

QATAR UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DRIVERS AFFECTING THE SUCCESSFUL IMPLEMENTATION OF
ORGANIZATIONAL STRATEGIES: THE CASE OF THE OIL & GAS INDUSTRY IN

QATAR

BY

SAFYA SALEH A. A. ALMARRI

A Project Submitted to
the College of Business and Economics
in Partial Fulfilment of the Requirements for the Degree of
Master of Business Administration

January 2024

©2024. Safya Almarri. All Rights Reserved.

COMMITTEE PAGE

The members of the Committee approve the Project of
Safya Saleh Almarri defended on 20/12/2023.

Dr. Abdulkareem Salameh Awaad
Thesis/Dissertation Supervisor

Dr. Abdellatef Majed Anouze
Committee Member

Professor Bana Abuzayed
Committee Member

Approved:

Dr. Rana Sobh, Dean, College of Business and Economics

ABSTRACT

ALMARRI, SAFYA S., Masters : January : [2024:],

Master of Business Administration

Title: Drivers Affecting the Successful Implementation of Organizational Strategies: the Case of the Oil & Gas Industry in Qatar

Supervisor of Project: Dr. Abdulkareem Awwad.

The oil and gas industry in Qatar stands out as one of the world's most prosperous sectors. This success comes from the excellent decision-making and practical implementations accumulated over the years. A literature review underscores the need for further exploration and consideration of the factors influencing organizational strategy implementation within this sector. This research discusses the factors affecting successful strategy implementation in Qatar's oil and gas industry and sheds light on the interplay among these elements. Factors are organizational culture, risk management, achievable goals, employee engagement, knowledge management, leadership support, and resource allocation. To assess the hypothesis of the relationship among factors, a quantitative research approach was employed involving a Likert scale questionnaire distributed to employees currently working in organizations within the oil and gas sector in Qatar where 292 participants were selected for the survey, ranging from top, middle, and first-line managers and employees. Data collected were analysed using the SPSS. Results revealed that organizational culture, risk management, achievable goals, and employee engagement exhibit significant and direct relationships with successful strategy implementation. In contrast, the remaining variables, leadership support, knowledge management, and resource allocation were identified as indirect influencers on successful strategy implementation, operating through mediators.

Keywords: Oil and gas, organizational strategies, strategy implementation, employee engagement, resource allocation, leadership support, organizational success.

ACKNOWLEDGMENTS

I want to express my deep appreciation to all the valuable individuals who consistently offered their generous support and encouragement throughout the project. Firstly, I extend my gratitude to my project supervisor, Dr. Abdulkareem S. Awaad, Dr. Abdellatef M. Anouz, and Professor Bana Abuzayed, Associate of Dean for Research and Graduate Programs, for their unwavering and substantial support, encouragement, continuous guidance and assistance in this paper. I am also thankful to all professors who shared their valuable knowledge during my MBA program. Lastly, I would like to thank my friends for their positive encouragement, and I am genuinely grateful to all my family members for their ongoing support and assistance over the past three years.

TABLE OF CONTENTS

ACKNOWLEDGMENTS	v
LIST OF TABLES	x
LIST OF FIGURES	xi
Chapter 1: INTRODUCTION.....	1
Background	1
Overview of Organizational Strategy Success	1
Importance of Successful Strategy Implementation.....	1
Introduction to Key Factors Influencing Strategy Implementation	1
Leadership Support.....	1
Knowledge Management.....	2
Organisational Culture.....	2
Risk Management	2
Employee Engagement	2
Achievable Goals.....	3
Resource Allocation	3
Research Context.....	3
Brief Introduction to the Oil & Gas Industry in Qatar	3
Significance of Studying Strategy Implementation in this Sector.....	3
Purpose of this Study.....	4
Research Problem.....	4

Identification of the Gap in Understanding Successful Strategy Implementation .4	
Need for Exploration Beyond Oil & Gas Industry Context Identification of the Gap	
.....4	4
Research Aims and Objectives.....5	5
Research Question and Hypotheses5	5
Research Question5	5
Research Hypotheses5	5
Scope and Limitations.....6	6
Delimitations of the Study6	6
Definition of the Scope of General Organizational Strategy Success6	6
Research Outline6	6
Chapter 2: THEORETICAL BACKGROUND AND LITERATURE REVIEW8	8
Background8	8
Theoretical Background10	10
Introduction to Resource-Based View (RBV) Theory10	10
Overview of Knowledge Management Theory11	11
Potential Relevance of Leadership Theories11	11
Literature Review12	12
Organizational Strategies.....12	12
Impact of Strategy Implementation Factors13	13
Factors Influencing Organizational Strategy Implementation.....15	15
The Mediating Roles23	23

Synthesis of Theories	27
Integration of RBV, Knowledge Management, and Leadership Theories	27
Highlighting Interconnectedness Among Key Factors.....	27
Gaps in Existing Literature	28
Conceptual Model	28
Research Hypotheses.....	29
Chapter 3: METHODOLOGY.....	31
Research Design.....	31
Research Approach	31
Data Collection Methods.....	31
Sampling Method	32
Population and Sample Size.....	33
Verification Methods.....	33
Variables.....	34
Operational Definition.....	34
Ethical Consideration	38
Chapter 4: RESULTS	39
Demographic Information.....	39
Descriptive Analysis	41
Reliability.....	42
Validity.....	42

Regression	44
Chapter 5: DISCUSSION	47
Employee Engagement and Successful Strategy Implementation	47
Achievable Goals and Successful Strategy Implementation	47
Risk Management and Successful Strategy Implementation	48
Organizational Culture and Successful Strategy Implementation.....	49
Knowledge Management and Successful Strategy Implantation	49
Leadership Support and Successful Strategy Implantation.....	50
Resource Allocation and Successful Strategy Implementation.....	51
Chapter 6: CONCLUSION AND RECOMMENDATIONS.....	52
Conclusion.....	52
Recommendations	55
Limitations and Suggestions for Future Outlook	55
References.....	57

LIST OF TABLES

Table 1. Summary of Literature Reviews	26
Table 2. Construct Measures and Sources	35
Table 3. Demographic Summary	40
Table 4. Cronbach Alpha Coefficients, Mean & Standard Deviations.....	42
Table 5. Component Matrix - Factor Analysis of items in each variable	43
Table 6. Regression Analysis.....	44

LIST OF FIGURES

Figure 1. Conceptual Model - Factors Impacting the Successful Implementation of Organizational Strategy	29
--	----

CHAPTER 1: INTRODUCTION

Background

Implementing a group's strategy determines its success or failure; nevertheless, this is challenging since it relies on several circumstances. Putting a plan into action is necessary in the modern business world. Section one of this research delves into the elements of a successful organizational plan, highlighting the details that prove their importance.

Overview of Organizational Strategy Success

It is possible for an organizational strategy to have many successful outcomes. Interdependent goals, actions, and results define a time-consuming process. Since methods include planning and conducting tasks are valuable (Hyväri, 2016). Maintaining a state of strength, skill, and adaptability is more than just a one-and-done affair.

Importance of Successful Strategy Implementation

Plans must be conducted correctly. A well-thought-out plan is just a road map; it is up to people to implement it (Mantere, 2013). Sitting about in boardrooms doing nothing is the extent of planned activity. A firm must excel at a strategy to be substantial, competitive, and grow sustainably.

Introduction to Key Factors Influencing Strategy Implementation

Leadership Support

It is crucial to get the support of leaders before implementing a plan. To establish an example, leaders must give their followers something to work toward and show them the way. A skilled leader may inspire followers to work together toward a similar goal and implement strategies. Even the most well-thought-out plans might only succeed if the people in charge are on board.

Knowledge Management

The use of intellectual property is transformed when knowledge management is included in a company's overall strategy (Bryan et al., n.d.). The best way to implement a plan is for everyone concerned to contribute their expertise. The correct information management system makes business planning, insight-gathering, and plan refinement possible.

Organisational Culture

It has the same impact on people's decisions, behaviours, and relationships as the company's DNA. Being psychologically prepared makes it much easier to accomplish long-term goals. (Al-Shaiba, Al-Ghamdi, & Koc, 2019). A lack of cultural unity may make integrating new methods into an organization's culture harder, which can cause resistance.

Risk Management

Risk management is essential for success since many things may go wrong when implementing plans (Fethi & Jomaa, (n.d.)). It is necessary to have strategies for quickly finding, evaluating, and reducing risks. To succeed overall, businesses must find a way to be both cautious and inventive.

Employee Engagement

The effectiveness of any plan depends on the level of involvement and commitment from personnel. Optimistic workers are quick to provide a hand when needed, receptive to criticism, and able to work together to solve challenges (Driouchi & Bennett, 2011). Problems arise when employees are not invested in the company's long-term goals, which lowers the effectiveness of programs and impedes progress.

Achievable Goals

Achievable goals need to be established before a plan can be implemented. Setting both challenging and realistic goals can lead people in the right direction, keep people motivated, and allow people to track their success quickly (Al-Eida, 2020). On the other hand, doing more significant strategic tasks becomes more complicated when people are demoralized and angry because their objectives are unrealistic.

Resource Allocation

Using a group's resources to achieve its objectives is most effectively accomplished by distributing those resources. Using effective sharing, appropriate assistance may be available whenever it is necessary. When a firm's resources are not distributed appropriately, growth comes to a halt; yet, when they are distributed well, the organization may become more robust and resilient (Wanto, 2012).

Research Context

Brief Introduction to the Oil & Gas Industry in Qatar

Since the oil and gas sector plays a significant role in Qatar's economic growth, it is an excellent location to study trends. This industry is one of a kind because it combines worldwide importance with complex operations and high investment needs. Plans may be put into action there for people to see directly. A combination of factors such as global demand, technical innovation, and government policy will influence Qatar's oil and gas sector.

Significance of Studying Strategy Implementation in this Sector

Qatar's oil and gas sector influences energy markets and power dynamics. The security of the world's energy supply is enhanced as this sector grows. Qatari businesses are no different. People must know what methods work in this setting to improve sustainability, competitiveness, and resilience in a field vital to the world's energy scene.

Purpose of this Study

In brief, with the ups and downs that Qatar's oil and gas industry has faced in the past decades, it is evident, with the adopted organizational strategies, whether implemented or yet to be implemented, that there have been factors and elements of these strategies with significant impacts on the outcomes of the projected objectives of the organizations. These impacts are both on a negative and positive spin. This research output is undertaken to identify and dissect those particular factors that have this sway on this industry in Qatar. There are myriad factors with an impact on the successes that are poised to be gained by implementing organizational strategies within the industry. However, one of the most challenging elements that still needs further investigation is whether these factors have this effect in singularity or perhaps some interaction links all or most of them, which when combined, then have this effect, be it positive or negative, on the successful implementation of strategies for the growth and sustenance the success of the organization.

Research Problem

Identification of the Gap in Understanding Successful Strategy Implementation

A closer look at the numbers shows that our knowledge of the many elements that influence the outcome of a strategy needs to be improved (Elkamali & Elayah, 2020). Prior studies need to go further or look at how different methods work when conducting plans. To fill that void, this study will examine the working conditions (factors) in Qatar's oil and gas sector.

Need for Exploration Beyond Oil & Gas Industry Context Identification of the Gap

However, Qatar's oil and gas business may only provide us with some of the information we need for organizational strategy. The goal is to derive broad, applicable

principles from this study. Strategic management will benefit from this since more generalizable information will be available.

Research Aims and Objectives

The purposes of this study are:

1. To identify factors influencing the implementation of strategies in the oil and gas industry.
2. Proposed a conceptual model that explains the successful implementation of strategies.
3. To test and validate the proposed conceptual model (test the relationships among the identified factors influencing the implementation of strategies).

Research Question and Hypotheses

This study will answer one research question and test three main hypotheses.

Research Question

What are the main factors influencing the implementation of strategies in the oil and gas industry?

