2009). The role of strategic leadership in effective strategy implementation: Perceptions of South African strategic leaders. *Southern African Business Review*, 13(3), 51-68.

Judson, A.S. (1991). Invest in a high-yield strategic plan. *Journal of Business Strategy*, 12, 34-9.

Jung, D. I., Chow, C., & Wu, A. (2003). The role of transformational leadership in enhancing organizational innovation: Hypotheses and some preliminary findings. *The Leadership Quarterly*, 14(4), 525-544.

Kalali, N. S., Anvari, M. R. A., & Dastjerdi, A. A. P. D. K. (2011). Why does strategic plans implementation fail? A study in the health service sector of Iran. *African Journal of Business Management*, 5(23), 9831.

Kamal, S. (2015). Managers and information technology. Retrieved from: <http://www.scribd.com/doc/18789032/Managers-and-Information-technology#scribd> 18th, August, 2015.

Kanyip, B. P. (2013). *Admission Crisis in Nigerian Universities: The Challenges*

Youth and Parents Face In Seeking Admission. An unpublished PhD Thesis
submitted to Seton Hall University, USA.

Kaplan, R.S. & Norton, D.P. (2004). *Strategy Maps: Turning Intangible Assets into Tangible Results*. Boston, MA: Harvard Business School Press.

Karemu, G. K., & George, G. E. (2014). An Evaluation of Strategy Implementation on Organizational Performance: Case of Public Technical, Vocational, Education Training (TVET) Institutions in Kiambu County, Kenya.
Industrial Engineering Letters, 4(1), 35-50.

Kasim, R. S. R. (2010). The relationship of strategic leadership characteristics, gender issues and the transformational leadership among institutions of higher learning in Malaysia. In *Academic and Business Research Institute Conference-Las Vegas 2010 Conference Proceeding* (No. 10054, pp. 1-14). Academic and Business Research Institute.

Kazee, S. (2010). *Expressive qualities in music education: An analysis of the extent to which expressive qualities are valued by k-12 public school music teachers, and the impact of those values on educational leadership practices and policy initiatives*. Retrieved from: <http://scholarcommons.sc.edu/etd/974/>

- Kazmi, A. (2008). A proposed framework for strategy implementation in the Indian context. *Management Decision*, 46 (10) 1564-1581.
- Kearns, G. S., & Lederer, A. L. (2003). A resource-based view of strategic IT alignment: how knowledge sharing creates competitive advantage. *Decision Sciences*, 34(1), 1-29.
- Kearns, G. S., & Sabherwal, R. (2006). Strategic alignment between business and information technology: a knowledge-based view of behaviours, outcome, and consequences. *Journal of management Information Systems*, 23(3), 129-162.
- Kessler, E. H., & Chakrabarti, A. K. (1999). Speeding up the pace of new product development. *Journal of Product Innovation Management*, 16(3), 231-247.
- Kettunen, J. (2002). Competitive strategies in higher education. *Journal of Institutional Research*, 11(2), 38-47.
- Khalifa, M., & Liu, V. (2003). Determinants of successful knowledge management programs. *Electronic Journal on Knowledge Management*, 1(2), 103-112.
- Khan, M. W. J., & Khalique, M. (2014). A Holistic Review of Empirical Studies of Strategic Planning and Future Research Avenues. *International Journal of Academic Research in Economics and Management Sciences*, 3(6).

- Kogut, B. & Zander, U. (1992). Knowledge of the Firm, Combinative Capabilities and the Replication of Technology. *Organization Science*, 3(3), 383-397.
- Kruger, M., & Zhovtobryukh, Y. (2013). Rethinking strategic leadership: stars, clans, teams and networks. *Journal of Strategy and Management*, 6(4), 411-432.
- Kruger, M., & Zhovtobryukh, Y. (2016). An Overall Model of Strategic Leadership. In *Strategic Leadership for Turbulent Times* (pp. 33-59). Palgrave Macmillan US.
- Kirschner, P., & Woperies, I.G.J.H. (2003). Mind tools for teacher communities: A European perspective (Electronic version). *Technology, Pedagogy and Education*, 12(1), 127-149.
- Knowles, C., Hansen, E., & Shook, S. R. (2008). Assessing innovativeness in the North American softwood sawmilling industry using three methods. *Canadian Journal of Forest Research*, 38(2), 363-375.
- Kolo, I. (2016). *Re-enacting impact – oriented legislations for tertiary education*. Retrieved from: <http://www.blueprint.ng/2016/05/06/re-enacting-impact-oriented-legislations-for-tertiary-education/> 30/08/2016.
- Kong, E. (2010). Intellectual capital and non-profit organizations in the knowledge

management economy. *Journal of Intellectual Capital*, 11(2), 97-106.

Kostopoulos, K. C., Spanos, Y. E., & Prastacos, G. P. (2002, May). The resource-based view of the firm and innovation: identification of critical linkages. In *The 2nd European Academy of Management Conference*. Retrieved from:
http://ecsocman.hse.ru/data/165/663/1219/rb_view.pdf 20/9/2016

Kotler, P. (1984). *Marketing management: Analysis, planning, implementation, and control*. (ed). Prentice-Hall, Englewood Cliffs, NJ

Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational Psychology Measurement*, 30, 607-610.

Krosnick, J. A. (1991). Response strategies for coping with the cognitive demands of attitude measures in surveys. *Applied cognitive psychology*, 5(3), 213-236.

Krosnick, J. A., & Fabrigar, L. R. (1997). Designing rating scales for effective measurement in surveys. *Survey measurement and process quality*, 141-164.

Kuboni, O. (2012). *An analysis of the search skills of online graduate student's as the basis for the development of appropriate instructional strategies*.

INTECH Open Access Publisher.

Küçükcan, T., Gür, B.S. (2010). *A Comparative Analysis of Higher Education in*

Turkey. (ed). Ankara: Publications of the Foundation for Political,
Economic and Social Researches (SETA), Pelin.

Kumar, R. (1999). *Research methodology: A step-by-step guide for beginners*.
Thousand Oaks, CA: Sage.

Kumar, B. (2012). *Theory of planned behaviour approach to understand the
purchasing behaviour for environmentally sustainable products*. (W.P.

No.2012-12-08). Retrieved from:

<http://www.iimahd.ernet.in/assets/snippets/workingpaperpdf/10260621182012-12-08.pdf>.

Kwon, E.H., Kwon, L., N & Migap, J. (2014). Research and innovation strategies
for economic competitiveness and industrial growth: lessons for Nigeria.
European Journal of Business and Innovation Research, 2 (6), 56-76.

Lacerda, D.P., Caulliraux, H.M. & Spigiel, T. (2014). Revealing factors affecting
strategy implementation in HEIs. (A case study in a Brazilian university).
International Journal Management in Education. 8(1), 54-77.

Ladzani, W., Smith, N., & Pretorius, L. (2012). Using leadership and strategic
planning functions to improve management performance: The progress made

by small, medium and micro enterprises (SMMEs) in the province of Gauteng, South Africa. *African Journal of Business Management*, 6(11), 3988.

Langlois, C. (2001). Sharing knowledge and experience in implementing ICTs in *Universities*. Report of IAU/UNSCO information centre on Higher education, International Association of Universities. EAU/IAU/IAUP Round Table. Skagen.

