Formulation and implementation strategy play a major role in organizational performance. The main purpose of this study was to examine the relationship between formulation and implementation strategy on organizational performance and examined the moderating effect of organizational culture on this relationship in Yemen of Ministry of Health. The population of the study was staff at top and middle management level in Yemen Ministry of Health. Data was collected based on self-administered questionnaire from the selected sample. 120 useable samples based on the random sampling were used in the study among staff at top and middle management in the Yemen Ministry of Health. Data in this study was analyzed based on descriptive and inferential statistics using SPSS version 22. The finding showed that there was significant and positive relationship between formulation and implementation strategy with organizational performance. The findings showed that the implementation strategy has contribute more significantly than formulation strategy on organizational performance. The findings also showed that organizational culture has moderated the relationship between formulation and implementation strategy and organizational performance. The study is important from both theoretical and practical perspective especially for practitioner and scholars to refer. This research will provide the Yemen Ministry of Health and other stakeholders with important data and insights on current state and practice of formulation and implementation strategy by Ministry of Health in Yemen.

Risk is inherent in all organizations, but if inefficiently managed will affect the confidence and expectations of the stakeholders. The development of an enterprise risk management (ERM) program enables organizations to manage corporate risks in a holistic manner as opposed to the silo-based perspective in traditional risk management frameworks. ERM is a best practice technique to evaluate and manage risks in an integrated manner to cater to the new economic reality. Further, ERM is a management tool to assist top management to make informed decisions. Past studies have established positive effects of ERM practices, as organizations are better prepared to manage their feasible threats in a holistic and integrated manner. In fact, there are general consensuses of researchers that organizations practicing ERM are found to perform better due to the fact that such organizations are able to ensure that the total risks facing their organization are well managed. More specifically, their current, future and emerging risks are identified and controlled to allow the organization to achieve their strategic objectives. For this to happen, top management support is crucial to drive ERM and ensure better organizational performance. However, evidence pertaining to this is still scarce. As such, this research aims to provide a better understanding of the influence of organizational attributes on the extent of ERM practices towards organizational performance. A research model is developed to examine and evaluate the attributes of ERM practices and its influence on organizational performance. In addition, two underpinning theories namely Agency theory and Contingency theory are used to justify these relationships. The existing empirical evidence with regard to the risk management activities of nonfinancial organizations were collected, in order to gain insight into the extent of ERM practices. A questionnaire survey technique is employed to collect data from the public listed of nonfinancial companies. 102 useable responses were received and further analyzed using the appropriate statistical procedures. The research model was then tested using the partial least squares (PLS) technique. Smart PLS 2.0M3 was used to validate the research model and test the proposed research hypotheses. The empirical results of this research lead to several significant findings. This study confirms that ERM practices positively influences organizational performance. Under the construct of organizational attributes, organizational structure and role clarity are found to have significant positive relationship with the extent of ERM practices. However, the result does not support hypothesized relationships between board composition (board independence and role separation) and the extent ERM practices. In addition, findings showed that the extent of ERM practices mediates the relationship between organizational structure and role clarity with organizational performance. However, the findings showed that the extent of ERM practices does not mediate the relationship between formulation and implementation strategy with organizational performance. The findings also showed that formulation and implementation strategy have moderate the relationship between formulation and implementation strategy and organizational performance. The study is important from both theoretical and practical perspective especially for practitioners and scholars to refer. This research will provide the Yemen Ministry of Health and other stakeholders with important data and insights on current state and practice of formulation and implementation strategy by Ministry of Health in Yemen.