Research Hypotheses

1. There are significant positive relationships between organizational culture, risk management, achievable goals, employee engagement, knowledge management, leadership support, and resource allocation and strategies success implementation
2. There is a significant moderated effect of employee engagement on the relationship between leadership support, knowledge management, and successful strategy implementation.

3. There is a significant moderated effect of employee engagement on the relationship between leadership support, knowledge management, and successful strategy implementation.

Scope and Limitations

Delimitations of the Study

Starting with an analysis of Qatar's oil and gas sector, this study aims to present a comprehensive picture of how other sectors operate. However, details from one industry may only sometimes do so. The approach may need some fine-tuning before being used in different company contexts.

Definition of the Scope of General Organizational Strategy Success

Much of the study is focused on Qatar's oil and gas sector. However, the results show how the business might improve its approach in the future. The study is conducted for many firms to discover goods with multi-field applications.

Research Outline

The outline will go as follows: starting with a literature review, which includes previously researched aspects related to the topic, such as defining the organizational strategies as a whole and enumerating different factors that were found at some point as influencing the successful implementation of organizational strategies, as well as their relations, and gathering other findings from previously conducted research on the case of the oil and gas industry in Qatar. At the end of the chapter, the conceptual model and research hypotheses will be presented based on the findings to test the gathered factors. The research methodology will be then identified along with the research design, approach, data collection methods, sampling, population, and verification methods. Research findings, i.e., primary data collected, will be presented and then analysed to answer the research question, accept or reject the research hypotheses, and

come up with an overall conclusion as well as recommendations regarding the drivers impacting the successful implementation of organizational strategies for the case of the oil and gas industry in Qatar and the correlations between them.

CHAPTER 2: THEORETICAL BACKGROUND AND LITERATURE REVIEW

Background

With its laws, customs and traditions governed by Islamic tradition, the State of Qatar is considered a sovereign and independent country in the Middle East, which occupies the Arabian Gulf Peninsula enclave (Mofa, 2023). Liberated from British rule in 1971, Qatar later emerged as one of the globe's central and leading producers of oil and gas. To put these assertions into perspective, Qatar has, to date, grown its oil and gas industry to position the state as one of the largest global exporters of Liquefied Natural Gas (LNG). Furthermore, the country is known to possess the third largest known reserves of natural gas, said to be in the region of 24.7 trillion cubic meters, and this is just behind Russia and Iran (Trade, 2023). Additionally, the country's energy industry produces around 1,3 million barrels of crude oil daily which further catapults the state into the top 15 countries that export oil and a pivotal producer of fertilizer globally (Mordor Intelligence, 2023). With this much production currently ongoing, the market is vibrant and this has further been underpinned by the country's 30-billion-dollar North Field Expansion (NFE) project within its LNG space. This has created fertile ground for global investors in the energy sector to take advantage of this vibrancy with investment opportunities (Mofa, 2023). Constituting most of the government's total revenue generation, this can be attributed to Qatar's exports of its LNG, crude oil, and other petroleum products. On a generalized outlook, the energy sector in Qatar remains the most buoyant within its economic climate, which has positioned it to take on a continuing leading role into the future. With foreign corporations likely taking advantage of these investment opportunities, this has further witnessed the sector being the most significant export and investment-laden sector both in U.S. dollar value and the strategic interest it provides (Sarrakh, Renukappa, & Suresh, 2022).

Qatar, like a number of its neighbouring nations, will normally have a single major entity that plays the central role in managing and overseeing operations within the energy sector, albeit there are some potentially smaller players driving the industry as well. In this instance, Qatar Energy is a major corporation tasked with overseeing the oil and gas, fertilizer, petrochemicals, and refining duties of the Gulf State (Qatar Energy, 2023). It is a State-owned entity. From the above strides, it may be pretty evident why Qatar enjoys the successes it does. However, evidence suggests that these successes have come at a price for the nation and with little struggle. Significant risks were taken in the nation's economic formative years, which were in the form of decisions that paved the way for the energy sector we have come to know to date (Sarrakh, Renukappa, & Suresh, 2022).

Many challenges faced the country when its first energy resources were first discovered in 1971. Reference is made to the enormous North Field deposits, which took about 20 years since their discovery for any meaningful exploration on them. Furthermore, Qatar's lack of proximity to potential and eventual major markets meant that exploiting the fields would be a huge hurdle. Coupled with faulty assessments in terms of feasibility and value undertakings as well as lack of funding from sceptical potential investor partners, this exacerbated the country's issues further in driving its economic growth prospects to the levels they are at currently (Morakabati, Beavis, & Fletcher, 2014). From its first shipment of LNG to Japan to its eventual successful partnerships built as a result of resilient leadership and the investment and building of essential infrastructure, Qatar, from the 90s, proceeded to build a formidable image and reputation as reliable and malleable in being a partner and supplier of energy products.

With the above successes and struggles that the country has faced within its

energy sector since the discovery of the vast resources it is imbued with, it is evident that a great deal of leadership vision has been central to the eventual successes, as well as the navigation through the challenging times that the nation has faced. It furthermore informs that the correct people were identified, chosen, and tasked with ensuring that the country reaches the pinnacles of success it has to date. From a broad perspective, a great deal of organizational discipline was practised through its national leadership and that of its organizations that were and are tasked with operational oversight of the oil and gas industry, such as Qatar Energy. By extension, this intimates that particular organizational strategies were designed and eventually implemented by the country, which saw the various stages of change that its oil and gas industry transformed to the levels it is currently at. Strategic planning includes all the actions taken for developing an organization's strategies towards the path of reaching its short-term as well as long-term goals, and this planning type is essential when the topic in hand shifts on the country level and macroeconomic impact (Uzarski & Broome, 2019).

Theoretical Background

Introduction to Resource-Based View (RBV) Theory

Regarding strategic management, the Resource-Based View is right up there with the big guns. A business may exploit its unique assets in this manner to have an edge in the market. Possession of valuable, uncommon, unique, and irreplaceable resources may lead to a lasting economic advantage, says RBV. With RBV, we can determine how to make a company's resources work better to stay ahead of the competition. Our management approaches may be enhanced with the use of this knowledge. The RBV paradigm could help companies get a clearer picture of their assets (ÅMO & KOLVEREID, 2005). Both monetary and intellectual property (IP) assets, which are intangible, are considered valuable from a strategic standpoint. Finding these resources is only half the battle; companies also need to make sure they

help achieve their goals. Nevertheless, remember that various resources have distinct properties. Due to their dynamic nature, reviewing and adjusting resource settings is essential in corporate contexts.

Overview of Knowledge Management Theory

Knowledge Management (KM) concepts provide the basis of business strategy in today's information-based economy. A further aspect of KM is creating, distributing, and using information inside an organization. One of the main points of KM theory is that knowledge is crucial for conducting strategies. In addition to having a solid understanding of the material, groups should ensure that members can readily share and apply what they know. A knowledge-based company is one in which information flows freely between departments and employees can learn from one another (Sarrakh, Renukappa, & Suresh, 2022). Organizational flexibility and openness to innovative ideas are critical to the success of this dynamic spread. Encouraging the free-flowing sharing of broad knowledge while capturing precise, intelligible information is challenging. Both choices might oversimplify things, but the second could cause friction inside the company.

Potential Relevance of Leadership Theories

The leader's viewpoint determines the likelihood of success or failure of the company's plan. They will be covered sparingly in this context. One quality of a good leader is seeing a project through from start to finish. Whether transactional or transformational, leadership styles can significantly impact how company-wide plans are communicated, agreed upon, and implemented. (Fadhli & Salem, 2020). Achieving the organization's long-term goals becomes much easier for followers of transformational leadership when they are motivated by and involved in a shared vision. As an alternative, transactional leadership ensures that everyone follows the rules

(Kalkan et al., 2014). Leadership styles should be carefully considered to align with the firm's strategy and operational needs. Keep an open mind when thinking about other leadership ideas; people never know when one method will work better.

Literature Review

The literature review aims to explore the drivers or factors that can impact the successful implementation of organizational strategies, as per previously conducted researchers, including the definition of organizational strategies and its essential elements, the factors influencing it, and digging deeper into the case of the oil and gas industry in Qatar, before identifying the research gap and coming up with a conceptual model and the research hypothesis, based on the gathered factors to be tested.

Organizational Strategies

As a point of departure, it is essential to define what it is. In this instance, organizational strategies are identified in various forms with no particular definition provided but rather specific pointers that are denominational in their explanation. One school of thought mentions organizational strategies as tools that assist organizations in having a structure in how their resources are organized in such a manner that aids in their business activities further (Goggins, 2018). Yet another definition outlays organizational strategies as strategic plans generally designed by organizations' management teams, which detail how the organization would allocate its resources, such as time, funding, and perhaps inventory, to support its general business undertakings (Monday.com, 2022). These undertakings might include meeting market demand for the organization's products through creating or purchasing inventory and the growth or upgrade of the organization's infrastructure. What is evident from these definitions or explanations is that certain traits identify with what organizational strategies are. For starters, we are made aware that these take on various forms and are

almost always decided upon by top management within an organization. Furthermore, we are made aware that without these specific tools being utilized by any organization, the probability of that organization's downfall is imminent. Added to the above, the result of any organizational strategy should, in essence, be the growth or sustenance of the entity into the business future (Dzhengiz, 2020; Mohrman & Worley, 2010).

An organization wishing to succeed in the long term should have a well-prepared and outlined strategy since success can only be achieved with it. Having a strategy allows the organization to initiate and implement steps and actions to have complete control over the goal (Lewis I., 2008). Managing organizational strategy requires having a well-designed and structured plan (Dezember, Slater, & Hult, 2005). This structure should be set as the primary goal for achieving the planned results, and according to research, having a leader is essential for ensuring this through his leading techniques (Lewis, Goodman, & Fandt, 2001). The overall performance of an organization is the result of the set and defined structure, along with the acts of the employees within this structure. The role of the leader lies in having a positive influence on these employees so that can manage their work according to reach the structure and the goals of the organization (Slater & Olson, 2001). Researchers have found several drivers for the successful implementation of organizational strategies; for instance, according to (Pollard & Cater-Steel, 2009), in the case of the internet technology industry, they include the support of the top management, effective communication between departments, the conduction of related software training and the help of experienced consultations. The next point of interest would thus be to identify the key organizational elements that lay sway in organizational strategy implementation.

Impact of Strategy Implementation Factors

Having explored the general aspects of the influences that strategy

implementation factors play in organizational upkeep and growth, a critical inquiry would then be to cursorily apply the same reasoning on how Qatar's oil and gas industry has managed to traverse the murky waters of the energy sector both domestically and globally.

In our earlier expose, mention was made that through its Qatar Energy entity, which is state-owned, this entity has been tasked with overseeing all things oil and gas, petrochemicals, fertilizers, and refinery operations for the nation (Qatar Energy, 2023). The energy company has grown to become a global leader and player within the energy sector, especially in LNG extraction, with billions of dollars in investments all around the globe. The company currently boasts several long-term LNG and other product supply contracts with entities in China, Japan (its first LNG market), India and Singapore (Qatar Energy, 2023). We also learned that it was not easy for the country to gain this reputation in the formative years of the industry, and thus, all pointers could have led to the belief that the country would falter in its quest to become a significant player within the energy sector globally. The queue to this success story does not only lie in the company itself but rather can also be attributable to the leadership of both the nation of Qatar and the company overseeing the industry.

The modern Qatari state was discovered as far back as 1878 by Qatar's second Amir, Sheikh Jassim Bin Mohammed Bin Thani. It is ruled by a monarchy and, to date, has had eight leaders, and with each leadership change, albeit being from the ruling family, the country has witnessed growth to unprecedented levels (Diwan, 2023). Fast forward to the Qatar Energy leadership, and the realization is that the board of directors also consists mainly of members of the royal family and other prominent Qatari families (Qatar Energy, 2023). Suppose the successes that have been achieved by the country as a whole in its economic prosperity are to be imputed upon the successes that Qatar

Energy has enjoyed. In that case, the leadership in place both in the country and at the company are well informed, experienced, and visionary.