Latham, J. R. (2013). A framework for leading the transformation to performance excellence part I: CEO perspectives on forces, facilitators, and strategic leadership systems. *Quality Management Journal*, 20(2), 22.

Latif, B., Gohar, F. R., Hussain, A., & Kashif, M. M. (2013). Barriers to effective Strategic Planning. *Stud*, 1(2), 16-21.

Lawal, F. M., Elizabeth, O. O., & Oludayo, O. (2012). Effect of strategic issue management on organisational performance. *Transnational Journal of Science and Technology*, 2(10), 17-29.

Lear, L.W. (2012). *The relationship between strategic leadership and strategic alignment in high-performing companies in South Africa*. Unpublished PhD

thesis submitted to the University of South Africa.

Lee, H., & Choi, B. (2003). Knowledge management enablers, processes, and organizational performance: An integrative view and empirical examination.

Journal of Management Information Systems, 20 (1), 179-228.

Leichtling, B. (2000). Leaders take responsibility for success. *Denver Business*

Journal, 43(51), 28-29.

Lendel, V., & Varmus, M. (2011). Creation and implementation of the innovation

strategy in the enterprise. *Economics and Management*, 16, 819-825.

Lengnick-Hall, C. A., & Lengnick-Hall, M. L. (1988). Strategic human resources

management: A review of the literature and a proposed typology. *Academy of Management Review*, 13(3), 454-470.

Leonard-Barton, D. (1995). *Wellsprings of knowledge: Building and sustaining the*

sources of innovation. University of Illinois at Urbana-Champaign's

Academy for Entrepreneurial Leadership Historical Research Reference in

Entrepreneurship.

Lesage, A. (2009). Performance consequences of new CEO “outsiderness”:

Moderating effects of pre- and post-succession contexts. *Strategic*

Management Journal, 28.

Levy, D.C. (1986) *Higher education and the state in latin America: Private Challenge to Public Dominance*. Chicago: The University of Chicago Press.

Liao, S. H., Fei, W. C., & Liu, C. T. (2008). Relationships between knowledge inertia, organizational learning and organization innovation. *Technovation*, 28(4), 183-195.

Li, E. Y., Chen, J. S., & Huang, Y. H. (2006). A framework for investigating the impact of IT capability and organizational capability on firm performance in the late industrializing context. *International Journal of Technology Management*, 36(123), 209-229.

Lim, J. N., Schultmann, F., & Ofori, G. (2010). Tailoring competitive advantages derived from innovation to the needs of construction firms. *Journal of Construction Engineering and Management*, 136(5), 568-580.

Lin, Y., & Wu, L. Y. (2014). Exploring the role of dynamic capabilities in firm performance under the resource-based view framework. *Journal of Business Research*, 67(3), 407-413.

Lin, I.F., & Schaeffer, N.C. (1995). Using survey participant to estimate the impact

of nonparticipation. *Public Opinion Quarterly*, 59(2), 236-258.

Lindell, M. K., & Whitney, D. J. (2001). Accounting for common method variance in cross-sectional research designs. *Journal of Applied Psychology*, 86, 114-121.

Lindner, J. R., & Wingenbach, G. J. (2002). Communicating the handling of Non-response error in Journal of Extension Research in Brief articles. *Journal of Extension*, 40(6), 1-5.

Little, R. J. A., & Rubin, D. B. (1987). *Statistical Analysis with Missing Data*. New York: John Wiley & Sons, Inc.

Liu, H., Ke, W., Wei, K. K., & Hua, Z. (2013). The impact of IT capabilities on firm performance: The mediating roles of absorptive capacity and supply chain agility. *Decision Support Systems*, 54(3), 1452-1462.

Liu, Y., Lu, H., & Hu, J. (2008). IT capability as moderator between IT investment and firm performance. *Tsinghua Science & Technology*, 13(3), 329-336.

Liyanage, S., Greenfield, P. F., & Don, R. (1999). Towards a fourth-generation R&D management model-research networks in knowledge management. *International Journal of Technology Management*, 18(3-4), 372-393.

- Lockett, A., Thompson, S., & Morgenstern, U. (2009). The development of the resource-based view of the firm: A critical appraisal. *International Journal of Management Reviews*, 11(1), 9-28.
- Lopez, V. (2003). An exploration of the use of information technologies in the college classroom. *College Quarterly*, 6(1), 8-88.
- Lorange, P. (1998). Strategy implementation: the new realities. *Long Range Planning*, 31(1), 18-29.
- Lowy, A. (2015). The six dilemmas of strategy execution. *Strategy & Leadership*, 43(6), 18- 24.
- Lufthans, G. R. (1992). Transforming organisations to transform society. In Kellogg leadership studies project. *Transformational leadership working papers*. University of Maryland: The James McGregor Burns Academy of leadership.
- Lynch, R. L., & Smith, J. R. (2006). *Corporate strategy*. Harlow, England: FT/Prentice Hall.
- MacKenzie, S. B., & Podsakoff, P. M. (2012). Common method bias in marketing: Causes, mechanisms, and procedural remedies. *Journal of Retailing*, 88, 542-555.

Magida, A. Y. (2013). *Historical development of universities in Nigeria: Chronology and the journey so far*. Retrieved on 16/11/2016 from:

https://uniport.academia.edu/Departments/Educational_Foundations/Documents

Mahdi, O. R., & Almsafir, M. K. (2014). The role of strategic leadership in building sustainable competitive advantage in the academic environment. *Procedia-Social and Behavioural Sciences*, 129, 289-296.

Mahoney, J. T., & Pandian, R. (1992). The resources based view within the conversation of strategic management. *Strategic Management Journal*, 13(5), 363-380.

Maiwada, S., & Renne, E. (2013). The Kaduna Textile Industry and the Decline of Textile Manufacturing in Northern Nigeria, 1955–2010. *Textile History*, 44(2), 171-196.

Mamman, A., & Aminu, K. S. (2014). Assessment of management of strategy on staff training and development in Nigerian polytechnics. *Global Journal of Human Resource Management*, 2(4), 95-102.

Mapetere, D., Mavhiki, S., Nyamwanza, T., Sikomwe, S., & Mhonde, C. (2012). Strategic role of leadership in strategy implementation in Zimbabwe's state

owned enterprises. *International Journal of Business and Social Science*, 3(16).

Marcus, B., Schuler, H., Quell, P., & Hümpfner, G. (2002). Measuring counter productivity: Development and initial validation of a german self-report questionnaire. *International Journal of Selection and Assessment*, 10(1-2), 18- 35.

Marczyk, U. R., DeMatteo, K.B., & Fasting, B. J. (2005). *A meta-analysis of management and human resource correlations of effectiveness and satisfaction: An update and extension*. Oxford: Elsevier Science.

Martin WJ. 1988. *The Information Society*. Eastern Press: London.

Maryan, N. N. (2012). Analysis of the relationship between strategic planning and competitive advantages in Jordanian banks. *Interdisciplinary Journal of Contemporary Business Research*, 4(8), 220-238.

Mattanah, J. F., Gregory R. H., & Bethany L. B. (2004). Parental attachment, separation-individuation, and college student adjustment: A structural equation analysis of mediational effects. *Journal of Counselling Psychology*, 51, 2, 213–225.

