



## STRATEGIC MANAGEMENT PRACTICES AND ORGANISATIONAL PERFORMANCE IN AKWA IBOM STATE CIVIL SERVICE

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**ABSTRACT:** *The study centered on strategic management practices and organisational performance in Akwa Ibom State Civil Service Commission. The survey research design was used in the study. Two objectives, two research questions and two null hypotheses were formulated for the study. The population of the study was 886 staff of the studied ministries, while the sample size was 276. A proportional and simple random sampling technique was applied in the study. Using simple linear regression analysis, results from the analysis showed that strategic planning has a positive and significant influence on the performance of Akwa Ibom State Civil Service Commission ( $R^2 = 0.685$ ,  $< P.0.000$ ) and strategic choice has a positive and significant effect on the performance of Akwa Ibom State Civil Service Commission ( $R^2 = 0.793$ ,  $< P.0.000$ ). It was concluded that strategic management process has a significant and positive effect on the performance of Akwa Ibom State Civil Service Commission. It was recommended that the strategic planning process in the studied ministries should be improved through adequate resource allocation as this will improve the performance of the organisation, and strategic choices should be made based on the prevailing economic developments to ensure optimal realisation of corporate goals.*

**KEYWORDS:** Strategic Management Practices, Strategic Planning, Strategic Choice, Organizational Performance.



## INTRODUCTION

Corporate organisations are established to maintain sustainable business performance over time as well as contribute positively to the well-being of a nation. Accomplishing business objectives today requires knowledge of effective information utilization and prowess of certain management practices and techniques (Efi, Orok and Madubuike, 2017). If the strategy of a business is successfully implemented, it ensures that there is a synergy among the business vision, mission, objectives, core values, activities as well as its environment. The above assertions are an indication that strategic management practices are very integral to the attainment of corporate objectives organisations strive to accomplish.

Strategic management practices entail a continuous process that analyses and controls businesses and industries in which firms operate, evaluates their competitors, sets goals and strategies to compete with all current and potential rivals, and then reevaluates each strategy to address changing conditions (Muogbo, 2013). Relatedly, Branislav (2014) sees it as the process of developing, putting into practice, and reviewing cross-functional decisions to help a business achieve its goals. Strategic management can be measured using strategic planning and strategic choice (Abdalla, 2015). Strategic planning is basically a decision-making process in which an organisation decides what it wants to achieve, how it intends to achieve it and in what form (Arrey, 2013). This also aligns with the basic principles of strategic planning, which enables organisations to establish priorities that give them the ability to better serve their stakeholders. Thus, a firm's strategic choice is its management's action plan for running the firm and conducting its operations in a dynamic environment.

Accordingly, organisation performance is an organisation's ability to achieve its goals through talented administration, good governance and constant re-dedication to accomplish business objectives (Makanga and Paul, 2017). Suhag, Solangi, Larik, Lakho and Tagar (2017) see corporate performance as a sign that shows how effectively the organisation can achieve their goals. Conceiving corporate performance from a financial point of view, Carton (2013) submits that it entails the financial outcomes of the organisation based on the execution of business decisions by members of the organisation. Effective strategy management practice is pivotal for the continued existence and improved performance of any firm. Therefore, since successful strategic management practices are a prerequisite for the effective performance of corporate organisations, the consideration of strategic management as a necessary tool for enhanced performance of business organisations becomes inevitable.

### Statement of the Problem

Though corporate organisations are established with the intent of achieving certain pre-determined objectives, however, one of the problems militating against the realization of their objectives is the poor management of their business strategies. For instance, most corporate managers do not have proper knowledge of strategic management processes. In other cases, either the resources are not sufficient to initiate the process or it is left entirely for the employees who are equally not well grounded in the process. These problems serve as real obstacles as most businesses have continuously performed poorly, while few others have gone into extinction without the business objectives being realised.