The country's leadership has worked tirelessly to ensure its prosperity, and with each leadership change, it is evident that the country has gained some form of economic prosperity (Morakabati, Beavis, & Fletcher, 2014). Although not a subject of this research, this could indicate that the leadership of the country formulated strategies that would first strengthen domestic industries and institutions and then devise strategies that would focus on international permeation into foreign markets. With the evident successes being enjoyed by the country as a whole, it seemed incumbent that the leadership of the country assign leadership positions to Qatar Energy from the cohort that is the royal family of Qatar. This ensures continuity in policy direction, which is also synonymous with strategy formulation and implementation (Ulrichsen, 2014). With the leadership of both the country and Qatar Energy seemingly firmly in charge of steering the country's oil and gas industry in the direction of success, it could perhaps also spell that communication with strategy implementation teams at both the national and organizational levels, as well as effective risk management, and a slew of other factors explored above, is a possible positive outcome for the positive influences of these factors explored in this research. The factors are explained below in detail.

Factors Influencing Organizational Strategy Implementation

What has been evident so far from the explored literature points to a situation where, despite the strategy formulation itself being a pretty tedious process to undertake by the decision makers, it has become apparent that strategy implementation is the most difficult for most organizations as these "blueprint" plans may quickly come apart at the seams which may lead to the detrimental end for the progression of the business (Vargas-Hernandez, 2021)? Therefore, the most significant inquiry in such a situation

is what creates these untenable scenarios for most businesses. The key is an exploration of some of the factors that encapsulate a mixture of soft, complex, and hybrid concoctions and the influence they hold over the success of strategy implementation (Yang, Sun, & Eppler, 2010). As a point of departure, it appears that one of the leading factors that have a profound effect on the successful implementation, or lack thereof, of organizational strategies lies heavily in the human element (Alharthy, Rashid, Pagliari, & Khan, 2017). Research reveals that the highest contributory factors that lay sway on strategy implementation have a lot to do with decision-making, beginning right at the top of an organization's organogram. Management teams are very often tasked with strategy formulation, to begin with, and this process, although intricate in itself, has to factor in quite a solid implementation plan for the devised strategies (Alharthy, Rashid, Pagliari, & Khan, 2017). Statistics have shown that no more than 50% of organizational strategies get to be implemented, and even on those that get implemented, with 80% of organizations said to possess the right or powerful strategies, the success rate is projected at roughly 14% of those that get implemented (Cater & Pucko, 2010). This is a very worrying statistic that indicates that there could be some issues with the decisions made by management teams or the communication of how these strategies must or will be implemented to teams within the organization itself. For organizational strategies to function for what they have been purposed for, it is sufficient to note that there are elements that are basic and with which their eventual implementation may result in a success story for any organization that can adhere to these basics (Thomas & Lamm, 2012).

Thus far, the investigation has focused on the drivers that profoundly affect the successful implementation of organizational strategies, which are also considered the basics of organizational conformity yardsticks to which each entity's strategic directions

are meant to conform. In essence, we have come to understand that organizational strategies can be further influenced by a myriad of factors that would effect on whether implementation will be successful or detrimental to the organization. These factors are considered next.

Leadership Support

The leadership element is thus scrutinized from the perspective of possible poor strategy formulation, weak leadership acumen, and possible directionless communication of how the organization's strategic journey is meant to be fulfilled (Li, Guohui, & Eppler, 2008). Leadership is defined as the life of an organization or the blood needed by the organization for survival (Zhu, Chew, & Spangler, 2005). Mousavi & Pour (2011) believed that workers are influenced by a leader towards reaching a common goal. Moreover, using a specific technique for motivating employees and enhancing their development is also part of the leader's definition (Fry, 2003). Leadership support was found to be one of the critical drivers for the successful implementation of organizational strategies when applied effectively (Voon, Lo, Ngui, & Ayob, 2011), as researchers have found that when an organization focuses on the concept of leadership, it will automatically win a competitive edge over its competitors (Mehra, Smith, Dixon, & Robertson, 2006). A leadership style is a technique used by a person reach a target set by his organization, to influence on the overall performance of the organization (Stogdill & Coons, 1957; McGrath & MacMillan, 2000). These different leadership styles define the competitive edge of an organization and allow it to gain a competitive advantage (Zamani, Eslami, & Kazemi, 2013). When leaders are motivational leaders, they can connect between implementing the organization's strategy and reaching the aimed performance of the business (Guth & MacMillan, 1986). Thus, leadership style must align with the organizational strategy to reach

efficient organizational performance and, thus, success (Zhu, Chew, & Spangler, 2005). There are several leadership styles used by leaders; three common styles include: change-oriented, task-oriented, and relationship-oriented. These different types differ in terms of their objectives, aligning them with the organizational targets or goals. The change-oriented leadership style aims to improve workers' adaptation to the applied change (Lowe, Kroeck, & Sivasubramaniam, 1996). The task-oriented leadership style aims to improve the overall level of employees' work efficiency (Yukl, 2006). A relationship-oriented leadership style aims to improve and manage the available working resources and the relationships between them (Mumford, Scott, Gaddis, & Strange, 2002). Leadership behaviour is part of the leadership style and includes how the leader interacts with other stakeholders in the organization, such as employees and third-party suppliers or partners (Yukl, 2006). Leadership behaviour is at its best when a company faces new challenges (Judge & Piccolo, 2004). Leadership talent comes from within a specific person, either by nature or by experience. Leadership behaviour results from leadership talent, as it is part of the leader's nature (Voon, Lo, Ngui, & Ayob, 2011). Organizations highly depend on leaders when aiming to implement organizational strategies; however, sometimes even the most experienced executives lack the leadership talent; where it is not enough to have knowledge of leadership styles and strategies, but having the leadership talent is crucial for success (Pasmore, 2014). Another important aspect of leaders is leadership commitment, followed by proper communication, as it can make a significant difference when implementing organizational strategies (Narikae, Namada, & Katuse, 2017).

Knowledge Management

Knowledge management, sometimes referred to as K.M., has been identified as a driver for implementing organizational strategy (Dayan, Heisig, & Matos, 2017). A

consideration of the sufficient resources and alignment of those resources of the entity is crucial (Rogers & Blenko, 2006). Closely following suit on the leadership and associated factors that influence strategy implementation are various other factors, such as clear objectives, which intimate that the strategy itself should be formulated in a concisely with clearly achievable objectives (Amui, Jabbour, Jannour, & Kannan, 2017).

Knowledge management is critical as it has a direct positive relationship with strategy implementation: good knowledge management leads to successful strategy implementation (Rofiaty, 2019). This is mainly because knowledge management allows for more readiness towards change, as well as improves the learning curve of employees within the company (Imran, Rehman, Aslam, & Bilal, 2016). Knowledgeable workers are assets for the organization and play a crucial role in organizational strategy implementation, especially when the strategic goal is to implement new technologies requiring new skills and knowledge (Chong, 2005).

Achievable Goals

To begin with, strategies within an organizational setting need to be specific. This, in essence, entails that organizational strategies are like a vision board, which highlights what it hopes to achieve. One of the major pitfalls of the failures of strategies within an organization is often traced to the lack of creating measurable achievements by employing standardized diction, such as not being specific in how many more products of the organization the management team projects to achieve in comparison to past sales, for example, (Mohrman & Worley, 2010). This, in turn, drives the whole organization to move "blindly" and not be aware of whether any progress is being made in terms of reaching the projected or desired outcomes of the strategy plan.

Furthermore, another element that will profoundly impact strategy

implementation is how realistic those specific and measured projections are as determined by the leadership teams. For the organization's goals to be achievable, the implemented strategies must conform to a reality check yardstick (Li, Guohui, & Eppler, 2008). The reality of any organization's strategies should be measured against previous organizational gains or achievements. The other half of this role would then determine how much growth the targets should be set so that they are not unrealistic. An example is provided of an organization that makes a meaningful profit margin from previous sales and which, instead of perhaps projecting that profits for the current fiscal year would be expected to fall into a "reasonable" profit bracket, instead pits the profit margins to perhaps double or triple percentage projections which would typically not be realistic taking all factors that may affect reaching such figures difficult or insurmountable (Monday.com, 2022). To this end, external factors may affect the organization's reaching of such targets despite great strategy implementation, such as a negative economic climate that would be beyond such an entity's control.

Another critical element that has been noted to have an impact on strategy implementation is that organizational strategies are time-bound. Leaders are aware that strategies adopted within an organization are for specific, achievable, and realistic goals of and for the organization. It is thus notable that they cannot be planned for implementation into perpetuity (Vargas-Hernandez, 2021). For strategies set by the company to be achievable, they need to have a specific timeframe within which they are projected to be achieved if the strategies are implemented correctly and aptly. Usually, these deadlines are short-term, though, with prospects of driving the end goal being achieved in the longer term. By not setting short-term time limits within which to "check" on the achievability of their goals, an entity risks wasting resources, time, and not to mention finances by running a strategy for a longer-term only to realize at

perhaps a very late hour that the strategy is not driving towards its desired outcomes (Dzhengiz, 2020). What research shows is that any tactical consideration should be measurable and augmented. When a little measurement error in each tactical tier is derived, such a measurement is said to be accurate. Therefore, it is vital for implementation teams within an organization to possess this clarity of tactics for the successful and smooth management of the implementation project (Brenes, Mena, & Molina, 2008; Candido & Santos, 2015).

Organizational Culture

Organizational culture was found to be one of the crucial drivers for the successful implementation of organizational strategies (Al-Faihani & Al-Alawi, 2020; Lemarleni, Ochieng, Gakobo, & Mwaura, 2017). Organizational culture can commonly be defined as the beliefs, values, and norms shared by the different people inside the company, which shapes the way they behave toward each other and how they treat each other (McKenna, 1992; Schein, 1992). Organizational culture can also be defined as the rules and regulations set as standard shared knowledge regarding the interaction between the organization's members and employees (Skinner, 1971). The organizational culture can be either strong or weak, depending on how much employees are influenced by it and tend to respect and implement it (Bushman, Glascoff, & Doty, 2011). With the increased international competition between organizations today, it is essential to look for ways to overcome competitors in the market, and organizational culture can play a significant role in this matter (Dimitriades, 2005; Lopez, Peon, & Ordas, 2004). Some initiatives can improve employees' motivations, such as rewards for hard work, bonuses, merit pay, and promotions. However, another way to enhance employees' performance, without going through the traditional techniques, is to enhance the organizational culture and the influence of employees towards it, allowing

them to feel heard and relaxed. Thus, they will be more motivated to work (Barger, 2007).

Organizational culture was identified as one of the major aspects within an organization that drives employees to either accept or reject an organizational strategy and thus work efficiently towards implementing it and reaching the organizational goals (Kerr & Slocum, 1987; Bushardt, Lambert, & Duhon, 2007).

Risk Management

Risk management implies an informed assessment of all associated risks that could affect the successful rollout of the strategy, which must be taken into account, and a leeway to counter any possible adverse outcomes of the rollout is devised. Project management is another factor that needs more attention when it comes to the tactics of a successful rollout of any strategy (Brinkschroder, 2014). Risk management was found to have a significant positive relationship with successful organizational strategy implementation, based on a study conducted by banks in Kenya (Herbert, Bichanga, Ngati, & Loki, 2014). Different types of risk management, such as operational risk aspects and risk planning, were found to be influential, and thus, risk management was critical when aiming to implement new organizational strategies successfully (Radomska, 2014).