Maurer, R. (1996). Using resistance to build support for change. *The Journal for Quality and Participation*, 19 (3), 56-66.

Mbat, D. O., & Eyo, E. I. (2013). Corporate Failure: Causes and Remedies. *Business and Management Research*, 2(4), 19.

Mbraka, R.M., Mugambi, F., (2014). Factors affecting successful strategy implementation in manufacturing sector in Kenya. *IOSR Journal of Business Management*, 16(7), 61- 68.

McMillan, B., & Conner, M. (2003). Using the theory of planned behaviour to understand alcohol and tobacco use in students. *Psychology, Health & Medicine*, 8, 317-328.

Medlin, B.D. (2001). The factors that may influence a faculty member's decision to adopt electronic technologies in instruction (Doctoral dissertation, Virginia Polytechnic Institute and State University, 2001). *ProQuest Digital Dissertations*. (UMI No. AAT 3095210).

Mehra, A., Smith, B., Dixon, A. & Robertson, B. (2006). Distributed leadership in teams: the network of leadership perceptions and team performance.

Leadership Quarterly, 17 (6) 232-245.

Melilli, D. (June 2000). A shift in leadership. *Crain's Cleveland Business*, 27(21), 7-

8.

Milgrom, P. and J. Roberts (1990). The economics of modern manufacturing:

Technology, Strategy, and Organization. *American Economic Review*, 80 (3),

511-528

Milgrom, P., & Roberts, J. (1995). Complementarities and fit strategy, structure, and

organizational change in manufacturing. *Journal of Accounting and*

Economics, 19(2), 179-208.

Miller, C. C., & Cardinal, L. B. (1994). Strategic planning and firm performance: a synthesis of more than two decades of research. *The Academy of Management Journal*, 37 (6), 1649-1665.

Mills, J., Platts, K., & Bourne, M. (2003). Applying resource-based theory: Methods,

Mintzberg, H. (2004). *Managers, not MBAs: A hard look at the soft practice of*

managing and management development. Berrett-Koehler Publishers.

Mintzberg, H. & Quinn, J.B. (1991). *The Strategy Process*, Prentice Hall, London.

Mintzberg, H. (1988). Crafting Strategy. *Harvard Business Review*, July-August, 66-

75.

- Mitchell, V. L., & Zmud, R. W. (1999). The effects of coupling IT and work process strategies in redesign projects. *Organization Science*, 10(4), 424-438.
- Mithas, S., Ramasubbu, N., Krishnan, M. S., & Sambamurthy, V. (2004). Information technology infrastructure capability and firm performance: An empirical analysis. *Ann Arbor*, 1001, 48109-1234.
- Moghli, A.; Al Abdullah, G; & Al muala, A. (2012). Impact of innovation on realizing competitive advantage in banking sector in Jordan. *American Academic & Scholarly Research Journal*, 4 (5), 1-9.
- Montanan, R.J. & Backer, J.S. (1986). The strategic management process at the public planning unit level. *Strategic Planning Journal*. 7(3), 251-265.
- Montes, F. J. L., Moreno, A. R., & Morales, V. G. (2005). Influence of support leadership and teamwork cohesion on organizational learning, innovation and performance: an empirical examination. *Technovation*, 25(10), 1159-1172.
- Moti, U. G. (2012). Development Plans and Visions as a Strategy for Sustainable Development: The Experience Of Nigeria. *Department of Public Administration University of Abuja, Nigeria*. Rederived on 18 April, 2017 from www.academia.edu/1138251/development_plans_and_visions_corrected_version
- Mueller, F. (1996). Human resources as strategic assets: an evolutionary

resource-based theory. *Journal of Management Studies*, 33(6), 757-785.

Mullins, L. J. (2005). *Management and organizational behaviour*. (ed.). Harlow, England: Pearson Education Limited.

Muthoka, M., Oloko, M., Ogutu, M., & Orwa, G. (2016). Impact of information technology capability in the tourism State corporations in Kenya: The mediating role of strategy implementation. *International Journal of Social Science and Humanities Research*, 37(2), 483-510.

Mwaigene, C. (2015). Why many business fail in Nigeria and how to avoid it.

Retrieved from www.enterpriseboom.com/why-many-business-fail-in-nigeria-and-how-to-avoid-it/ on 19 April 2017

Mwawasi, T.O., Wanjau, K. & Mkala, M. (2013). Factors affecting the implementation of operational strategies in non- governmental organizations in Kenya. *Global Journal of Human Resource Management*, 1(4), 10-19.

Naidoo, V., & Wu, T. (2011). Marketing strategy implementation in higher education: A mixed approach for model development and testing. *Journal of Marketing Management*, 27(11-12), 1117-1141.

Nambisan, S. (2002). Complementary product integration by high-technology new

ventures: The role of initial technology strategy. *Management Science*, 48(3), 382-398.

Narayanan, V.K. & Zane, L.J. (2009). Inventing a future for strategic leadership: phenomenal variety and epistemic opportunities. *Journal of Strategy and Management*, 2(4): 380- 404.

Nassa, Y. G., Danjuma, A., Ayuba, S. B., Yahaya, S. A., Inusa, B., & Yakubu, I. (2016). Prevalence and Predictors of Hemorrhoids among Commercial Motorcyclists in Kaduna State, Nigeria. *World Journal of Preventive Medicine*, 4(1), 1-4.

National Policy on Education (ed) (2004). *Federal Ministry of Education*, Abuja, Nigeria.

Nayyar, P. R. (1992). On the measurement of corporate diversification strategy: evidence from large US service firms. *Strategic Management Journal*, 13(3), 219-235.

Nazemi, S., Asadi, S. T., & Asadi, S. T. (2015). Barriers to strategic planning implementation; case of: Mashhad electricity distribution company. *Procedia-Social and Behavioural Sciences*, 207, 2-9.

NBTE, (2016). Institutions. Retrieved from: <http://www.nbte.gov.ng/institutions.html>

On 17/11/2016.

NCCE (2016). *Nigerian collages of education*. Retrieved from:

<http://www.ncceonline.edu.ng/colleges.php> on 10/11/2016.

Ndidi, E.P. & Ifeoma, O.E. (2010). Extent of provision and integration of ICT for implementing of university policies in Nigeria. *International Journal of Educational Research and Technology*, 1(1), 60-65.

Neilson, G. L., Martin, K. L., & Powers, E. (2008). The secrets to successful strategy execution. *Harvard Business Review*, 86(6), 60.

Neumann, Y., & Neumann, E. F. (2013). The president and the college bottom line: The role of strategic leadership styles. *Library Consortium Management: An International Journal*.

Nicholls, J. (1994). The strategic leadership star: A guiding light in delivering value to the customer. *Management Decision*, 32(8), 21-26.

Nigeria Spends (2014, December 5). *Premium Times*. Retrieved from:

www.premiumtimesng.com/news/107056-nigeria-spends

Nik Muhammad, N.M., Jantan, M., & Md Taib, F. (2010). Moderating effect of

information processing capacity to investment decision making and environmental scanning. *Business Management Quarterly Review*, 1(1), 9-22.

