

**IMPACT OF STRATEGIC MANAGEMENT ON
ORGANIZATIONAL PERFORMANCE**

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF
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DECLARATION

I write to declare that this project has been written by me and it is a report of my research work. It has not been presented in any previous application for application for postgraduate Master in Business Admission all questions are indicated and sources of information specifically acknowledge by means of reference

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CERTIFICATION

This project entitles **Impact of Strategic Management on Organization Performance** meets the regulations governing the award of Postgraduate Diploma in Business Administration, of the School of Postgraduate Studies of Nasarawa State University, Keffi for its contribution to knowledge and literary presentation.

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Date

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DEDICATION

This research work is dedicated to almighty God and to my wonderful Wife and Children,
Blessing Yakubu and Hannan-Egyewu, Abraham-Ukposhime.

ACKNOWLEDGEMENTS

I acknowledge the providence of God Almighty for His grace, Faithfulness and mercies which sustained me throughout the academic period and this work in general.

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I express my thanks to all my family members and all staff of Federal University Lafia for their support and guidance.

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Thank you.

ABSTRACT

Organizations are constantly search for methods in order to stay competitive the research investigated what relationship existed between Strategic Management and Organization Performance. The effectiveness of strategic management can only be measured in terms of the extent to which it influences organizational performance. Which affects its survival rate. The main objective of this study is to re-evaluate the management performance relationship in organizations and determine the extent to which strategic Management affects performance in an organization of which First Bank of Nigeria Plc's Abuja office will be used as case study in this study the research has concentrated on the responses of the employees, whose decisions and actions can improve or mar success of the organization. The researcher made use of primary and secondary data questions were framed and their responses were carefully noted. The statistical tool employed for analyzing the data collected for this research included simple percentage mean and frequency distribution table. The Chi-square (χ^2) and the pearson's correlation coefficient were used for testing the hypotheses to determine how respondents react to issue concerning strategic management. Analysis and conclusion were base on results of the interviews from Fist Bank of Nigeria Plc's Abuja Office. The results showed that there is a positive correlation between Strategic Management and the growth and development of companies. The result also show that the organization integrates Strategic Management into its operations to improve organizational performance. Finally ethical, legal as well as moral standards expectation in its daily operations.

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CHAPTER ONE

1.1. BACKGROUND OF THE STUDY

Strategic management is a discipline approach utilizing the principles and process of management to identify the corporate objective or mission of any business. It determines an appropriate target to satisfy the objective, recognize existing opportunities and constraints in the environment, and device a rational practical way by which objective can be achieved (Aremu, 2003).

Strategic management is both the process and philosophy for determining and controlling the organizational relationship in its dynamic environment. As a process, it attempts to define approaches and techniques to assist management adapt to the dynamic of today, through the use of objectives and strategic. Strategic management endeavors to achieve effective and efficient programs to accomplish the organization's mission. As a philosophy, it changes how manager looks at competitors, customers, markets and even the organization itself. Its objective is to stimulate management's awareness of the strategic implication of environmental events and internal decision (Aremu, 2003).

Lawrence and William (1988) defined strategic management as a stream of decisions and actions, which leads to the development of an effective strategy or strategies to help achieve corporate objectives. The strategic management process is the way in which strategists determine objectives and make strategic decisions. Strategic management's main focus is the achievement of organizational goals taking into consideration in the internal and external environmental factors.

Porter (1985) argues that the essence of formulating comprehensive strategy is relating a company to its environment. Strategic management permits the systematic management of change. It enables organization to purposefully mobilize resources towards a desired future.

Chandler (1962) also posited that any effective successful strategy is dependent on structure, thus to achieve any effective economic performance the organization needs to alter its structure.

1.2 STATEMENT OF THE PROBLEM

This research investigated the relationship between strategic management and organizational performance. The study addressed these basic questions, what relationship exists between Strategic Management and Organizational Performance? What is importance of Strategic Planning? What is importance of Strategic Management and how does Strategy influence Organizational Performance? How can Organizational Performance be assessed?