This factor is holistic in its approach in that not only are internal elements considered that can affect strategy implementation, but external factors also become vital in adding to the influence element. In essence, strategy implementation must be viewed as an essential project for the organization. With a whole lot of resources invested in its formulation and plans for rollout, it is vital that managing this work by the organization's teams will be crucial in how the project churns out eventually (Alharthy, Rashid, Pagliari, & Khan, 2017). Implementation teams need to be

monitored closely, as well as the systems that will be utilized when the strategy rollout exercise begins. A key element to consider in this instance is that without this monitoring occurring, it is highly possible to eventually lose track of whether, as per the planning of how the strategy will be implemented, all key performance yardsticks and targets are reached and within set timeframes (Cater & Pucko, 2010).

The Mediating Roles

A major inquiry of the above-discussed factors would be whether these factors have a singularity playing effect in the discourse of the successes of strategy implementation or whether there is some interlink that can be noted from most of these factors when considered in totality. This will be discussed in the following section.

Thus far, several factors have a profound influence on the possible successes or lack thereof of implementation of strategies in organizations. What studies have overlooked, however, is whether these factors have an inter-play aspect to them in which their total consideration has a more devastating or influential outcome to strategy implementation or if just one single factor can sway such influence in either direction. (Brenes, Mena, & Molina, 2008; Candido & Santos, 2015).

Research shows that the human element ranks as one of the top factors, which, when weighed against or with other factors that have been considered above, suggests that it is to be found in almost every one of those factors. In essence, what this implies is that most of the factors considered above seem to have some form of inter-link about them, which cumulatively may have a larger and more profound effect on strategy implementation (Cater & Pucko, 2010). Leadership, for example, is considered one of the foremost factors that has an over-arching influence on the eventual success of the implementation of a strategy. Leadership support is, however, not detached from the other ancillary factors discussed above, employee engagement and their alignment to

the purpose and cause of the objectives sought to be achieved or reached by the strategy rollout (Brinkschroder, 2014). What this entails is that if the leadership fails in its mandate to support the organization properly, then the organization fails from the outset. Weak leadership support may be felt or shown in how strong or weak the strategy formulation is.

Employee Engagement

Employee engagement was found to have a positive correlation with successful organizational strategy implementation (Kusnaya & Syafrizal, 2022; Martins & Nienaber, 2018), as it is considered a necessary tool ensuring the sustainable future development of the company (Catteeuw, Flynn, & Vonderhorst, 2007).

Employees are the most important aspect of an organization, and they are the main actors in the implementation of an organizational strategy; thus, when engaging them in the process, the organization can guarantee a better outcome (Akhmetshin, Ilyina, Kulibanova, & Teor, 2020). Thus, when employees are engaged, they better understand the process and the goals, and thus, this can help with a more effective performance towards the implementation of an organizational strategy and, as a result, lead to successful implementation (Nienaber & Martins, 2020).

Employee engagement includes other dimensions within the organization that should be considered for a successful outcome (Nienaber, 2022). Knowledge management was found to be one of them, as it allows employees to have the necessary knowledge needed for the new strategy and thus feel more engaged within the strategy implementation, which leads the team to communicate and coordinate better and thus reach a successful outcome (Obeidat, Al-Hadidi, Tarhini, & Masa'deh, 2017). Leadership support was found to be another one, as when leaders support their employees, the employees feel more engaged with them, which also leads to better

organizational strategy implementation outcomes (Osborne & Hammoud, 2017).

Resource Allocation

Resource allocation was found to positively correlate with successful organizational strategy implementation (Mango, 2014; Sorooshian, Norzima, Yusof, & Rosnah, 2010) . However, Kusnaya & Syafrizal have a different view based on research they performed in 2022, where they found that resource allocation does not have a direct impact on successful organizational strategy implementation but rather an indirect impact by influencing other factors (Kusnaya & Syafrizal, 2022). Achievable goals were found to be one of them as a resource should be allocated in a way that fulfils achievable and realistic goals (Domínguez-Tejo & Metternicht, 2018), noting that resource allocation includes the availability of resources, both human, time, and tangible assets, and the way they are allocated across the company (Obeidat, Al-Hadidi, Tarhini, & Masa'deh , 2017).

Table 1. Summary of Literature Reviews

Factors	Effect	Impact	References
Leadership Support	Guide strategy implementation, motivate employees, provide direction, and influence organizational performance.	Direct Indirect	(Osborne & Hammoud, 2017); (Voon, Lo, Ngui, & Ayob, 2011) (Hitt, Ireland, & Lee, 2000). (Fry, 2003)
Knowledge Management	Fosters adaptability, enhancing employee learning, and leveraging knowledge assets for the successful execution of strategic goals.	Direct Indirect	(Dayan, Heisig, & Matos, 2017); (Rogers & Blenko, 2006); (Rofiaty , 2019) (Imran, Rehman, Aslam, & Bilal, 2016)
Achievable Goals	Prevent blind progress, ensure accurate measurement, and guide the organization toward desired outcomes	Direct	(Li, Guohui, & Eppler, 2008); (Monday.com, 2022); (Vargas-Hernandez, 2021); (Dzhengiz, 2020; Mohrman & Worley, 2010)
Organizational Culture	Prevent blind progress, ensure accurate measurement, and guide the organization toward desired outcomes.	Direct	(Al-Faihani & Al-Alawi, 2020; Lemarleni, Ochieng, Gakobo, & Mwaura, 2017).
Risk Management	Assess potential risks impacting strategy implementation with proactive measures to mitigate adverse outcomes.	Direct	(Herbert, Bichanga, Ngati, & Loki, 2014); (Radomska, 2014)
Employee Engagement	Deeper understanding of organizational goals and processes, fostering effective performance in strategy implementation.	Direct	(Kusnaya & Syafrizal, 2022; Martins & Nienaber , 2018), (Akhmetshin, Ilyina, Kulibanova, & Teor, 2020).
Resource Allocation	Enhances productivity and minimizes bottlenecks, fostering a conducive environment for successful strategy implementation	Direct Indirect	(Mango, 2014; Sorooshian, Norzima, Yusof, & Rosnah, 2010). (Kusnaya & Syafrizal, 2022)

Synthesis of Theories

Integration of RBV, Knowledge Management, and Leadership Theories

Leadership, resource-based vision (RBV), and knowledge management (KM) are all supplementary concepts. We can now more precisely gauge a company's strategy's success. Given their shared focus on data strategy, RBV's internal resource focus and knowledge management (KM) could not be more complementary. Leaders need ideas if they are to carry a plan to fruition. Later, we shall go into these ideas more. When put together, they help us understand the bigger picture and the problematic parts of a business plan. Businesses benefit from tools that are hard to reproduce, and I agree with KM. Because data is so essential to strategy, this is the case. Intellectual capital refers to a company's capacity to generate, share, and use information. The leader must put the plan into action and ensure that the knowledge and resources are being utilized in a way that helps achieve the big goals.

Highlighting Interconnectedness Among Key Factors

Three interconnected factors define a high-quality business plan: support from upper management, efficient information handling, and an emphasis on available resources. Assuring that resources are used and dispersed in a way that supports the plan's goals and getting people enthused about sharing what they know are both driven by leadership (Silva et al., 2010). Leaders are then supplied with the facts and knowledge necessary to make educated choices via KM. Using an RBV technique, we can see how these portions have changed and are interconnected. How effectively leaders build the culture of their companies impacts the ease of finding, growing, and using critical technologies. Protecting and maximizing an organization's most precious assets—its verbal and tacit knowledge—is what knowledge management is all about.

People can see that the key to success is not to separate them but to ensure they work together.

Gaps in Existing Literature

Despite the growing research on strategy implementation, there is still a need to investigate the impact of these factors on strategy implementation and how they interact with each other. The real gap lies in the dearth of current research from which the researcher has gathered that although it does explore some factors that may have touched on the subject of strategy implementation, these seem to be somewhat "disjointed." In essence, the current research does not fully explore their relation, if it exists, of how these factors have an altogether-encompassing effect on strategy implementation within an organizational setting (Al-Rasheed, 2016).

Conceptual Model

Following the gathered literature review, the following conceptual model was created, as presented in Figure 1 and explained below:

The dependent variable of this research is the successful implementation of strategy within oil and gas industry companies in Qatar. The literature review allowed us to present five independent variables, which are leadership support, knowledge management, achievable goals, organizational culture, and risk management. It also allowed the presentation of two mediator variables: resource allocation and employee engagement.

Based on the initial survey of the literature on the topic and the above-mentioned variables, figure 1 below presents the conceptual model of this study:

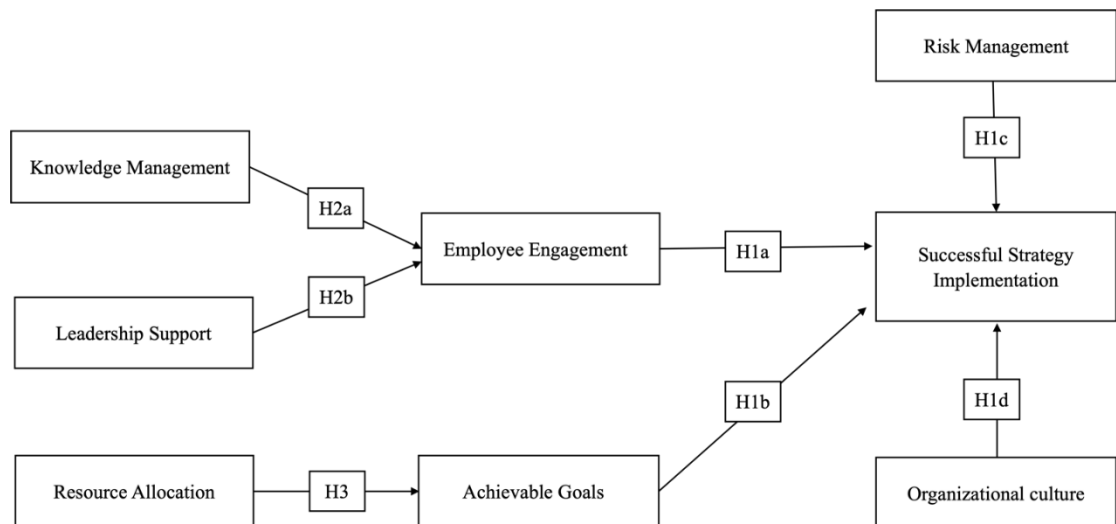


Figure 1. Conceptual Model - Factors Impacting the Successful Implementation of Organizational Strategy

Research Hypotheses

Based on the factors and variables impacting the successful implementation of the organizational strategy presented in the previous section, as well as all gathered literature data, this study will be concerned with testing three hypotheses to analyze the relationship between each independent variable and the dependent variable, in addition to the relationship among the independent variables. Research hypotheses are stated below:

- Hypothesis H1a: There is a significant positive relationship exists between employee engagement and successful strategy implementation.
- Hypothesis H1b: There is a significant positive relationship exists between achievable goals and successful strategy implementation.
- Hypothesis H1c: There is a significant positive relationship between risk management and successful strategy implementation.
- Hypothesis H1d: There is a significant positive relationship exists between the organizational culture and successful strategy implementation.

- Hypothesis H2a: Employee engagement mediates the relationship between knowledge management and successful strategy implementation.
- Hypothesis H2b: Employee engagement mediates the relationship between leadership support and successful strategy implementation.
- Hypothesis H3: Achievable goals mediate the relationship between resource allocation and successful strategy implementation.

CHAPTER 3: METHODOLOGY

The following section presents the implemented methodology for gathering data for this research, starting with the research design, approach, and methods used for data collection, sampling, verification, and analysis.

Research Design

Research can be defined as the studies conducted to define a problem or a gap of data backed-up knowledge, along with possible solutions or evaluation of the situation and then an overall conclusion. Systematically dealing with the research starts by preparing a research design (Kumar, 1999). This includes three types: descriptive, exploratory and evaluative (Veal, 2017; Zikmund, Babin, Carr, & Griffin, 2009). The following study uses a descriptive research design, as it aims to describe the relationship among variables.