Successful management of any business strategy requires certain efforts in the direction of the strategy formulation, implementation and evaluation. But in situations where this is not done,



the entire business management strategy ultimately fails. Also, all these take away time and resources that are needed in strategy management. Pressure builds as resources that could be used to achieve desired objectives are allocated in ways that are not consistent with the goal of the organisation. Therefore, given how important these strategic management practices are in enhancing organisational performance, this study was conducted to assess the effect of strategic management practices on organisational performance in Akwa Ibom State Civil Service.

### **Objectives of the Study**

The main objective of this study is to assess the effect of strategic management practices on organisational performance in the Akwa Ibom State Civil Service. The specific objectives are to:

- i. ascertain the effect of strategic planning on organisational performance in Akwa Ibom State Civil Service; and
- ii. examine the influence of strategic choice on organisational performance in Akwa Ibom State Civil Service;

### **Research Questions**

The research questions for this study are as follows:

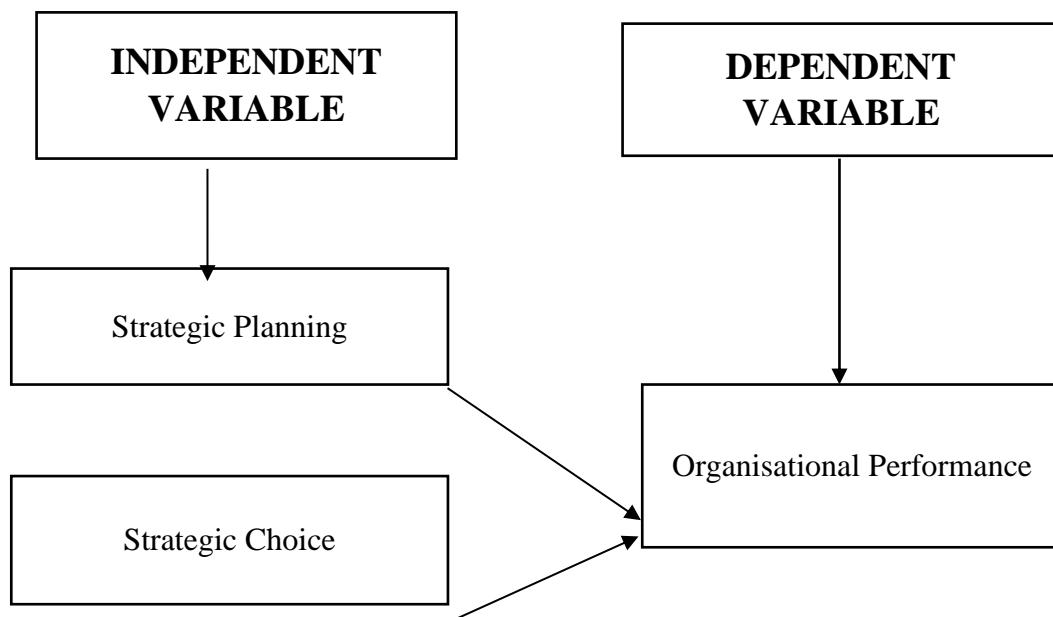
- i. What is the effect of strategic planning on organisational performance in Akwa Ibom State Civil Service?
- ii. What influence does strategic choice have on organisational performance in Akwa Ibom State Civil Service?

### **Research Hypotheses**

The following null hypotheses were formulated for this study:

- i. **H0<sub>1</sub>:** Strategic planning has no significant effect on organisational performance in Akwa Ibom State Civil Service; and
- ii. **H0<sub>2</sub>:** Strategic choice has no significant influence on organisational performance in Akwa Ibom State Civil Service.

## Review of Related Literature



**Figure 1: Proposed Conceptual Framework**

Source: Researcher (2024).

## The Concept of Strategic Management Practices

Adeleke, Ogundele and Oyenuga (2008) submit that strategic management practices entail examining both the present and the future environments, developing the organisation's goals, and then putting those decisions into practice and maintaining control over them in both the present and the future environments. In a similar vein, David (2011) defines strategic management practices as the methodology and process of identifying the goals of an organisation, formulating plans and policies to attain those goals, and allocating resources to carry out those plans and policies. Building on the aforementioned conceptualizations, analysis, decisions, and actions are three continuous processes that are necessary for the strategic management practices of an organisation (Dess, Lumpkin and Taylor, 2004). The examination of organisational internal and external settings, as well as the analysis of strategic goals (vision, purpose, and strategic objectives), are all covered by strategic management practices. The analyses, decisions, and actions a business takes to create and preserve competitive advantages are referred to as strategic management practices in their most basic form. A complicated system of competitive relationships, continual environmental changes, opposing interests, and a persistent lack of resources, ideas, and motives make top managers' jobs challenging as well.