Nganaga, W.J. & Ombu, K. (2013). Factors influencing implementation of strategic plans in secondary schools in Kenya. *IJSR* 2(11), 92- 98.

Njagi, L., & Kombo, H. (2014). Effect of strategy implementation on performance of commercial banks in Kenya. *European Journal of Business and Management*, 6(13), 62-67.

Noble, C. H. (1999). The eclectic roots of strategy implementation research. *Journal of Business Research*, 45(2), 119-134.

Nonaka, I., & Takeuchi, H. (1995). *The knowledge-creating company: How Japanese companies create the dynamics of innovation*. Oxford university press.

Norburn, D., & Birley, S. (1988). The top management team and corporate performance. *Strategic Management Journal*, 9(3), 225-237.

Noruzzy, A., Dalfard, V. M., Azhdari, B., Nazari-Shirkouhi, S., & Rezazadeh, A. (2013). Relations between transformational leadership, organizational

learning, knowledge management, organizational innovation, and organizational performance: an empirical investigation of manufacturing firms. *The International Journal of Advanced Manufacturing Technology*, 64(5-8), 1073-1085.

Norzina, Z., Soroshian, S. Yusuf, I and Rosnah, Y. (2010). Effect analysis of strategy implementation in private world. *Applied Sconce Journal*, 11(10), 1255-1261.

NPC (2006). *National Population Commission 2006 Census result* retrieved from:

<http://www.population.gov.ng/index.php/state-population> 15 November,

2014

Nov, O., & Ye, C. (2008, January). Personality and technology acceptance: Personal innovativeness in IT, openness and resistance to change. In *Hawaii International Conference on System Sciences, Proceedings of the 41st Annual* (pp. 448-448). IEEE.

NUC (2016). *Nigerian universities*. Retrieved from: <http://nuc.edu.ng/nigerian-univerisities/federal-univeristies/> on 15/11/2016

Nwabughio, L. (2016, March 6). Nigeria will not give forex to Nigerians studying

abroad again. Vanguard Newspaper. Retrieved from:

[http://www.vanguardngr.com/2016/03/nigeria-will-not-give-forex-to-](http://www.vanguardngr.com/2016/03/nigeria-will-not-give-forex-to-nigerians-studying-abroad-again-buhari/)

[nigerians-studying-abroad-again-buhari/](http://www.vanguardngr.com/2016/03/nigeria-will-not-give-forex-to-nigerians-studying-abroad-again-buhari/). 20/04/2017

Nyamboga, O.T. & Geoge, E.G. (2014). An evaluation of strategy implementation on organizational effectiveness: A Case of Kenyan wildlife service. *European Journal of Business and Management*, 6(16), 222-2839.

Obanya, P. (2016). In Kolo A (2016) retrieved from

[http://www.blueprint.ng/2016/05/06/re-](http://www.blueprint.ng/2016/05/06/re-enacting-impact-oriented-legislations-for-tertiary-education/)

[enacting-impact-oriented-legislations-for-tertiary-education/](http://www.blueprint.ng/2016/05/06/re-enacting-impact-oriented-legislations-for-tertiary-education/). (30/08/2016)

Obasan, K. A., & Ogunkoya, O. A. (2013). Strategic Planning and Bank Management in Nigeria: Issues for Policy Consideration. *Journal of Research and Development*, 1(2), 25-43.

Odiba, I. A. (2012). Strategic Planning as a Tool for Managing Nigeria's Tertiary Education for National Economic Development. *International Journal of Economic Development Research and Investment*, 3(2), 118-123.

OECD (2002) Organisational Change and Firm Performance, DSTI/DOC (Paris).

Ofo, J. E. (1994). *Research methods and statistics in education and social science*.

Lagos Joja Educational Research and Publishers.

Ofori, D., & Atiogbe, E. (2012). Strategic planning in public universities: a developing country perspective. *Journal of Management and Strategy*, 3(1), 67.

Ogunmokun, G., Hopper, T., & McClymont, H. (2005). Strategy implementation and organizational performance: A study of private hospitals. In *Proceedings, of the Australasian Business and Behavioural Sciences Association Conference (ABBSA 2005)* (pp. 20-28). Australasian Business and Behavioural Sciences Association.

Ojudu, B. (2012). Leadership and the Challenges of Higher Education in Nigeria.

Retrieved from: <http://www.nigerianmuse.com/20121031152131zg/nm-projects/higher-education-in-nigeria/leadership-and-the-challenges-of-higher-education-in-nigeria-by-senator-babafemi-ojudu/> 16/11/2016.

Okoro, N.P. & Okoro, E. O. (2014). Time and Change: Development of Private Universities in Nigeria. *International Journal of Business and Social Science*, 5(9), 186-192.

Okumus, F. (2003). A framework to implement strategies in organizations. *Management Decision*, 41 (9), 871-882.

Okumus, F. (2001). Towards a strategy implementation framework. *International*
263

Journal of Contemporary Hospitality Management, 13(7), 327-338.

Olaniyan, O., & Adediji, O. (2007). Financing education in federal state: The

Nigerian experience. *J. Sociol. Educ. Afr.(JOSEA)*, 6(2).

Ololube, N. P., Ubogu, A. E., & Ossai, A. G. (2007). ICT and distance education in

Nigeria, A review of literature and accounts. *International Open and*

Distance Learning (IODL) Symposium. Retrieved from

<http://www.ololube.com/art5.pdf> 9/10/2016.

Ololube, N.P. (2013). The problems and approaches to educational planning in

Nigeria: A theoretical observation. *Mediterranean Journal of Social Science*, 4(12), 37-48.

Ololube, N. P., Agbor, C. N., & Kpolovie, P. J. (2016). Effective Communication

Processes: The Responsibility of University Management for Enhanced

Organizational Justice (OJ). In *Handbook of research on organizational justice and culture in higher education institutions* (pp. 34-56). IGI Global.

Omboi, B. M. (2011). Factors Affecting the Implementation of Strategic Plans in

Government Tertiary Institutions: A Survey of selected technical training

institutes. *European journal of Business and Management*, 3(3), 85-105.

Omebe, C. A., & Nwogbo, V. N. (2015). Towards revitalizing Nigerian university

system through strategic thinking and planning. *International Journal of Education, Learning and Development*. 4 (2), 10- 20.

Onugu, B.A. (2015). Small and medium enterprises in Nigeria; problem and prospect. *An unpublished PhD thesis*. Submitted to St Clement University.

Oppenheim, A.N. (1966). *Questionnaire design and attitude measurement*. New York: Basic Books,inc.

Oriere, L.A. (2016, February 10). Nigerians spend \$2bn on school fees abroad.

Vanguard Newspaper. Retrieved from:

<http://www.vanguardngr.com/2016/02/nigerians-spend-2bn-on-school-fees-abroad/>. 20/4/2017

Osakwe, R. N. (2012). Problems and prospects of using information and communication technology for record keeping in tertiary institutions in *Nigeria. Journal of Education and Practice*, 3 (14), 39-43

Osborne, J. W. (2010). Improving your data transformations: Applying the box-cox transformation. *Practical Assessment, Research & Evaluation*, 15, 12, 1-9.

Otara, A. (2012). Innovation: A strategy for survival of education organizations.