1.3 RESEARCH QUESTIONS

In line with the stated objectives, the following research question are formulated

- i. What is the effect on strategic Management on organizational performance
- ii. How does strategic management influence organizational performance
- iii. What is the effect on how organizational performance can be assessed

1.4 OBJECTIVES OF THE STUDY

The major objective of this study includes:

- i. To identify the relationship between Strategic Management and Organizational Performance.
- ii. To identify the importance of Strategic Management and how Strategy influences Organizational performance.
- iii. To identify how Organizational Performance can be assessed.

1.5 STATEMENT OF HYPOTHESES

H0₁. There is a significant relationship between environmental changes and strategy formulation.

H0₂. There is no significant relationship between environmental changes and structural adjustment

H0₃. There is no significant relationship between environmental strategy formulation and structural adjustment

1.6. SCOPE OF THE STUDY

This work will focus on the relationship existing between Strategic Management and organizational performance. The study is to re-evaluate the management performance, using First Bank of Nigeria, Abuja Branches as case study. Between the period of (2007-2008)

Conducting the research using all the branches of \first Bank in Nasarawa could have shown a more thorough work.

1.7 SIGNIFICANCE OF THE STUDY

The study is considered relevant not only to organization but to business students, business practitioners and the entire economy since the environmental influences is relevant to strategic decisions operated in industry, business, community and the world at large.

The manufacturing sector, which is assumed to be a thorough study of strategic management, will reveal its level of managerial efficiency and effectiveness. And this knowledge will be vital to both the government and owners of industries, thus provides a model for an efficient and effective strategic management which will assist managers in this sector.

However, a practical significance will be the identification of the factors responsible for the high failure rate of industries particularly in competitive industry like First Bank of Nigeria plc. The knowledge will help to determine the structure of the business environment available to them and be able to forecast to them and be able to forecast future conditions.

1.8. LIMITATION OF THE STUDY

Limitation caused by time and logistics would not permit such. There was relative difficulty in measuring effectiveness as respondent have differing views.

1.9 DEFINITION OF TERMS

- a) **Organization:** An association of two or more individual those are working co-operation under leadership and author. It can be defined from perspective (Onwuchekwu 1993).
- b) **Management :** Organizing , leading and controlling the efforts of organizational members and using all other organization resource to achieve stated organizational objectives
(Onwuchekwu 1993)
- c) **Strategy:** Strategy is the determination of the basic term goals and objectives of an enterprise, and the adoption of course of action and the allocation of resource necessary for carrying out those goals (Chandler, 1942)
- d) **Strategy Management.** Strategic Management as a steam of decisions and action that lead to the development effective strategies to help achieve corporate objective (Glueck and Jauch 1864)
- e) **Business Organization:** it is an organization that primarily oriented towards economic production which aims towards long-term survival through effective structural developments (Onwuchekwa, 1993).
- f) **Organizational Performance:** it is the assessment of organization to find out to what extent of organizations performance level is called organization effectiveness (Onwuchekwa, 2000).

CHAPTER TWO

LITERATURE REVIEW

2.1. CONCEPTUAL FRAMEWORKS

The conceptual framework for this study is drawn from Ansoff and McDonnell (1990). Ansoff and McDonnell (1990) separate goal setting (concerned with ends) from strategy (concerned with means). On the subject of strategic management they provide the following definition:

“Strategic management is a systematic approach for managing strategic change, which consists of the following:

- a) positioning of the firm through strategy and capability
- b) real-time strategic response through issue management
- c) systematic management of resistance during strategic implementation

According to Ansoff in Onwuchekwa, 1993, strategic management is increasingly the responsibility of business manager to respond to the changes in the business environment through:

- strategic and capability planning
- real-time strategic response through issue management, and
- systematic management of change during strategic implementation.

Strategy and market positions are necessary to set directions for a firm and to outsmart competitors or at least enable it to overcome threatening environment. A good strategy when adequately implemented can ensure a topmost position for the weakest firm among other superior competitors.

2.1.1 THE CONCEPT OF STRATEGIC MANAGEMENT

Strategy is the determination of the basic term goals and objectives of an enterprise, and the adoption of course of action and the allocation of resources necessary for carrying out those goals. (chandler) 1962).

In chandler definition of strategy he attempts to view thazt strategy is as much as about defining goals and objectives as it about providing the means for achieving them.