In the course of this study, strategic planning and strategic choice were identified as proxies of strategic management practices. These proxies are considered as shown hereunder:

**Strategic Planning:** Strategy planning is the process of creating a plan for a person or an organisation (Silpah, Paul and James, 2018). Strategic planning comprises selecting and implementing a set of tactics to obtain a competitive advantage, according to Hill, Jones, and Schilling (2014). The process of strategic planning describes how specific actions that could aid a business in achieving its goals are planned with care. Using the analysis data to establish



priorities is a necessary step in making decisions about the best ways to address the organisation's most urgent issues. It comprises developing long-term strategies for effectively managing environmental opportunities and threats while taking an organisation's strengths and weaknesses into account. It also entails formulating strategies, creating policy guidelines, realistic target definitions, and corporate mission clarification. The core elements of strategic planning are the preparation and decision-making that result in the formation of the organisations (Daft and Marcic, 2016).

**Strategic Choice:** Strategic choice is central to strategy-making. Johnson, Scholes and Whittington (2009) define strategic choice as a process that takes into consideration what the stakeholders expect, identifies options available, and then evaluates and selects the best strategic options for implementation. The focus is on how the top managers can gain knowledge and understanding of how to manage the organisation's environment and find ways of how these organisations can respond to the prevailing environmental conditions (Bagire and Namada, 2013).

The type of strategic choice an organisation make and how effective it is depends on how the top managers interpret the environmental issues and the right choices they adopt (Awino, Ayuya, Machuki and Wainaina, 2017). In fact, the unwavering concern and support of top-level managers in this regard are non-negotiable (Akpaetor and Madubuike, 2022). It is how the top managers perceive the changes in the environment that determines their support, resource allocation and strategic choices they are likely to adopt. The top management teams therefore allow for creativity and innovativeness in the choice of strategies. Thus, if corporate organisations have to remain viable and competitive, the top managers must make strategic choices which match with the turbulent environment. Ansoff and Sullivan (1993) argue that these strategic choices should be complemented by the aggressiveness of these choices. This argument is supported by Machuki and Aosa (2011), as they posit that organisational performance depends on how an organisation aligns with the changes in the environment.

### **The Concept of Organisational Performance**

Anyadike (2013) submit that a firm's performance explains its capacity to meet its stated objectives by using its resources effectively and efficiently. Anyadike (2000) also defined a firm's performance as its total output concerning the contributions of each employee. Apeyusi (2012), advocating for a similar perspective, defined a firm's performance as its total output and competency level. In summary, a firm's performance is the ability to meet predetermined corporate goals in an effective and efficient manner. This insight explains the fact that firms do not haphazardly achieve their set goals. Though abilities, competencies and skills of employees as well as firms' resources are employees' to meet corporate goals; however, effectiveness and efficiency are usually an utmost concern.

Firm performance is generally divided into two categories: financial performance and non-financial performance (Kaplan and Norton, 2002). According to Kieu (2001), financial performance can also be defined as the firm's overall well-being or its capacity to meet its financial targets. Profitability, balance sheets, financial ratios, Return on Investment (ROI), Return on Asset (ROA), and debt-to-equity ratio are a few examples of financial performance indicators. Gijssels (2012) posited that non-financial performance indicators are performance indices that gauge the non-financial facets of the company. In addition, Ammendola (2015) cited Morissette (1996) as saying that any quantitative measure of a person's or an entity's



performance that is not expressed in monetary units is considered a non-financial measure. Non-performance metrics include things like workforce development, product quality, customer satisfaction, prompt service/product delivery, innovation, reaching strategic objectives, market share, efficiency, productivity, leadership, and job satisfaction among employees (Ibrahim & Lloyd, 2011; Azemina, 2018).