American International Journal of Contemporary Research, 2(9), 171-178.

Owolabi & Makinde (2012). The effect of strategic planning on corporate performance in university education: A study of Babcock University. *Kuwait Chapter of Arabian of Business and Management Review*. 2(4), 27-43.

Owoyemi, O., & George, O. (2013). The use Performance Appraisal System in Enhancing Employees' Performance in a Public-Sector Agency in Nigeria. *International Journal of Academic Research in Business and Social Sciences*, 3(10), 240.

Oyedijo, A. (2012). Antecedents and Performance Outcomes of Strategic Planning in Nigerian Public Universities. *International Journal of Asian Social Science*, 2(4), 448- 461.

Özer, F., & Tinaztepe, C. (2014). Effect of strategic leadership styles on firm performance: A study in a Turkish SME. *Procedia-Social and Behavioural Sciences*, 150, 778-784.

Palladan, A.A.; Abdul Kadir, K. & Chong, Y.W. (2016). The effect of strategic leadership, organizational innovativeness, information technology capability on effective strategy implementation: A study of tertiary institutions in Nigeria. *IOSR Journal of Business and Management*, 18(9), 109-115.

- Palladan, A. A., & Kadir, K. A. (2016). Information Technology Capability for Nigerian Public Tertiary Institutions: A Tool for Gaining Competitive Advantage. *Sains Humanika*, 8(4-2).
- Pallant, J. (2010). *SPSS survival manual: A step by step guide to data analysis using SPSS* (ed.). New York, NY: Open University Press.
- Pallant, J. (2011). *SPSS survival manual: A step by step guide to data analysis using SPSS for windows* (ed.). England: McGraw Hill open University Press.
- Parisot, A. H. (1997). Distance education as a catalyst for changing teaching in the community college: Implications for institutional policy. *New Directions for Community Colleges*, 1997(99), 5-13.
- Patel, P. C., Messersmith, J. G., & Lepak, D. P. (2013). Walking the tightrope: An assessment of the relationship between high-performance work systems and organizational ambidexterity. *Academy of Management Journal*, 56(5), 1420-1442.
- Pavlous, P. A. (2004). *IT enabled dynamic capabilities in new product development: Building a competitive advantage in turbulent environments*. Unpublished Dissertation, University of Southern California.
- Pearl, D.K., & Fairly, D. (1985). Testing for the potential for non-response bias in sample survey. *Public Opinion Quarterly*, 49(4): 553-560.

Pearce, J.A. & Robinson, R.B. (2007). *Formulation, Implementation and Control of Competitive Strategy*, (ed). Boston, MA: McGraw-Hill Irwin.

Pearce, C.L. (2004). The future of leadership: combining vertical and shared leadership to transform knowledge work. *Academy of Management Executive*, 18 (1), 47-57.

Pearce, C.L. & Conger, J.A. (2003). *Shared leadership: Reframing the hows and whys of leadership*, Sage, Thousand Oaks, CA.

Pearce, C.L., Conger, J.A. & Locke, E.A. (2008). Shared leadership theory. *Leadership Quarterly*, 19 (5), 622-628.

Peng, D. X., & Lai, F. (2012). Using partial least squares in operations management research: A practical guideline and summary of past research. *Journal of Operations Management*, 30, 467-480.

Penrose, E. T. (1959). *The Theory of the Growth of the Firm*, John Willey, New York.

Peteraf, M. A. (1993). The cornerstones of competitive advantage: A resource-based view. *Strategic Management Journal*, 14 (3), 179-191.

Peteraf, M. A. & Barney, J. B. (2003). Unraveling the resource-based tangle.

Managerial and Decision Economics, 24(4), 309-323.

Pettigrew, A.M. and Whipp, R. (1991). *Managing change for competitive success*, Blackwell Oxford.

Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioural research: a critical review of the literature and remedies. *Journal of Applied Psychology*, 88, 879-903.

Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it.

Annual Review of Psychology, 63, 539-569.

Podsakoff, P. M., & Organ, D. W. (1986). Self-reports in organizational research: Problems and prospects. *Journal of Management*, 12, 531-544.

Post, H. A. (1997). Building a strategy on competences. *Long Range Planning*, 30(5), 733- 740.

Polanyi, M. (1966). *The Tacit Dimension*. University of Chicago Press.

Prahalad, C. K., & Hamel, G. (1990). The core competence of the corporation. *Harvard Business Review*, 68, (3), 79-91.

Preacher, K. J., & Hayes, A. F. (2004). SPSS and SAS procedures for estimating

indirect effects in simple mediation models. *Behaviour Research Methods, Instruments, & Computers*, 36(4), 717–731.

Priem, R. L., & Butler, J. E. (2001). Is resource-based view a useful perspective for strategic management research? *Academy of Management Review*, 26(1), 22-40.

Powell, T. C., & Dent-Micallef, A. (1997). Information technology as competitive advantage: The role of human, business, and technology resources, *Strategic Management Journal*, 18(5), 375–405.

Powell, T.C. (2004). Strategy execution and idle rationality. *Journal of Management Research*, 4(2), 77-98

Marcoulides (Eds.) *Interaction and nonlinear effects in structural equation modeling* (pp. 1- 16). Mahwah, NJ: Lawrence Erlbaum.

Mopsofworld (2015). Retrieved from

<http://www.mapsofworld.com/nigeria/facts.html> 13/4/2015.

Quinn, J. B., Baily, M. N., Herbert, G. R., & Willett, D. (1994). Information technology: Increasing productivity in services: Executive commentary. *The Academy of Management Executive*, 8(3), 28.

Qureshi, S., & York, A. S. (2008, January). Information technology adoption by small businesses in minority and ethnic communities. In *Hawaii International Conference on System Sciences, Proceedings of the 41st Annual* (pp. 447-447). IEEE.

Radwan, I., & Pellegrini, G. (2010). *Knowledge, productivity, and innovation in Nigeria: creating a new economy*. World Bank Publications.

Rainey, H.G. (1999). Using comparison of public and private organizations to assess innovative attitudes among members of organizations. *Public Productivity & Management Review*, 23 (2), 130-49.

Rajasekar, J. (2014). Factors affecting effective strategy implementation in a service industry: A study of electricity distribution companies in the Sultanate of Oman. *International Journal of Business and Social Science*. 5(9/1), 169-183.

Ranjibar, M.S., Shiraz, M.A. & Blokk, M.L. (2014). Interaction among intra organizational factors affecting successful strategy execution. An analysis view. *Journal of Strategy and Management*. 7(2), 127-154.

Ravichandran, T., Lertwongsatien, C., & Lertwongsatien, C. (2005). Effect of information systems resources and capabilities on firm performance: A resource-based perspective. *Journal of Management Information Systems*,

21(4), 237-276.

Ray, G., Barney, J. B., & Muhanna, W. A. (2004). Capabilities, business processes, and competitive advantage: choosing the dependent variable in empirical tests of the resource-based view. *Strategic Management Journal*, 25(1), 23-3.

Reddy, G. S., Srinivasu, R., Rikkula, S. R., & Rao, V. S. (2009). Management information system to help managers for providing decision making in an organization. *International Journal of Reviews in Computing*, 1-6.