Ansoff and McDonnell (1990) also separate goal setting (concerned with ends) from strategy (concerned with means). On the strategic management they provide the following definition:

Strategic management is systemic approach for managing strategic change, which consists of the following:

- a) Positioning of the firm through strategy and capability planning.
- b) Real-time strategic response through issue management.
- c) Systematic management of resistance during strategic implementation.

Strategy and market positions are necessary to set directions for a firm and to outsmart competitors or at least enable it to overcome threatening environment. A good strategy when adequately implemented can ensure a topmost position for the weakest firm among other superior competitors, but without good strategies.

Strategic planning if well conceptualized and implemented with an organization should result in strategic management. Strategic management treats strategic thinking as a pervasive concept for running a business organization and regards strategic planning as an instrument around which all other control system budgeting, information, reward and organization can be integrated. Strategic planning specifically entails the allocation of recourses to programmed activities in such a way as to achieve a set of business goals in a dynamic competitive environment. Glueck and Jauch (1984) posited that strategic management as a steam of decisions and actions that lead to the development effective strategies to help achieve corporate objectives.

Mitzberg (1991) sees strategy as 5 P's – plans, ploys, patterns, position and perspective. He describes plan as 'some sort of consciously intended course of action'. In this situation organizations are expected to decide what they want to do and how they intend to achieve it. Failure of many organizations in recent time has been attributed to poor plan. An organization strategic management has its ultimate objective in the development of its

corporate values, managerial capabilities, organizational responsibilities and operational decision making at all hierarchical levels and across all business and functional lines of authority.

According to Child (1972) strategic decision making is seen as a crucial part of the process by which organization adapt to their environments. It is argued that those decisions that actually succeed in creating or changing organizations do so via complex iterative process, which strategy theorists subsume under the concept of strategy implementation.

2.1.2 THE IMPORTANCE OF STRATEGIC PLANNING

The importance of strategic planning in any business organization cannot be overemphasized. Most of the organizations recently recognized the role of strategic planning to the long range growth and survival of their business organization. Most of the managers have observed that by specifically defining the mission of their organization they are better able to give it direction and focus its activities (Aremu, 2003). Strategic planning consists of underlying processes that are intended to create or manipulate a situation to create a more favorable outcome for a company. This is quite different from traditional tactical planning that is more defensive based and on depends on the move of competition to drive the company's move (Akinyele and Fashogbon, 2007).

Some Nigerian Business Organizations are without formal plans or where there are formal plans they do operate without adhering to them. Some argued that the market place changes so fast for a plan to be useful. All business organizations are heading somewhere but

unfortunately some do not know where they are going, then any road will lead them there. This therefore emphasizes the need for organizations to utilize strategic planning concepts. Planning remains the key to organization success because absence of proper planning could lead to confusion and unethical practices. However, despite the importance of strategic planning many organizations still fail to plan, hence planning to fail.

In recent times, the study of strategic management is being given much attention. Lambo (1986) studies Bank portfolio management examining profit maximization and accommodation principle models in Nigerian Commercial Banks. Adeyemi (1992) who established that there is a positive correlation between strategic management and organizational performance in some Nigerian Banks also carried out another study.

It is worthy of note that whatever conclusions are made, it has been empirically stated that the success or failure of strategic planning is determine by a number of components which include the environment, organization structure and strategic decision making (Aremu, 2003). According to Ansoff (1979), when these components are properly matched, the performance of any organization is optimized.

Lorange (1979) posited that the importance of strategic planning is to accomplish a sufficient process of innovation to support and enhance the planning process. He further argues that effective strategic planning does not have to be elaborate or complicated but must be logical and focused on strategic decisions to be undertaken.

2.1.3 EFFECTIVENESS OF STRATEGIC MANAGEMENT

Alli (1992) gives the characteristics of an effective strategic management as follows:

- a) Clear direction and purpose
- b) Objectives, goals, and strategic consistency
- c) Continuous monitoring of internal and external (environment)
- d) Integration of operating budget and profit plans with strategic plan
- e) Continuous monitoring of process with revision of plan and programs as appropriate

- f) Creation of strategic atmosphere that fosters a team spirit
- g) Commitment of necessary resources and the development of system to provide necessary management information.

