This study adopts a case study research strategy to a public bureaucracy with a military organization structure. This study investigates the logics of action of strategy process from a governance perspective. Strategy process refers to the process dimension of strategic issues management (sensing, deciding, executing). The governance models used in the study are agency theory and stewardship theory. The primary objective of the study is to explore the relationship between the forms of governance and the logics of action of strategic issues management. In this study the literature review was complemented with a pilot study. The material obtained in the pilot study (N 114, n 72) was then analyzed by means of discourse analysis. The objective of the pilot study was to complement the literature review and thus immediately from the beginning incorporate qualitative organization-based empiria. However, in order to explore the study’s main concern, a quantitative approach was deployed. The statistical technique used was correlation analysis. The material for the statistical analysis was gathered by means of survey (N 136, n 72). The question-naire was sent to the key executives and managers, and experts of the public agency in question (the Border Guard of Finland). For measurement purposes, the Spearman rank correlation coefficient was computed. The study focused on a statistically significant (p<0,01) and very significant (p<0,001) correlation.

The study shows that stewardship theory is a more efficient governance form than agency theory from a strategic issues management perspective. The stewardship the-ory based governance behaves clearly more advantageous in the analysis and constituted a significantly positive correlation to the logic of action, which actively identifies strategic issues in the organization’s external environment. Agency theory did not show a corresponding correlation. Stewardship theory showed a statistically very significant correlation to each of the decision-making logics of action, and the correlation was the strongest to the decision-making logic of action, which suits most appropriately the demands of strategic issues management. Agency theory did not show a correlation with equivalent strength. With respect to implementation, stewardship theory constituted a statistically very significant correlation to the executing logics of action required by ho-listically natured strategic issues, whereas agency theory based governance constituted a statistically very significant correlation merely to the formal modes of implementation.

Avainsanat-Nyckelord-Keywords
strategy
strategic issues management
logics of action
governance
agency theory
stewardship theory

Säilytyspaikka-Förvaringsställe-Where deposited
Muita tietoja-Övriga uppgifter-Additional information