Renko, M., Carsrud, A., & Brännback, M. (2009). The effect of a market orientation, entrepreneurial orientation, and technological capability on innovativeness: A study of young biotechnology ventures in the United States and in Scandinavia. *Journal of Small Business Management*, 47(3), 331-369.

Reich, B. H., & Benbasat, I. (1996). Measuring the linkage between business and information technology objectives. *MIS Quarterly*, 55-81.

Richardson, J. (2008). The business model: an integrative framework for strategy execution. *Strategic Change*, 17(5-6), 133-144.

Rigdon, E. E., Schumacker, R. E., & Wothke, W. (1998). A comparative review of interaction and nonlinear modeling. In R. E. Schumacker & G. A.

Ringim, K. J., Razalli, M. R., & Hasnan, N. (2015). The moderating effect of IT capability on the relationship between business process reengineering factors and organizational performance of banks. *The Journal of Internet Banking and Commerce*, 2012.

Ringim, K. J., Razalli, M. R., & Hasnan, N. (2012). The Relationship between Information Technology Capability and Organizational Performance of Nigerian Banks. *International Journal of Business Research and Development (IJBRD)*, 4(2).

Ringim, K. J., Osman, N. H., Hasnan, N., & Razalli, M. R. (2013). Exploring the Implementation of business process reengineering in banks. *Asian Social Science*, 9(11),243.

Ringle, C. M., Wende, S., & Will, A. (2005). *SmartPLS 2.0*. Retrieved May 23, 2015 from www.smartpls.de.

Risseuw, P., & Masurel, E. (1994). The role of planning in small firms: Empirical evidence from a service industry. *Small Business Economics*, 6 (4), 313 – 322.

Roehrich, G. (2004). Consumer innovativeness: concepts and measurements. *Journal of Business Research*, 57(6), 671-677.

Rogers, E. M. (2003). Elements of diffusion. *Diffusion of innovation*.

- Ross, J., Beath, C., & Goodhue, D. (1996). Develop long-term competitiveness through information technology assets. *Sloan Management Review*, 38(1), 31-42.
- Rowold, J., & Heinitz, K. (2007). Transformational and charismatic leadership: Assessing the convergent, divergent and criterion validity of the MLQ and the CKS. *The Leadership Quarterly*, 18(2), 121-133.
- Rothaermel, F. T. (2015). *Strategic management*. McGraw-Hill.
- Rukayyat, A.R. (2013). Transforming the education sector: Mid Term Milestone Speech. Presented in Abuja. June. Retrieved from: <http://fmi.gov.ng/wp-content/uploads/2013/06/Ministry-of-Education-A.pdf> 16/05/2015.
- Rumsey, M. G. (2013). *The Oxford Handbook of Leadership* (ed.). New Yorke: OUP USA.
- Sabherwal, R., & Chan, Y. E. (2001). Alignment between business and IS strategies: A study of prospectors, analyzers, and defenders. *Information Systems Research*, 12(1), 11- 33.
- Safarzadeh, T., Dahghan, E., Pazireh, M., & Pouraskari, F. (2015). Checking the relationship between strategic leadership, competitive advantage and

organizational performance with mediating role of innovation. *International Journal of Business and Behavioural Science*. 5(1), 11-18.

Safdari Ranjbar, M., Akbarpour Shirazi, M., & Lashkar Blooki, M. (2014).

Interaction among intra-organizational factors effective in successful strategy execution: An analytical view. *Journal of Strategy and Management*, 7(2), 127-154.

Sahin, I. (2006). Detailed review of Rogers' diffusion of innovations theory and educational technology-related studies based on Rogers' theory. *TOJET:*

The Turkish Online Journal of Educational Technology, 5(2).

Said, J., Hui, W. S., Taylor, D., & Othman, R. (2009). Customer-focused strategies and information technology capabilities: For service quality of Malaysian

Local Authorities. *International Review of Business Research Papers*, 5(3), 241-256.

Saint, W., Hartnett, T. A., & Strassner, E. (2003). Higher education in Nigeria: A status report. *Higher Education policy*, 16(3), 259-281.

Salant, P. & Dillman, D. A. (1994). *How to conduct your own survey*. New York: Wiley.

- Salau, O. P., Falola, H. O., Ibidunni, A. S., & Igbinoba, E. E. (2016). Exploring the role of human capital management on organizational success: Evidence from public universities. *Management Dynamics in the Knowledge Economy*, 4(4), 493-513.
- Salim Silva, M., Smith, W. T., & Bammer, G. (2002). Telephone reminders are a cost effective way to improve responses in postal health surveys. *Journal of Epidemiology and Community Health*, 56, 115-118.
- Salkind, N.J. (2003). *Exploring Research*. ISBN-10: 0130983527 USA
- Salkind, N. J. (1997). *Exploring research* (ed.). Upper Saddle River, NJ: Prentice Hall.
- Sallis, E. (2014). *Total quality management in education*. Routledge.
- Sambamurthy, V., Bharadwaj, A., & Grover, V. (2003). Shaping agility through digital options: Reconceptualising the role of information technology in contemporary firms. *MIS Quarterly*, 237-263.
- Santhanam, R., & Hartono, E. (2003). Issues in linking information technology capability to firm performance. *MIS Quarterly*, 125-153.
- Schultz, L.E. (2000). Qualities of an exceptional leader. *Human Systems Management*, 2(19), 93-103.

Scott, J. E., & Walczak, S. (2009). Cognitive engagement with a multimedia ERP training tool: Assessing computer self-efficacy and technology acceptance.

Information & Management, 46(4), 221-232.

Sekaran, U. (2003). *Research methods for business* (ed.). New York: John Wiley & Sons, Inc.

Sekaran, U., & Bougie, R. (2010). *Research methods for business: A skill building approach* (ed.). Chichester: John Willey and Sons Ltd.

Selya, A. S., Rose, J. S., Dierker, L. C., Hedeker, D., & Mermelstein, R. J. (2012). A

practical guide to calculating Cohen's f^2 , a measure of local effect size, from PROC MIXED. *Frontiers in Psychology*, 3, 111-116.

Setia, P., Venkatesh, V., & Joglekar, S. (2013). Leveraging digital technologies:

How information quality leads to localized capabilities and customer service performance. *MIS Quarterly*, 37(2), 565-590.

Shah, M., & Sid Nair, C. (2014). Turning the ship around: Rethinking strategy

development and implementation in universities. *Quality Assurance in*

Education, 22(2), 145- 157. .

Shao, Z., Feng, Y., Hu, J. H., & Liu, H. J. (2008). *A conceptual model for studying*

the influence of charismatic Leadership on ERP implementation life style.

Paper presented at the 42nd Hawaii International Conference on System

Science, Hawaii USA.

Shao, Z., Feng, Y., Choudrie, J., & Liu, Y. (2010). *The Moderating effect of a chief information officer's competence on IT investment and firm performance.*

Paper presented at the Pacific Asia Conference on Information Systems, Taipei Taiwan.

Sharabati, A. A. A., & Fuqaha, S. J. (2014). The impact of strategic management on the Jordanian pharmaceutical manufacturing organizations' business performance. *International Review of Business and Management Research*, 3(2), 668- 687.