Research Approach

The most common research approaches are quantitative and qualitative research approaches. Quantitative research gathers data that can be quantified in numbers, percentages, or relevance. Qualitative research gathers data, which includes opinions, insights, and descriptions, as it cannot be quantified numerically. The two methods can be used together in one research methodology, known as the mixed research approach (Creswell, 2014).

This research is quantitative research. According to research, this approach allows the collection of a relatively large sample of data without requiring a long period of time and is suitable for hypothesis testing (Rahman, 2018).

Data Collection Methods

There are numerous methods for collecting data, such as interviews, observations, and records. The data collection method differs between the two research

approaches as the tools for collecting quantitative data are different from the ones used for collecting qualitative data (Zikmund, Babin, Carr, & Griffin, 2009).

In this research, primary data were collected in November 2023 through the utilization of a structured questionnaire by considering key factors for successful strategy implementation outlined in the literature. The survey comprised closed-ended questions employing a five-point Likert scale format ranging from strongly disagree to strongly agree. Google Forms were used, and links were sent out through emails and social platforms.

The use of online survey questionnaires is advantageous in terms of its ease of conduction since it is online, and a large number of people can be reached with minimal cost. Moreover, questionnaires are usually reliable and accurate (Zikmund, Babin, Carr, & Griffin, 2009), and some techniques are used to ensure this as well, discussed in the following section. Additionally, collected data are analysed and presented using online Google Forms, which facilitates the work by presenting data in an organized and summarized page, along with the number of respondents and percentage of each response.

Sampling Method

While conducting the surveys, a sample is chosen to represent the whole population. This is because reaching the whole population costs a lot of money, needs lots of time, and is not always feasible.

A purposive sampling method was applied, and this method is a type of non-probability sampling, which means that the sample is collected in a subjective way rather than an objective way (Taherdoost, 2016).

Population and Sample Size

The population chosen for this study is the employees currently working in the oil and gas sectors in Qatar. Out of 302, 292 participants were considered for this study. This encompasses 4 members from the top management, 64 from the middle management, 114 from the first-line management, and 82 from different levels. Screening Question was asked at the beginning of the survey to identify respondents who are not currently working in the oil and gas industry in Qatar to be excluded from the analysis.

Verification Methods

Verification methods are methods used to ensure that the gathered data is providing suitable information in terms of fulfilling the aim of the conducted research. Methods used for data verification differ depending on the type of data and the research approach used.

Validity and reliability verification methods were used. Data validity aims to ensure that gathered data is valid to answer the research questions (Heale & Twycross, 2015). Data validity was applied where questions were reviewed by some participants to make sure they understood the question in the correct way.

Data reliability aims to ensure that the data is reliable to fulfil the research aim and to assess the reliability of each variable; a reliability test through the use of IBM SPSS was conducted using Cronbach's alpha, where all survey questions were found to be reliable.

Additionally, Factor analysis (F statics) was employed to assess the variability within the collected data. Finally, to test the hypothesis, linear regression was utilized to assess the acceptance or rejection of the proposed conceptual model.

Variables

Age, gender, education level, position, and experience at the current organization were classified as categorical variables. Gender is a binary variable with two exclusive values: male, encoded as 0, and female, encoded as 1. The age variable was segmented into three primary groups: below 30, 30-45, and over 45 years old. Similarly, educational levels were classified into five categories: High school, Bachelor's, Master's, Doctoral degrees, and others. The position levels were categorized into five groups: non-managerial, first-line, middle, top management, and others. Additionally, the experience at the current organization was divided into three main groups. Below 5, 5-10, and over 10 years. One dummy variable was integrated to exclude respondents who are not currently employed in the oil and gas industries in Qatar.

The independent variables in this study are leadership support, knowledge management, achievable goals, organizational culture and risk management, while the dependent variable is the successful strategy implementation. Resource allocation and employee engagement play the main roles of mediators.

Operational Definition

The research framework comprises eight constructs, and the measurement questions were formulated using the 5-Likert Scale. These constructs are leadership support, knowledge management, achievable goals, organizational culture, risk management, resource allocation, employee engagement, and successful strategy implementation. The dependent variable is the Successful Strategy Implementation, while the remaining are the independent variables. Three hypotheses were formulated in the conceptual model and subsequently tested using SPSS statistical tools. Beyond these statements, the questionnaire covered inquiries about age, gender, educational level, position and experience. Additionally, a screening question was asked at the

beginning of the survey to identify respondents who are not currently employed in the oil and gas industry in Qatar to be excluded from the analysis.

Table 2 below shows the measures and sources of the research constructs used in the questionnaire.

Table 2. Construct Measures and Sources

Construct	Items	Source(s)
Leadership Support	1. The leadership provides clear direction and guidance to the employee in executing the strategy.	(Zhu, Chew, & Spangler, 2005)
	2. Leaders actively support and champion strategic initiatives.	(Osborne & Hammoud, 2017)
	3. The organization's leaders actively listen to and consider employee feedback and concerns during the strategy implementation.	(Narikae, Namada, & Katuse, 2017)
Knowledge Management	1. Your organization provides ease of access to relevant knowledge and information resources.	(Amui, Jabbour, Jannour, & Kannan, 2017)
	2. Expertise is well-identified and utilized within the organization during strategy implementation.	(Rofiaty , 2019)
	3. The organization leverages past experiences and lessons learned to improve current strategic initiatives.	(Obeidat, Al-Hadidi, Tarhini, & Masa'deh , 2017)
	4. Effective knowledge management contributes to the successful execution of your organization's strategies.	
Achievable Goals	1. The organization sets realistic and achievable goals that support the strategic visions.	(Domínguez-Tejo & Metternicht, 2018)

Construct	Items	Source(s)
Organizational Culture	2. Progress toward achieving strategic goals is regularly monitored and evaluated.	
	3. The organization prioritizes its goals to ensure a focused effort on critical areas of the strategy.	
	4. The organization can make timely adjustments if needed to achieve the goals set for the strategy.	
	1. The organization's values and mission are reflected in daily practices and decisions.	(Vargas-Hernandez, 2021)
	2. To what extent do you agree that your organizational culture enhances the organization's ability to adapt and innovate during strategy implementation?	(Li, Guohui, & Eppler, 2008)
	3. To what extent do you agree that your organizational culture encourages collaboration and cooperation among employees, facilitating successful strategy implementation?	(Bushardt, Glascoff, & Doty, 2011)
	4. To what extent do you agree that your organizational culture supports the successful execution of the strategies?	(Skinner, 1971)
Risk Management	1. Risk management practices are transparent, and employees are aware of them.	(Barger, 2007)
	2. There is a structured process for identifying and assessing risks associated with our strategic initiatives.	(Radomska, 2014)

Construct	Items	Source(s)
Employee Engagement	3. The organization has a well-defined strategy for mitigating and managing risks.	(Alharthy, Rashid, Pagliari, & Khan, 2017)
	1. Employees are actively engaged in the strategic implementation process.	(Cater & Pucko, 2010)
	2. Employee feedback and suggestions for improving strategy implementation are actively sought and considered.	(Catteeuw, Flynn, & Vonderhorst, 2007)
Resource Allocation	3. Engaged employees play a pivotal role in achieving the organization's strategic goals and objectives.	(Nienaber, 2022)
	1. Your organization effectively allocates resources to support the implementation of its strategies.	(Akhmetshin, Ilyina, Kulibanova, & Teor, 2020)
	2. Resource allocation decisions consider the specific needs and requirements of different strategic initiatives.	(Mango, 2014)
Successful Strategy Implementation	3. Your organization effectively reallocates resources when needed to adapt to changing circumstances during strategy implementation. Implementation.	(Kusnaya & Syafrizal, 2022)
	1. Your organization's strategies have been effectively translated into actionable plans and initiatives.	(Sorooshian, Norzima, Yusof, & Rosnah, 2010)
	2. Your organization's strategies have been effectively executed.	(Dzhengiz, 2020; Mohrman & Worley, 2010)
	3. Strategic objectives and goals are consistently met	

Construct	Items	Source(s)
	as a result of the implementation efforts.	(Lewis, Goodman, & Fandt, 2001)
	4. To what extent do you agree that the strategies translated into tangible results and achieved the desired outcomes?	(Slater & Olson, 2001)
	5. To what extent do you agree with the overall success of the strategy implementation within your organization?	(Pollard & Cater-Steel, 2009)
	6. To what extent would you recommend your organization's strategy approach to others in the industry, considering the effectiveness of the strategy implementation?	

Ethical Consideration

Ethical approval was obtained by the Institutional Review Board (IRB) through Qatar University. Before commencing this research, online consent was obtained from the participants through the survey distributed through Google Forms. Detailed information regarding the study's objectives, procedural steps, potential advantages, and the utilization of results was provided to the participants. This facilitated an informed decision-making process for the participants regarding their participation in the study. No deceptive or coercive tactics were employed. The researcher diligently maintained confidentiality, particularly concerning the information collected through questionnaires. Participant information was not shared with any external parties. To ensure anonymity, participants' names were intentionally omitted from the questionnaires."

CHAPTER 4: RESULTS

Secondary data were collected from previously conducted research, and primary data were collected through an online survey with participants working in different departments and organizations within Qatar's oil and gas industry. Results were then inputted into SPSS and Smart PLS 4.0 software for analysis. Findings were analysed along with the secondary data collected in the following chapter, and the pre-set research hypothesis will be accepted or rejected based on the analysis.

Demographic Information

The first six questions of the survey are demographic questions and help as background information about participants to measure that they are well-fitted to answer the organization-related questions thereafter.

The first question was about whether the survey participant is currently employed in the oil and gas industry in the state of Qatar, which is among the requirements for participation to make sure that participants are fit to answer. Results showed that 96.7% of participants are currently employed in the oil and gas industry in Qatar, and therefore, 292 answers from the needed sample are suitable for the survey. Results are presented in Table 3 below:

Table 3. Demographic Summary

Questions	Category	Number	Percentage %
Gender	Male	234	80.1
	Female	58	19.9
	< 30 Years	16	5.5
Age Group	30-45 Years	156	53.4
	> 45 Years	120	41.1
	Highschool	16	5.5
Education Level	Bachelor's Degree	164	56.2
	Master's Degree	94	32.2
	Doctoral Degree	2	2
	Others	16	5.5
Position Level	Non-Managerial	82	28.1
	First Line	114	39
	Management		
	Middle Management	64	21.9
	Top Management	4	1.4
	Others	28	9.6
Experience at current organization	< 5 Years	20	6.8
	5-10 Years	48	76.7
	>10 Years	224	16.4

The second question was about the gender of the participants. 80.1% of participants were males, whereas females account for 19.9%, which is likely because of the choice of the industry.

The third question was about the age range to learn more about participants' demographics, and results revealed that the majority, constituting 53.4%, were between 30 and 45 years, whereas 41.1% were above 45 years and 5.5% below 25 years, which implied that the majority might have been in the industry for some time now.

The fourth question was about the education level of participants to have an overall idea of their expertise levels in terms of education. Results revealed that 56% have a bachelor's degree, and 32% have a master's degree. High school, doctoral and other degrees were all together around 13%.

The fifth question was about participants' current position level within their organization to have an overall idea about the managerial level among participants. The majority of participants are first-line managers, accounting for 39%; 28% are at the non-managerial level, 21% are in the middle management level, and only around 10% of participants were between top managers and other positions. This shows that, on average, participants have mid-management positions.

The sixth and last demographic question was about the years of experience at the current organization to learn the average years of experience among participants. Results revealed that 77% of participants have been in for 5 to 10 years, 16% have also been in for more than 10 years, and only around 7% of participants have been in less than 5 years, which shows that there is a significant number of years of experience among participants and thus they are suitable to answer questions related to strategies implementation.

Descriptive Analysis

Table 4, presented below, illustrates each variable's mean and standard deviation.