### **Strategic Management and Organisational Performance**

A number of empirical studies have been carried out on the subject of strategic management practices and a firm's performance. The results from such studies have established a close relationship between strategic management practices and organisational performance. For instance, Myamwanza (2013) submits that strategic management practices have significant effects on the profitability and operational performance of the selected manufacturing firms. This is in line with Sharabati and Fuqaha's (2014) findings, which showed that strategic management directly affects Jordanian pharmaceutical manufacturing organisations.

Similarly, Fiberesima and Abdul Rani (2013) posited that strategic management practices are positively associated with corporate success. Furthermore, one of the results of the study carried out by Garad, Abdullahi and Bashir (2015) was that strategic management practices are associated with improved performance in comparison to informal strategic management. Singh (2005) also discovered a strong correlation between strategic management and a company's superior performance. Similar to this, Yazdifar and Askarany (2012) demonstrated a significant correlation between organisational performance and the adoption of these relatively new strategic management tools. In contrast to the findings of the aforementioned studies, the research by Muogbo (2013) revealed that strategic management was not yet a widespread business practice among manufacturing enterprises in Anambra State, Nigeria; as a result, it had no impact on the performance of the firm.

## **METHODOLOGY**

Survey research was applied in this study. The population of the study comprised 237 permanent staff that were randomly selected from three ministries: the Ministry of Economic Planning, the Ministry of Science and Technology, and the Ministry of Education. The sample size of this study was 276 respondents, which was determined using the Taro Yamane sample size determination technique. The null hypothesis that was formulated for this study was analysed using simple linear regression analysis.

## **DATA ANALYSIS AND FINDINGS**

### **Hypothesis 1**

**H<sub>01</sub>:** Strategic planning has no significant positive effect on organisational performance in Akwa Ibom state civil service.

**Table 1: Regression Result of Hypothesis 1**

<b>A: Model Summary</b>						
Model	R	Adjusted R	Std. Error of			
1	R	Square	Square	the Estimate		
1	.710 <sup>a</sup>	.685	.181	2.063		

<b>B: Goodness of Fit<sup>a</sup></b>						
Model		Sum of	Mean			
		Squares	Square	f	Sig.	
1	Regression	177.718	177.718	41.751	.000 <sup>b</sup>	
	Residual	783.228	4.257			
	Total	960.946	260			

<b>C: Coefficients<sup>a</sup></b>						
Model		Unstandardized	Standardized			
		Coefficients	Coefficients	t	Sig.	
1	(Constant)	8.369		7.980	.000	
	SP	.426	.710	6.461	.000	

**Source:** SPSS Computation (2024).

Table 1 shows the result of hypothesis one. Looking at the table, the correlation coefficient ( $r$ ) which depicts the relationship that exists between strategic planning and organisational performance is 0.710. This shows that there is a positive relationship between the two correlated variables. Equally, the  $R^2$  value of .685 shows that the independent variable (strategic planning) used in the model can explain a 68.5% variation in effective service delivery. The  $f$  statistics value of 41.751 with a  $P < 0.05$  evidenced the fact that the regressed variables are significant and also exhibit goodness of fit between them. Relatedly, a look at the Table further shows a  $\beta$  value of .710 with a  $t$  value of 6.461 and  $P < 0.05$  ( $\beta = 0.710$ ,  $t = 6.461$ ,  $p = 0.000$ ). Statistically, this result implies that the strategic management process variable of strategic planning could explain 71% of changes in the performance of the studied ministries, while the remaining 29% could be explained by other factors not captured in the model. The null hypothesis is therefore rejected and the alternative hypothesis is accepted.



## Hypothesis 2

**H<sub>02</sub>:** Strategic choice has no significant positive effect on organisational performance in Akwa Ibom state civil service.