Sheikh, K. (1981). Investigating non-response bias in mail surveys. *Journal of Epidemiology and Community Health*, 35,293-296.

Shrivastava, P., & Nachman, S. A. (1989). Strategic leadership patterns. *Strategic Management Journal*, 10(S1), 51-66.

Shu'ara, J. (2010). *Higher education statistics-Nigeria experience in data collection.*

Director, Tertiary Education, MOE. Retrieved from:

<http://www.uis.unesco.org/StatisticalCapacityBuilding/Workshop>

Shoemaker, P. J., Krupp, S., & Howland, S. (2013). Strategic leadership: The

essential skills. *Harvard Business Review*, 91(1), 131-134.

Sial, A., Usman, M.K. & Zufiqar, S. (2013). Why do public Sector organizations fail

in implementation of strategic plan in Pakistan? *Public Policy and*

Administration Research, 3(1), 33-41.

Sila, H. M., & Gichinga, L. (2016). Role of strategic leadership on strategy

implementation in public universities in Kenya-A case study of JKUAT

Main Campus. *International Journal of Innovative Research and*

Development, 5(6).

Simons, R. (2013). *Levers of control: how managers use innovative control systems*

to drive Strategic Renewal. Harvard Business Press.

Singer, E. (2006). Non-response bias in household surveys. *Public Opinions*

Quarterly, 70, (5) 637-645.

Sirmon, D. G., Hitt, M. A., & Ireland, R. D. (2007). Managing firm resources in

dynamic environments to create value: Looking inside the black box.

Academy of Management Review, 32(1), 273-292.

Smaltz, D. H., Sambamurthy, V., & Agarwal, R. (2006). The antecedents of CIO role effectiveness in organizations: An empirical study in the healthcare sector.

IEEE Transactions on Engineering Management, 53(2), 207-222.

Smith, J. (1988). Managers and information technology.

The Public Issues, 5, 95.

Snow, C.C. & Hrebiniak, L.G. (1980). Strategy, Distinctive and Organizational Performance. *Administrative Science Quarterly*, 25, 317-335.

Song, X. M., & Parry, M. E. (1997). The determinants of Japanese new product successes. *Journal of Marketing Research*, 64-76.

Spanos, Y. E. & Lioukas, S. (2001). An Examination into the Causal Logic of Rent Generation: Contrasting Porter's Competitive Strategy Framework and the Resource- Based Perspective. *Strategic Management Journal*, 22 (10), 907-934.

Speculand, R. (2009). Six necessary mind shifts for implementing strategy. *Business Strategy Series*, 10(3), 167-172.

Spector, P. E. (2006). Method variance in organizational research: Truth or urban legend? *Organizational Research Methods*, 9, 221-232.

Spender, J. C. (1996). Making knowledge the basis of a dynamic theory of the firm.

Strategic Management Journal, 17(S2), 45-62.

Spillane, J.P. (2006), *Distributed Leadership*, Jossey-Bass, San Francisco, CA.

Sproull, L.S. & Hofmeister (1986). Thinking about implementation. *Journal of*

Management, 12(1), 43-60.

Srinivasan, K., Kekre, S., & Mukhopadhyay, T. (1994). Impact of electronic data

interchange technology on JIT shipments. *Management Science*, 40(10),

1291-1304.

Stanleigh, M. (2015). 7 Key Trends in innovation. Retrieved from:

www.bia.ca/articles/7KeyTrendsInInnovation.htm. August, 2015.

Strand, R. (2014). Strategic leadership of corporate sustainability. *Journal of*

Business Ethics, 123(4), 687-706.

Stettner, U., & Lavie, D. (2014). Ambidexterity under scrutiny: Exploration and

exploitation via internal organization, alliances, and acquisitions. *Strategic*

Management Journal, 35(13), 1903-1929.

Stone, M. (1974). Cross-validatory choice and assessment of statistical predictions.

Journal of the Royal Statistical Society. Series B (Methodological), 36, 111-

147.

Stumpf, S. A., & Mullen, T. P. (1991). Strategic leadership: concepts, skills, style and process. *Journal of Management Development*, 10(1), 42-53.

Subramanian, A., & Nilakanta, S. (1996). Organizational innovativeness: exploring the relationship between organizational determinants of innovation, types of innovations, and measures of organizational performance. *Omega*, 24(6), 631-647.

Tabachnick, B.G., & Fidell, L.S. (2007). *Using multivariate statistics* (ed.).

Boston: Pearson Education Inc.

Thatcher, J. B., & Perrewe, P. L. (2002). An empirical examination of individual traits as antecedents to computer anxiety and computer self-efficacy. *MIS Quarterly*, 381- 396.

Tallon, P. P. (2007). A process-oriented perspective on the alignment of information technology and business strategy. *Journal of Management Information Systems*, 24(3), 227-268.

Tanriverdi, H. (2005). Information technology relatedness, knowledge management capability, and performance of multibusiness firms. *MIS Quarterly*, 311-334.

- Tavakolian, H. (1989). Linking the information technology structure with organizational competitive strategy: A survey. *MIS Quarterly*, 309-317.
- Taylor, S. G., Bedeian, A. G., & Kluemper, D. H. (2012). Linking workplace incivility to citizenship performance: The combined effects of affective commitment and conscientiousness. *Journal of Organizational Behaviour*, 33, 878-893.
- Taylor, B. (1995). The New Strategic Leadership – Bringing changes, getting results. (Ed.) *Strategic environment handbook*. London: Pitman.
- Teece, D. J. (2010). Technological innovation and the theory of the firm: the role of enterprise-level knowledge, complementarities, and (dynamic) capabilities. *Handbook of the Economics of Innovation*, 1, 679-730.
- Teece, D. J., Pisano, G. P., & Shuen, A. (1990). *Firm capabilities, resources, and the concept of strategy: four paradigms of strategic management* (pp. CCC-working). University of California at Berkeley, Centre for Research in Management, Consortium on Competitiveness & Cooperation.
- Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 18(7), 509.

The Nigeria Educational Fair (2014). Retrieved from:

<http://www.234events.com/event/the-nigeria-education-fair-ii/>

21/11/2016.

Thompson, A.A. & Strickland, A.J. (2003). *Strategic management: Concepts and cases*, (ed). New York: McGraw-Hill.

Thomas, A. B. (1988). Does leadership make a difference to organizational performance? *Administrative Science Quarterly*, 388-400.

Thorpe, E. R., & Morgan, R. E. (2007). In pursuit of the “ideal approach” to successful marketing strategy implementation. *European Journal of Marketing*, 41(5/6), 659- 677.

Ticehurst, G. W., & Veal, A. J. (2000). *Business research methods: A managerial approach*. Addison Wesley Longman.

Tippins, M. J., & Sohi, R. S. (2003). IT competency and firm performance: is organizational learning a missing link? *Strategic Management Journal*, 24(8), 745-761.

Tore, D. (2005). An empirical investigation of the key factors for success in software process improvement. *IEEE Transactions on Software Engineering*, 31, 5,

410-424.

Trademarks (2012). Nigerian Economy. Retrieved from:

<http://www.trademarksa.org/news/nigeria-poised-become-africa-s-most-powerful-nation> 24/10/2014.