The mean values for the variables represent the average responses across all items. The range of means varies from 3.7, the lowest average item in resource allocation, to 4.06, the highest average item in risk management. This suggests that, on average, respondents tended to select responses ranging from "Neutral" to "Agree" when addressing Likert-style items on the survey.

The standard deviation (S.D.) provided below indicates how individual responses may deviate from the mean, reflecting the average variability in the collected dataset. All variables have an S.D. between 0.7 and 0.9, and since S.D. is below 1.0, it indicates low variability in responses.

Reliability

Cronbach's Alpha test was measured for all variables, assessing the reliability of the questionnaire items. The results shown in Table 4 indicate that all scales exhibit Cronbach Alpha values ranging between 0.8 and 0.9, indicating a high level of satisfactory internal consistency as all were above 0.7.

Table 4. Cronbach Alpha Coefficients, Mean & Standard Deviations

Variables	Alpha	Mean	S.D.
1 Leadership Support	0.859	3.91	0.864
2 Knowledge Management	0.875	3.97	0.718
3 Achievable Goals	0.897	3.96	0.754
4 Organizational Culture	0.882	3.88	0.769
5 Risk Management	0.907	4.06	0.939
6 Employee Engagement	0.819	3.76	0.808
7 Resource Allocation	0.915	3.70	0.869
8 Successful Strategy Implementation	0.940	3.88	0.719
Overall items	0.973		

Validity

Convergent validity is evident when all items within each respective variable align with a single component in the rotated component matrix. This signifies that all items within a variable measure a specific construct. Results in Table 5 below illustrate that all variables display a convergent validity, with all its items falling under a single component. Item 14.1 falls under two components, 1 and 2. However, considering that the bigger value falls within component 2, the same component of other items within the same construct, the small value of 0.493 can be ignored, confirming that successful strategy implementation displays a convergent validity.

Table 5. Component Matrix - Factor Analysis of items in each variable

Variables	Items in Each Variable	Components							
		1	2	3	4	5	6	7	8
Leadership Support	7.1					0.673			
	7.2					0.697			
	7.3					0.739			
Knowledge Management	8.1							0.555	
	8.2							0.526	
	8.3							0.592	
	8.4							0.630	
Achievable Goals	9.1				0.615				
	9.2				0.758				
	9.3				0.506				
	9.4				0.677				
Organization al Culture	10.1						0.462		
	10.2						0.666		
	10.3						0.545		
	10.4						0.668		
Risk Management	11.1			0.793					
	11.2			0.779					
	11.3			0.738					
Employee Engagement	12.1								0.581
	12.2								0.726
	12.3								0.468
Resource Allocation	13.1	0.771							
	13.2	0.711							
	13.3	0.748							
Successful Strategy Implementati on	14.1		0.507						
	14.2		0.634						
	14.3		0.613						
	14.4		0.606						
	14.5		0.658						
	14.6		0.660						

Regression

Table 6. Regression Analysis

Hypothesis	Path	Beta	t-value	p-value	Result
H1a	Employee Engagement → SSI	0.187	4.637	<0.001	Supported
H1b	Achievable Goals → SSI	0.326	9.540	<0.001	Supported
H1c	Risk Management → SSI	0.093	2.882	0.004	Supported
H1d	Organization Culture → SSI	0.275	6.257	<0.001	Supported
H2a	Knowledge Management → Employee Engagement → SSI	0.207	3.429	< 0.001	Supported
H2b	Leadership Support → Employee Engagement → SSI	0.077	2.549	0.011	Supported
H3	Resource Allocation → Achievable Goals → SSI	0.277	5.993	0	Supported

The first hypothesis, H1, evaluates the significance of each independent variable (organizational culture, risk management, achievable goals, employee engagement) in predicting successful strategy implementation. This provides information on the direct relationships for hypothesis H1. The results in Table 6 revealed a robust relationship between the successful strategy implementation and the four independent variables: organizational culture, risk management, achievable goals, and employee engagement, evident from a beta coefficient of 0.275, 0.093, 0.0326, and 0.187, respectively. P value was <0.01 except for risk management $p < 0.05$. The adjusted R-square value was 0.773. Hence, 77% of the variation in strategy implementation was explained by the variation in organizational culture, risk management, achievable goals, and employee engagement.

To test the hypothesized mediation relationships a Smart PLS 4.0 software is used. A bootstrapping procedure is employed, whereby path coefficients (β) were estimated using 5000 randomly drawn subsamples with 95% bootstrap confidence intervals. In order to determine the significance of these relationships, a one-tailed test was conducted.

The result of mediation analysis of the potential mediating role of employee engagement in the association between knowledge management and successful strategy implementation is illustrated in Table 6. It is clear that the mediating effect of is significant ($\beta = 0.207$, $t = 3.429$, $p < 0.001$). However, the direct effect of knowledge management on successful strategy implementation is significant ($\beta = 0.078$, $t = 0.423$, $p < 0.673$). This demonstrates the fully mediating role of employee engagement in the association between knowledge management and successful strategy implementation.

Likewise, the result of mediation analysis of employee engagement in the association between leadership support and successful strategy implementation shows that the mediating effect of is significant ($\beta = 0.077$, $t = 2.549$, $p < 0.011$). The direct effect of leadership support on successful strategy implementation is significant ($\beta = 0.051$, $t = 0.543$, $p < 0.588$). This demonstrates the fully mediating role of employee engagement in the association between leadership support and successful strategy implementation.

Similarly, the result of the mediation analysis of achievable goals in the association between resource allocation and successful strategy implementation shows that the mediating effect is significant ($\beta = 0.278$, $t = 5.993$, $p < 0.001$). The direct effect of resource allocation on successful strategy implementation is significant ($\beta = 0.062$, $t = 0.480$, $p < 0.631$). This demonstrates the fully mediating role of achievable goals in the association between resource allocation and successful strategy implementation.

The results in Table 6 revealed a robust relationship between the successful strategy implementation and the four independent variables: organizational culture, risk management, achievable goals, and employee engagement, evident from a beta coefficient of 0.275, 0.093, 0.0326, and 0.187, respectively. P value was < 0.01 except for risk management $p < 0.05$. The adjusted R-square value was 0.773. Hence, 77% of

the variation in strategy implementation was explained by the variation in organizational culture, risk management, achievable goals, and employee engagement.

Results revealed that organizational culture, risk management, resource allocation, and employee engagement all have a significant and direct relationship with the successful strategy implementation, while the remaining variables, leadership support, knowledge management, and achievable goals, indirectly impact the successful strategy implementation through mediators.

CHAPTER 5: DISCUSSION

Employee Engagement and Successful Strategy Implementation

The first hypothesis H1a is "There is a significant positive relationship between employee engagement and successful strategy implementation."

According to the literature review, employee engagement was found to have a positive correlation with successful organizational strategy implementation (Kusnaya & Syafrizal, 2022; Martins & Nienaber, 2018), as it is considered a necessary tool ensuring the sustainable future development of the company (Catteeuw, Flynn, & Vonderhorst, 2007). Employees are the most important aspect of an organization, and they are the main actors in the implementation of an organizational strategy; thus, when engaging them in the process, the organization can guarantee a better outcome (Akhmetshin, Ilyina, Kulibanova, & Teor, 2020). Thus, when employees are engaged, they better understand the process and the goals, and thus, this can help with a more effective performance towards the implementation of an organizational strategy and, as a result, lead to successful implementation (Nienaber & Martins, 2020).

According to the collected primary data, employees are actively engaged in the strategic implementation process, and engaged employees play a pivotal role in achieving the organization's strategic goals and objectives.

Results from Table 6 highlight a positive significant relationship between employee engagement and successful strategy implementation, and therefore, the first hypothesis H1a is accepted, which falls in line with the findings of the literature.

Achievable Goals and Successful Strategy Implementation

Hypothesis H1b is "There is a significant positive relationship between achievable goals and successful strategy implementation."

According to the literature review, achievable goals were found to have a

significant positive relationship with successful organizational strategy implementation (Mohrman & Worley, 2010).

According to the collected primary data, successful strategy implementation is reached by the organization that effectively sets achievable goals that support the strategic implementation and prioritizes its goals to ensure a focused effort on critical areas of the strategy (Domínguez-Tejo & Metternicht, 2018).

Results from Table 6 highlight a positive significant relationship between achievable goals and successful strategy implementation, and therefore, hypothesis H1b is accepted, which falls in line with the findings of the literature (Domínguez-Tejo & Metternicht, 2018).

Risk Management and Successful Strategy Implementation

Hypothesis H1c is "There is a significant positive relationship between risk management and successful strategy implementation."

According to the literature review, risk management was found to have a significant positive relationship with successful organizational strategy implementation (Herbert, Bichanga, Ngati, & Loki, 2014), as it could essentially affect the successful rollout of the strategy (Brinkschroder, 2014).

According to the collected primary data, organizations with successful strategy implementation should have transparent risk management practices where employees are aware of them, as well as a structured process for identifying and assessing risks associated with strategic initiatives and a well-defined strategy for mitigating and managing risks.

Results from Table 6 highlight a positive significant relationship between risk management and successful strategy implementation, and therefore, hypothesis H1c, which aligns with the literature findings, is accepted.

Organizational Culture and Successful Strategy Implementation

Hypothesis H1d is "There is a significant positive relationship between the organizational culture and successful strategy implementation."

According to the literature review, organizational culture was found to be one of the critical drivers for the successful implementation of organizational strategies (Al-Faihani & Al-Alawi, 2020; Lemarleni, Ochieng, Gakobo, & Mwaura, 2017; Kerr & Slocum, 1987). The organizational culture can be considered either a strong or a weak culture depending on how much employees are influenced by it and tend to respect and implement it (Bushman, Glascoff, & Doty, 2011).

According to the collected primary data, the organization's values and mission are reflected in daily practices and decisions, and the organizational culture enhances the organization's ability to adapt and innovate during strategy implementation; the organizational culture encourages collaboration and cooperation among employees, facilitating successful strategy implementation and the organizational culture support the successful execution of the strategies.

Results from Table 6 highlight a positive significant relationship between organizational culture and successful strategy implementation, and therefore, hypothesis H1d is accepted, which falls in line with the findings of the literature.

Knowledge Management and Successful Strategy Implantation

Hypothesis H2a is "Employee engagement mediates the relationship between knowledge management and successful strategy implementation."

According to the literature review, Knowledge management was found to be one factor affecting employee engagement and, thus, successful strategy implementation, as it allows employees to have the necessary knowledge needed for

the new strategy and thus feel more engaged within the strategy implementation, which leads to the team to communicate and coordinate better and thus reach a successful outcome (Obeidat, Al-Hadidi, Tarhini, & Masa'deh , 2017).

According to the collected primary data, organizations with successful strategy implementation provide ease of access to relevant knowledge and information resources, which allows the employees to engage more and feel part of the strategy implementation and thus work more towards it.

Results from Table 6 demonstrate the mediating role of employee engagement in the association between knowledge management and successful strategy implementation. Therefore, hypothesis H2a is accepted.

Leadership Support and Successful Strategy Implantation

Hypothesis H2b is "Employee engagement mediates the relationship between leadership support and successful strategy implementation".

According to the literature review, leadership support was found to be one factor affecting employee engagement and, thus, successful strategy implementation, as when leaders support their employees, the employees feel more empowered and engaged with them, which also leads to better organizational strategy implementation outcomes (Osborne & Hammoud, 2017).

According to the collected primary data, employee feedback and suggestions for improving strategy implementation are actively sought by organizations with successful strategy implementation, where leaders actively listen to and consider employee feedback and concerns during the strategy implementation.

Results from Table 6 demonstrate the fully mediating role of employee engagement in the association between leadership support and successful strategy implementation, and therefore the hypothesis H2b is accepted.

Resource Allocation and Successful Strategy Implementation

Hypothesis is H3 "Achievable goals mediate the relationship between resource allocation and successful strategy implementation."