**Table 2: Regression Result of Hypothesis 2**

### A: Model Summary

Model	R	Adjusted R Square	Std. Error of the Estimate
1	.539 <sup>a</sup>	.793	2.053

### B: Goodness of Fit<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	f	Sig.
1	Regression	185.106	1	185	43.900	.000 <sup>b</sup>
	Residual	775.840	259	4.217		
	Total	960.946	260			

### C: Coefficients<sup>a</sup>

Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
1	(Constant)	8.292	1.035		8.014	.000
	SC	.442	.067	.539	6.626	.000

**Source:** SPSS Computation (2024)

Table 2 shows the correlation coefficient (R) with a value of .539. By implication, it shows that there is a positive and significant relationship between strategic choice and the performance of the Akwa Ibom State Civil Service Commission. Relatedly, an R<sup>2</sup> value of 0.793 showed that strategic choice could explain 79.3% of changes observable in the performance of the Akwa Ibom State Civil Service Commission. More so, a look at the Table shows that with f statistics value of 43.900 and with P (0.000 < 0.05), indicating that there is an excellent fit between the two variables being regressed. Table 2 further shows a  $\beta$  value of .539 with a t value of 6.626 and P < 0.05 ( $\beta = 0.539$ ,  $t = 6.626$ ,  $p = 0.000$ ). This implies that a unit change in strategic choice would cause a change in the performance of the studied firm by 53.9%. This further strengthened the fact that strategic choice has a positive and significant influence on the organisational performance of the Akwa Ibom State Civil Service Commission. The null hypothesis was therefore rejected and the alternative hypothesis was accepted.





## DISCUSSION OF FINDINGS

Major findings from the data analyses were discussed as shown hereunder:

### **Strategic planning and organisational performance in Akwa Ibom state civil service.**

Strategic planning is an imperative art that deals with formulating strategies and implementing them by several organisations for decades. In practice, strategic planning in the public sector gives the big picture that guides the organisation, what it does, and why it does it, and strategic planning is wider than programming, budgeting, or operating within the organisation. This portrays strategic planning as an approach to strategizing in the public sector (Bryson, 1995). Results from the analysis showed that strategic planning has a significant and positive effect on the performance of the studied organisation ( $R^2 = 0.685$ ,  $<P.0.000$ ). This result prompted the rejection of the null hypothesis, while the alternative hypothesis was accepted. The choice of this hypothesis is in tandem with the view of Abubakar and Hassan (2017). They posit that strategic planning is a process that deals with developing certain strategies that will contribute to achieving the direction of an organisation.

### **Strategic Choice and organisational performance in Akwa Ibom state civil service.**

The knowledge of strategic choice enables an organisation's strategists to evaluate the opportunities and risks in the external environment as well as the strengths and weaknesses in the internal environment before making any strategic decisions. In essence, strategic decisions are the cornerstone of effective strategic choice. In essence, strategic choice involves various strategic decisions like what type of products and services to sell, where to sell them, how to sell them, and what target markets to sell them to. Following this evaluation, several viable options are identified, from which strategic decisions are then made. The above assertions correspond with the findings of this study. The hypothesis results on strategic choice showed a significant and positive influence on the organisational performance of the Akwa Ibom State Civil Service Commission ( $R^2 = 0.793$ ,  $P.<0.005$ ). This result necessitated the rejection of the null hypothesis, while the alternative hypothesis was accepted. The rationale for accepting the alternative hypothesis tallies with the findings of Pearce and Robinson (1997). They revealed that strategic choice is a decision which determines the firm's future strategy.

## CONCLUSION

The findings of the study revealed that Strategic planning has a positive and significant influence on the performance of the Akwa Ibom State Civil Service Commission and strategic choice has a positive and significant influence on the performance of the Akwa Ibom State Civil Service Commission. Based on these findings, it was concluded that the strategic management process has a significant and positive effect on the performance of the Akwa Ibom State Civil Service Commission.

### **Recommendations**

Based on the findings of this study, the following recommendations were made:

- i. The strategic planning process in the studied ministries should be improved through adequate resource allocation as this will improve the performance of the organisation; and



- ii. Strategic choices should be made based on prevailing economic developments to ensure optimal realization of corporate goals.

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