Traina, S. B., MacLean, C. H., Park, G. S., & Kahn, K. L. (2005). Telephone reminder calls increased response rates to mailed study consent forms. *Journal of Clinical Epidemiology*, 58, 743-746.

Trochim, W. M. K. (1999). *The research knowledge base* (ed.). Ithaca, NY:

Cornell University Custom Publishing.

UNESCO (2012). Global Education Digest. Retrieved from:

<http://www.uis.unesco.org/Education/Pages/global-education-digest.aspx>

23/11/2016

Ussahawanitchakit, P. (2012). Administrative innovation, technical innovation, competitive advantage, competitive environment, and firm performance of electronics businesses in Thailand. *Review of Business Research*, 12(1), 1-10.

Useem, M. (2001). *Leading up: How to lead your boss so you both win*. New York: Crown Business.

Vaccaro, I. G., Jansen, J. J., Van Den Bosch, F. A., & Volberda, H. W. (2012).

Management innovation and leadership: The moderating role of

organizational size. *Journal of Management Studies*, 49(1), 28-51.

Venkatraman, N.,(1989). Strategic orientation of business enterprises: the construct,

dimensionality, and measurement. *Management Science*, 35, 942-962.

Viswanathan, M., & Kayande, U. (2012). Commentary on “common method bias in

marketing: Causes, mechanisms, and procedural remedies”. *Journal of*

Retailing, 88, 556-562.

Vroom, V. H. (1964). *Work and motivation*. New York, NY: Wiley.

Wade, M., & Hulland, J. (2004). Review: The resource-based view and information

systems research: Review, extension, and suggestions for future research.

MIS Quarterly, 28(1), 107-142.

Waddell, D., & Sohal, A. S. (1998). Resistance: a constructive tool for change

management. *Management Decision*, 36(8), 543-548.

Wernerfelt, B. (1984). A Resource-Based View of the Firm. *Strategic Management*

Journal, 5 (2), 171-180.

Walker, R. M., Damanpour, F., & Devece, C. A. (2010). Management innovation

and organizational performance: The mediating effect of performance management. *Journal of Public Administration Research and Theory*, 43.

Wang, C. L., & Ahmed, P. K. (2004). The development and validation of the organisational innovativeness construct using confirmatory factor analysis. *European Journal of Innovation Management*, 7(4), 303-313.

Ward, J., & Peppard, J. (2016). *The strategic management of information systems: building a digital strategy*. John Wiley & Sons.

Waterman, R. Jr, Peters, T. and Phillips, J.R. (1980). Structure is not organization. *Business Horizons*, 23 (3), 14-26.

Weaver, M. (2006). *Formulae for calculating sample size, a statistics consultant at researcher support centre, school of Nursing*. North Carolina: Chapel Hill.

Wendy, L; (2012). *The relationship between strategic leadership and strategic alignment in high performance companies in South Africa*, PhD thesis. University of South Africa.

Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic Management Journal*, 5(2), 171–180.

Wenr (2013). An overview of Education in Nigeria. Retrieved from:

<http://wenr.wes.org/2013/07/an-overview-of-education-in-nigeria/>

13/09/2015

West, J., & Bogers, M. (2014). Leveraging external sources of innovation: a review of research on open innovation. *Journal of Product Innovation Management*, 31(4), 814- 831.

Wheelen, T. L., & Hunger, J. D. (2008). *Strategic management and business policy: Concepts*.

Wheelen, T. L., Hunger, J. D., Hoffman, A. N., & Bamford, C. E. (2015). *Concepts in Strategic Management and Business Policy: Globalization, Innovation, and Sustainability*.

White, S. C., & Glickman, T. S. (2007). Innovation in higher education: Implications for the future. *New Directions for Higher Education*, 2007(137), 97-105.

Wikipedia (2015). Retrieved from: <http://en.wikipedia.org/wiki/Nigeria> 1/3/2016

Williams, H., & Johnson, T. (2013). Strategic leadership in schools. *Education*, 133(3), 350 - 355.

Wilson, B., Callaghan, W., Ringle, C., & Henseler, J. (2007). *Exploring causal path*

directionality for a marketing model using Cohen's path method. Paper presented at the PLS'07 international symposium on PLS and related methods– Causalities explored by indirect observation, Oslo.

Wingwon, B. (2012). Effects of entrepreneurship, organization capability, strategic decision making and innovation toward the competitive advantage of SMEs enterprises. *Journal of Management and Sustainability*, 2(1), 137.

Wirtz, H. (2011). Innovation networks in logistics-management and competitive advantages. *International Journal of Innovation Science*, 3(4), 177-192.

Wixom, B. H., & Watson, H. J. (2001). An empirical investigation of the factors affecting data warehousing success. *MIS Quarterly*, 17-41.

World, H. (1985). System analysis by Partial Least Squares. In Nijkamp, H. Leitner & N. Wrigley (eds). *Measuring the immeasurable: 221-252*, Martinus Nijhoff: Dordrecht.

Yaghmale, F. (2009). Content validity and its estimation. *Journal of Medical Education*, 3(1).

Yamin, S., Mavondo, F., Gunasekaran, A., & Sarros, J. C. (1997). A study of competitive strategy, organisational innovation and organisational

performance among Australian manufacturing companies. *International Journal of Production Economics*, 52(1), 161- 172.

Yip, G. (2003). *Total global strategy II*. (ed.). New York: Prentice Hall.

Yongmei, L., Hongjian, L., & Junhua, H. (2008). Information technology capability as moderator between information technology investment and firm's performance. *Tsinghua Science and Technology*, 13.

Yuen, K. F., & Lim, J. M. (2016). Barriers to the implementation of strategic corporate social responsibility in shipping. *The Asian Journal of Shipping and Logistics*, 32(1), 49-57.

Yusuf, M. O. (2005). Information and Communication Technology and Education: Analysing the Nigerian National Policy for Information Technology. *International Education Journal*, 6(3), 316-321.

Zack, M., McKeen, J., & Singh, S. (2009). Knowledge management and organizational performance: an exploratory analysis. *Journal of Knowledge Management*, 13(6), 392- 409.

Zahra, S., Ireland, R., & Hitt, M. (2000). International expansion by new venture firms: international diversity, mode of market entry, technology learning,

and performance? *Academic of Management Journal*, 43(5), 925-950.

Zairi, M., & Sinclair, D. (1995). Business process re-engineering and process management: a survey of current practice and future trends in integrated management. *Management Decision*, 33(3), 3-16.

Zikmund, G. W. (2000). *Business research methods* (ed.).

Zubairu, S.M., (2016). *A History of industrial development in the Kaduna state of Nigeria*. An unpublished PhD thesis; University of Zululand, South Africa.



APPENDIX I

SURVEY QUESTIONNAIRE



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 word 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 help 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 on 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 this 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



UUM
Universiti Utara Malaysia

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:				1	2	3	4	5	6
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



UUM
Universiti Utara Malaysia

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 ☐

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(STLP 11,ALL)
STLP12_1	1	1	108	108	MEDIAN(STLP 12,ALL)
STLP15_1	1	1	108	108	MEDIAN(STLP 15,ALL)
STLP16_1	2	1	108	108	MEDIAN(STLP 16,ALL)
STLP18_1	1	1	108	108	MEDIAN(STLP 18,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	