According to the literature review, resource allocation was found to have a positive correlation with successful organizational strategy implementation. However, opinions differed between having a direct impact (Mango, 2014; Sorooshian, Norzima, Yusof, & Rosnah, 2010), or an indirect impact in terms of influencing other factors (Kusnaya & Syafrizal, 2022).

According to the collected primary data, successful strategy implementation is reached by organizations that effectively allocate resources to achieve the goals of their strategies, as well as reallocate resources when needed to adapt to changing circumstances during strategy implementation.

Results from Table 6 demonstrate the fully mediating role of achievable goals in the association between resource allocation and successful strategy implementation. Therefore, hypothesis H3 is accepted.

CHAPTER 6: CONCLUSION AND RECOMMENDATIONS

Conclusion

The oil and gas industry in Qatar remains the most buoyant within its economic climate, and this has positioned it to take on a continuing leading role into the future. There is, however, evidence that suggests that these successes have not come at a price for the nation or without much struggle. Significant risks were taken in the nation's economic formative years, which were in the form of good decision-making and implementations (Sarrakh, Renukappa, & Suresh, 2022). It is evident that a great deal of leadership vision has been central to the eventual successes, as well as the navigation through the challenging times that the nation has faced. It furthermore informs that the correct people were identified, chosen and tasked with ensuring that the country succeeds in reaching the pinnacles of success it has to date. From a broad perspective, it means that a great deal of organizational discipline was practiced through its national leadership and that of its organizations that were and are tasked with operational oversight of the oil and gas industry. By extension, this intimates that particular organizational strategies were designed and eventually implemented by the country, which saw the various stages of change that its oil and gas industry transformed to the levels it is at currently. Strategic planning includes all the actions taken for developing an organization's strategies towards the path of reaching its short-term as well as long-term goals, and this planning type is extremely important when the topic in hand shifts on the country level and macroeconomic impact (Uzarski & Broome, 2019).

There are myriad factors with an impact on the successes that are poised to be gained by implementing organizational strategies within the industry. However, one of the most challenging elements that still perhaps need further investigation is whether these factors have this effect in singularity or perhaps there is some interaction that

links all or most of them which when combined, then have this effect, be it positive or negative, on the successful implementation of strategies for the growth and sustenance of the oil and gas industry in Qatar. The aim of the following research was to identify the drivers affecting the successful implementation of organizational strategies for the case of the oil gas industry in Qatar, focusing on the correlations between the identified drivers, with the following two main research objectives: to identify factors influencing strategies implementation in the oil & gas industry in Qatar and to analyse the link between the identified factors, if any.

The research starts with a literature review to answer the research questions and fulfil the research aim and objectives, which includes previously conducted research about different aspects related to the topic, such as defining the organizational strategies as a whole and enumerating different factors that were found at some point as influencing the successful implementation of organizational strategies, as well as their inter-link, and gathering other findings from previously conducted researches on the case of the oil and gas industry in Qatar. A literature gap was identified in terms of the need to investigate the impact of driver factors on strategy implementation and how they interact with each other, where there seems to be a “dis-jointed” where the current research does not seem to explore fully the correlation, if it exists, of how these factors have an altogether encompassing effect on strategy implementation within an organizational setting. Conceptual models and research hypotheses were then presented based on the literature to test the gathered factors. Three research hypotheses were set, which were:

- Hypothesis H1a: There is a significant positive relationship between employee engagement and successful strategy implementation.

- Hypothesis H1b: There is a significant positive relationship between achievable goals and successful strategy implementation.
- Hypothesis H1c: There is a significant positive relationship between risk management and successful strategy implementation.
- Hypothesis H1d: There is a significant positive relationship between the organizational culture and successful strategy implementation.
- Hypothesis H2a Employee engagement mediates the relationship between knowledge management and successful strategy implementation.
- Hypothesis H2b: Employee engagement mediates the relationship between leadership support and successful strategy implementation.
- Hypothesis H3: Achievable goals mediate the relationship between resource allocation and successful strategy implementation.

The research methodology was then presented along with the research design, approach, data collection methods, sampling and verification methods, as well as the research variables. A quantitative research approach was used by conducting a survey with individuals chosen from the oil and gas industry as regular employees working in organizations within the industry in Qatar. Online surveys were sent out through Google Forms, answers were gathered and analysed through the use of SPSS, and all seven research hypotheses were accepted. Results revealed that organizational culture, risk management, achievable goals, and employee engagement all have a significant and direct relationship with the successful strategy implementation, while the remaining variables, which are leadership support, knowledge management, and resource allocation, are affecting the successful strategy implementation indirectly through mediators.

Recommendations

Based on the research findings and analysis, the following can be recommended for successful strategy implementation:

- Organizational culture, risk management, achievable goals and employee engagement are variables that directly impact successful strategy implementation, and thus, it is highly important to look after these four drivers to succeed.
- Although these four drivers have a direct impact, they cannot be reached without the other variables, which have an indirect impact. To this end, an organization cannot expect to succeed in resource allocation when the set goals are not achievable, nor in employee engagement without proper knowledge management, since if the knowledge of employees is not suitable for the needed role, engaging with them will not lead to the successful strategy implementation.
- Organization success is not an easy process, and changing some processes is essential as the world keeps evolving to keep up with what is going on. To this end, for an organization to succeed in implementing new strategies, efforts should be set in place while making sure that employees are engaged, leaders are supporting, resources are efficiently allocated with achievable goals set, employee knowledge is well looked after, and the possible risk is calculated and monitored with plans set in place to mitigate it in case of happening.

Limitations and Suggestions for Future Outlook

- A more comprehensive literature review on strategic management within oil and gas organizations, especially in the GCC countries, was lacking. The

inclusion of such literature could have significantly enriched the study's findings.

- The survey questionnaire aimed for simplicity and brevity to encourage maximum participation without disrupting participants' duties, given the academic nature of the research. Companies may consider adopting and applying this conceptual model in the future to assess the effectiveness of their strategic management processes. Moreover, the development of more detailed and advanced survey questionnaires could be explored to solicit feedback on specific factors for a more in-depth analysis."

REFERENCES

- Akhmetshin, E., Ilyina, I., Kulibanova, V., & Teor, T. (2020). "Employee Engagement" Management Facilitates the Recovery from Crisis Situations. *2020 Communication Strategies in Digital Society Workshop (ComSDS)* (pp. 75-81). St. Petersburg, Russia: IEEE.
- Al-Eida, S. N. S. M. (2020). The Impact of Ambidextrous Leadership on Organizational Excellence: An Applied Study in Small and Medium Enterprises in Qatar. *International Journal of Business and Management, 15*(9), 163. <https://doi.org/10.5539/ijbm.v15n9p163>
- Al-Faihani, M., & Al-Alawi, A. (2020). A Literature Review of Organizational Cultural Drivers Affecting the Digital Transformation of the Banking Sector. *2020 International Conference on Data Analytics for Business and Industry: Way Towards a Sustainable Economy (ICDABI)*.
- Alharthy, A., Rashid, H., Pagliari, R., & Khan, F. (2017). Identification of strategy implementation influencing factors and their effects on the performance. *International Journal of Business and Social Sciences, 8* (1), 34-44.
- Al-Rasheed, A (2016). Factors That Affect the strategic management process in oil and gas organizations in Qatar. Academic dissertation. Qatar University.
- Al-Shaiba, A. S., Al-Ghamdi, S. G., & Koc, M. (2019). Comparative Review and Analysis of Organizational (In)Efficiency Indicators in Qatar. *Sustainability, 11*(23), 6566. <https://www.mdpi.com/2071-1050/11/23/6566>.
- Amui, L., Jabbour, C., Jannour, A., & Kannan, D. (2017). Sustainability as a dynamic organizational capability: A systematic review and a future agenda toward a sustainable transition. *Journal of Cleaner Production, 142*, 308-322.

- Barger, B. (2007). Culture an overused term and international joint ventures: A review of the literature and a case study. *Journal of Organizational Culture, Communication and Conflict*, 11(2), 1-14.
- Brenes, E., Mena, M., & Molina, G. (2008). Key success factors for strategy implementation in Latin America. *Journal of Business Research*, 61 (6), 590-598.
- Brinkschroder, N. (2014). Strategy implementation: Key factors, challenges and solutions. *University of Twente*, 53.
- Bushardt, S., Glascoff, D., & Doty, D. (2011). ORGANIZATIONAL CULTURE, FORMAL REWARD STRUCTURE, AND EFFECTIVE STRATEGY IMPLEMENTATION: A CONCEPTUAL MODEL. *Journal of Organizational culture, communications and conflict*, 57-70.
- Bushardt, S., Lambert, J., & Duhon, D. (2007). Selecting a better carrot: Organizational learning, formal rewards and culture: A behavioral perspective. *Journal of Organizational Culture, Communication and Conflict*, 67-79.
- Bryan, L., Joyce, C., & Mok, C. (n.d.). Retrieved July 10, 2021, from https://wp.workplaceinnovation.org/wp-content/uploads/sites/2/2020/08/Better_Strategy_through_Organizational_Design.pdf
- Candido, C., & Santos, S. (2015). Strategy implementation: What is the failure rate? *Journal of Management & Organization*, 21 (2), 237-262.
- Cater, T., & Pucko, D. (2010). Factors of effective strategy implementation: Empirical evidence from Slovenian business practice. *Journal for East European Management Studies*, 207-236.

- Catteeuw, F., Flynn, E., & Vonderhorst, J. (2007). Employee Engagement: Boosting Productivity in Turbulent Times. *Organization Development Journal*, 151-157.
- Chong, S. (2005). *Implementation of knowledge management among Malaysian ICT companies: An empirical study of success factors and organisational performance*. Malaysia: Unpublished academic dissertation. Multimedia University.
- Creswell, J. W. (2014). *Research design: qualitative, quantitative, and mixed methods approaches*. California: SAGE Publications.
- Dayan, R., Heisig, P., & Matos, F. (2017). Knowledge management as a factor for the formulation and implementation of organization strategy. *Journal of Knowledge Management*, 308-329.
- Dezember, O., Slater, S., & Hult, T. (2005). The importance of structure and process to strategy implementation. *Business Horizons*, 47-54.
- Dimitriadis, Z. (2005). Creating strategic capabilities: Organizational learning and knowledge management in the new economy. *European Business Review*, 7(4), 314-324.
- Diwan. (2023, April 25). *Qatar's Rulers*. Retrieved from The Amiri Diwan: <https://www.diwan.gov.qa/en/about-qatar/qatars-rulers>
- Domínguez-Tejo, E., & Metternicht, G. (2018). Poorly-designed goals and objectives in resource management plans: Assessing their impact for an Ecosystem-Based Approach to Marine Spatial Planning. *Marine Policy*, 122-131.
- Driouchi, T., & Bennett, D. J. (2011). Real Options in Management and Organizational Strategy: A Review of Decision-making and Performance Implications. *International Journal of*

- Dzhengiz, T. (2020). A literature review of inter-organizational sustainability learning. *Sustainability*, 12(12), 4876.
- Elkamali, A., & Elayah, M. (2020). The challenges facing NGOs in implementing their strategic plans: A Case Study of Qatar Red Crescent. *Hikama, Volume I(1)*, 40–66. <https://hikama.dohainstitute.org/en/Issue001/Pages/art03.aspx>
- Fethi, B., & Jomaa, A. (n.d.). *Challenges of the Knowledge Society: Exploring the Case of Qatar*. <https://ibir-api.hbku.edu.qa/sites/default/files/2019-11/Fethi%20challenges.pdf>.
- Fry, L. (2003). Towards a Theory of Spiritual Leadership. *The Leadership Quarterly*, 693-727.
- Goggins, G. (2018). Developing a sustainable food strategy for large organizations: The importance of context in shaping procurement and consumption practices. *Business Strategy and the Environment*, 27 (7), 838-848.
- Guth, W., & MacMillan, L. (1986). Strategy Implementation Versus Middle Management Self-Interest. *Strategic Management Journal*, 313-327.
- Heale, R., & Twycross, A. (2015). Validity and reliability in quantitative research. *Evidence-Based Nursing*, 18(3), 66-67.
- Herbert, M., Bichanga, W., Ngati, F., & Loki, M. (2014). Effects of Risk Management Components on Strategic Implementation by Commercial Banks in Kisii Town, Kenya. *International Journal of Economics, Commerce and Management*, 1-16.
- Hitt, M. A., Ireland, R. D., & Lee, H. U. (2000). Technological learning, knowledge management, firm growth and performance: An introductory essay. *Journal of Engineering and Technology Management*, 17(3-4), 231–246.

- Hyväri, I. (2016). Roles of Top Management and Organizational Project Management in the Effective Company Strategy Implementation. *Procedia - Social and Behavioral Sciences*, 226(1), 108–115.
<https://doi.org/10.1016/j.sbspro.2016.06.168>
- Imran, M., Rehman, C., Aslam, U., & Bilal, A. (2016). What's organization knowledge management strategy for successful change implementation? *Journal of Organizational Change Management*, 1097-1117.
- Judge, T., & Piccolo, R. (2004). Transformational and Transactional Leadership: A Meta-Analytic Test of Their Relative Validity. *Journal of Applied Psychology*, 755-768.
- Kalkan, A., Bozkurt, Ö. Ç., & Arman, M. (2014). The Impacts of Intellectual Capital, Innovation and Organizational Strategy on Firm Performance. *Procedia - Social and Behavioral Sciences*, 150, 700–707.
<https://doi.org/10.1016/j.sbspro.2014.09.025>
- Kerr, J., & Slocum, J. (1987). Managing corporate culture through reward systems. *Academy of Management Executives*, 99-108.
- Kumar, R. (1999). *Research Methodology: A Step-by-Step Guide for Beginners* (1 ed.). New Delhi: Sage Publications.
- Kusnaya, A., & Syafrizal, S. (2022). Analysis of Leadership Influence, Resource Allocation, and Employee Engagement on The Effectiveness of Strategy Implementation. *Journal of Business Theory and Implementation*.
- Lemarleni, J., Ochieng, I., Gakobo, T., & Mwaura, P. (2017). Effect of Resource Allocation on Strategy Implementation at Kenya Police Service in Nairobi Country. *International Academic Journal of Human Resource and Business Administration*, 1-26.

- Lewis, I. (2008). The quantum skills model in management: a new paradigm to enhance effective leadership. *Leadership and Organizational Development Journal*, 264-273.
- Lewis, P., Goodman, S., & Fandt, P. (2001). *Management, challenges in the 21st century*. USA: South Western Publishing.
- Li, Y., Guohui, S., & Eppler, M. (2008). Making strategy work: A literature review on the factors influencing strategy implementation. *Sustainability*, 47.
- Lopez, S., Peon, M., & Ordas, C. (2004). Managing knowledge: The link between culture and organizational learning. *Journal of Knowledge Management*, 8(6), 93-104.
- Lowe, K., Kroeck, K., & Sivasubramaniam, N. (1996). Effectiveness correlates of transformation and transactional leadership: A metaanalytic review of the MLQ literature. *Leadership Quarterly*, 385-425.
- Mango, D. (2014). Determinants of Successful Strategy Implementation: A Survey of Selected Public Schools in South Africa. *International Journal of Business and Management Invention*, 41-46.
- Mantere, S. (2013). What Is Organizational Strategy? A Language-Based View. *Journal of Management Studies*, 50(8), n/a-n/a.
<https://doi.org/10.1111/joms.12048>
- Martins, N., & Nienaber, H. (2018). The influence of time on employee engagement in the SA business environment. *International Journal of Productivity and Performance Management*, 1682-1702.
- McGrath, G., & MacMillan, I. (2000). *Entrepreneurial Mindset: Strategies for Continuously Creating Opportunity in an Age of Uncertainty*. Harvard Business School Press Books.

- McKenna, S. (1992). A cultural instrument: Driving organizational learning. *Leadership and Organization Development Journal*, 13(6), 24-29.
- Mehra, A., Smith, B., Dixon, A., & Robertson, B. (2006). Distributed leadership in teams: The network of leadership perceptions and team performance. *The Leadership Quarterly*, 232-245.
- Mofa. (2023, April 16). *General Information*. Retrieved from mofa.gov: <https://mofa.gov.qa/en/qatar/history-of-qatar/general-information>
- Mohrman, S., & Worley, C. (2010). The organizational sustainability journey: Introduction to the special issue. *Organizational Dynamics*, 39 (4), 289-294.
- Monday.com. (2022, September 9). *Organizational Strategies and Keeping your Project on Track*. Retrieved from Monday.com Blog: <https://monday.com/blog/project-management/organizational-strategy/>
- Morakabati, Y., Beavis, J., & Fletcher, J. (2014). Planning for a Qatar without oil: Tourism and economic diversification, a battle of perceptions. *Tourism Planning & Development*, 11(4), 415-434.
- Mordor Intelligence. (2023, April 16). *Qatar Oil & Gas Market Size & Share Analysis*. Retrieved from Industry Research Report - Growth Trends: <https://www.mordorintelligence.com/industry-reports/qatar-oil-and-gas-market>
- Mousavi, S., Heidary, A., & Pour, F. (2011). The relationship between leadership styles and physical education teachers' creativity. *International Journal of Academic Research in Business and Social Sciences*, 82-84.
- Mumford, M., Scott, C., Gaddis, B., & Strange, J. (2002). Leading creative people: orchestrating expertise and relationships. *The Leadership Quarterly*, 705-750.

- Narika, P., Namada, J., & Katuse, P. (2017). THE ROLE ORGANIZATIONAL LEADERSHIP PLAYS IN STRATEGY IMPLEMENTATION. *American Journal of Leadership and Governance*, 96 - 111.
- Nienaber, H. (2022). Employee engagement: Driving strategy implementation through dimensions of organisation. *Journal of Management & Organization*, 1036 - 1056.
- Nienaber, H., & Martins, N. (2020). Exploratory study: Determine which dimensions enhance the levels of employee engagement to improve organisational effectiveness. *The TQM Journal*, pp. 475-495.
- Obeidat, B., Al-Hadidi, A., Tarhini, A., & Masa'deh, R. (2017). Factors affecting strategy implementation: A case study of pharmaceutical companies in the middle east. *Review of International Business and Strategy*, 386-408.
- Osborne, S., & Hammoud, M. (2017). Effective Employee Engagement in the Workplace. *International Journal of Applied Management and Technology*.
- Pasmore, W. (2014). *Developing a Leadership Strategy: A Critical Ingredient for Organizational Success*. Center for Creative Leadership.
- Pollard, C., & Cater-Steel, A. (2009). Justifications, Strategies, and Critical Success Factors in Successful ITIL Implementations in U.S. and Australian Companies: An Exploratory Study. *Information Systems Management*, 164-175.
- Qatar Energy. (2023, April 19). *Who we are*. Retrieved from Qatar Energy: <https://www.qatarenergy.qa/en/WhoWeAre/Pages/default.aspx>
- Radomska, J. (2014). Operational risk associated with the strategy implementation. *Management*, 18(2), 31-43.

- Rahman, M. (2018). The Advantages and Disadvantages of Using Qualitative and Quantitative Approaches and Methods in Language “Testing and Assessment” Research: A Literature Review. *Journal of Education and Learning*, 102 - 102.
- Rofiaty , R. (2019). The relational model of entrepreneurship and knowledge management toward innovation, strategy implementation and improving Islamic boarding school performance. *Journal of Modelling in Management*, 662-685.
- Rogers, P., & Blenko, M. (2006). Who has the D. *Harvard Business Review*, 84 (1), 52-61.
- Renukappa, S., Suresh, S., & Sarrakh, R. (2020). External drivers for embedding sustainability practices within the Qatar oil and gas industry: An institutional theory perspective. *Wlv.openrepository.com*.
<https://wlv.openrepository.com/handle/2436/623361>
- Sarrakh, R., Renukappa, S., & Suresh,S. (2022). Evaluation of challenges for sustainable transformation of Qatar oil and gas industry: A graph theoretic and matrix approach. *Energy Policy*, 162, 112766.
- Schein, E. (1992). *Organizational culture and leadership (Second Edition)*. San Francisco: Jossey-Bass Publishers.
- Seyyedjavadin, S. R., & Zadeh, M. (2009). HR strategy aligns with organizational strategy and human capabilities. *Iranian Journal of Management Studies*, 2(2), 5–29. <https://doi.org/10.22059/ijms.2011.23389>
- Silva, N. D., Hutcheson, J., & Wahl, G. D. (2010). Organizational Strategy and Employee Outcomes: A Person–Organization Fit Perspective. *The Journal of Psychology*, 144(2), 145–161. <https://doi.org/10.1080/00223980903472185>

- Skinner, B. (1971). *Beyond freedom and dignity*. New York: Alfred A. Knopf, Inc.
- Slater, S., & Olson, E. (2001). Marketing's contribution to the implementation of business strategy: An empirical analysis. *Strategic Management Journal*, 1055-1068.
- Sorooshian, S., Norzima, Z., Yusof, I., & Rosnah, Y. (2010). Effect Analysis on Strategy Implementation Drivers. *World Applied Sciences Journal*, 1255-1261.
- Stogdill, R., & Coons, A. (1957). *Leader Behavior it's Description and Measurement*. Ohio: Bureau of Business Research, 1-27.
- Taherdoost, H. (2016). Sampling Methods in Research Methodology; How to Choose a Sampling Technique for Research. *International Journal of Academic Research in Management*, 25(1), 18-27.
- Thomas, T., & Lamm, E. (2012). Legitimacy and organizational sustainability. *Journal of Business Ethics*, 110, 191-203.
- Trade. (2023, April 16). *Qatar-Oil&Gas Field Machinery Equipment*. Retrieved from Trade: <https://www.trade.gov/country-commercial-guides/qatar-oil-gas-field-machinery-equipment>
- Ulrichsen, K. (2014). *Qatar and the Arab spring*. Oxford: Oxford University Press.
- Uzarski, D., & Broome, M. (2019). A Leadership Framework for Implementation of an Organization's Strategic Plan. *Journal of Professional Nursing*, 12-17.
- Vargas-Hernandez, J. (2021). Strategic Organizational Sustainability. *In Handbook of research on novel practices and current successes in achieving the sustainable development goals*, 277-297.
- Veal, A. J. (2017). *Research Methods for Leisure and Tourism* (1 ed.). United Kingdom: Pearson.

- Voon, M., Lo, M., Ngui, K., & Ayob, N. (2011). The influence of leadership styles on employees' job satisfaction in public sector organizations in Malaysia. *International Journal of Business, Management and Social Science*, 24-32.
- Wanto, H. S. (2012). The Effect of Organizational Culture and Organizational Learning Towards the Competitive Strategy and Company Performance (Case Study of East Java SMEs in Indonesia: Food and Beverage Industry). *Information Management and Business Review*, 4(9), 467–476.
<https://doi.org/10.22610/imbr.v4i9.1002>
- Yang, L., Sun, G., & Eppler, M. (2010). Making strategy work: A literature review on the factors influencing strategy implementation. *Handbook of Research on Strategy Process*.
- Yukl, G. (2006). *Leadership in organizations*. NJ: Prentice-Hall: Upper Saddle River.
- Zamani, S., Eslami, B., & Kazemi, M. (2013). Tehran Stock Exchange index value at risk calculation using the extreme value theory. *Journal of Stock Exchange*, 115-136.
- Zhu, W., Chew, I., & Spangler, W. (2005). “CEO transformational leadership and organizational outcomes: The mediating role of human-capital-enhancing human resource management. *The Leadership Quarterly*, 39-52.
- Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2009). *Business Research Methods* (8 ed.). (Zikmund, Ed.) London: South-Western College.