Basically, there are three major perspectives of studying strategic management effectiveness in literature. Firstly, uses of goal centered approach to assess organizational effectiveness. In this situation, individual organization seeks to analyze the extent of fulfillment of important planning objectives. Cameron and Whitton (1983), King (1987) and Steiner (1979) also support this. Secondly, specific capabilities to develop a 'generic view' of system capabilities as stated by Lorange (1979) a generic capability required of every formal strategic planning

system is the ability to encourage both creativity and control (Camillus 1975). In this perspective, creativity and control are used here not as opposite objective but as requisite properties of an effective planning system. The third perspective traditionally examines the role and impact of corporate planning on organizational effectiveness. Although, the link may be a little bit difficult. However, there are strong arguments that the ultimate test of the system's effectiveness and justification for its existence is the impact on organizational performance (Henry 1979).

2.2 EMPIRICAL LITERATURE

2.2.1 STRATEGY AND ORGANIZATIONAL PERFORMANCE

The idea that strategy content influences organizational performance is a central element of generic management theory. Strategy content can be defined broadly as the way an organization seeks to align itself with the environment (Donaldson 1995; Miles and Snow 1978). Strategy can be characterized as senior managers' response to the constraints and opportunities that they face. The better the fit that an organization achieves with external circumstances, the more likely it is to win financial and political support and thereby improve its performance. In the 1960s and 1970s, the view that private organizations were prisoners of

market forces and thereby “compelled” to adopt the single strategy that fit their economic circumstances began to erode. Major management theories such as those of Chandler (1962) and (Child 1972) emphasized that private firms can exercise strategic choice, even in the face of external constraints. They can, for example, specialize in a single market or operate in a variety of markets, seek a competitive edge through low cost or high quality, and attempt to protect or enhance their share of the market. Boyne and Walker (2004) argue that organizations’ strategies are messy and complex rather than neat and simple. A mix of strategies is likely to be pursued at the same time, so it is inappropriate to categorize organizations as belonging to a single type.

Andrews et al. (2006) examine the relationship between strategy and organizational performance in a multivariate model that also controls for external constraints (the prosperity of the local population and the diversity of their service needs). Their measures of prospecting, defending, and reacting are based on Likert scale survey responses from senior and middle managers in a sample of 120 organizations. The empirical results reveal a hierarchy of strategy types: the impact of prospecting is positive, defending is neutral, and reacting negative. Thus, controlling for the presence of other strategic stances in an organization, prospecting is the best option and reacting is the worst.

2.2.2 ASSESSING ORGANIZATIONAL PERFORMANCE

Most organizations view their performance in terms of “**effectiveness**” in achieving their mission, purpose or goals. Most NGOs, for example, would tend to link the larger notion of organizational performance to the results of their particular programs to improve the lives of a target group (e.g. the poor). At the same time, a majority of organizations also see their performance in terms of their “**efficiency**” in deploying resources. This relates to the optimal use of resources to obtain the results desired. Finally, in order for an organization to remain viable over time, it must be both “**financially viable**” and “**relevant**” to its stakeholders and

their changing needs. In the organizational assessment framework, these four aspects of performance are the key dimensions to organizational performance.

EXTERNAL ENVIRONMENT

Organizations exist within certain external contexts or environments that facilitate or impede their performance. Key factors in the policy or regulatory environment, and in the economic, political, socio-cultural, environmental and technological contexts, affect how the organization does its work, or the work it does.

INTERNAL MOTIVATION

Internally, performance is driven by the organization's motivation to perform, which refers to the organizational culture, history, mission, values and incentive systems. These factors affect the quality of work, the nature of how the organization competes, and the degree of involvement of internal stakeholders in decision-making processes.

CAPACITY

Performance is driven, in part, by organizational capacity, which we now understand as existing in seven basic areas: strategic leadership, human resources, financial resources, infrastructure, programming and process management, and inter-institutional linkages. Each of these seven capacity areas may be described in sub-components, as for example in the organization's strategic leadership capacity which understood as its structure, governance, leadership, strategic plans and niche management. Human resources, financial resources and infrastructure are seen as resources as well as the management of these resources. Organizations also have capacities that result from the relations, partnerships and alliances they have established with other organizations-referred to as inter –institutional linkages.

2.2.3 MEASURING ORGANIZATIONAL PERFORMANCE AND THE FACTORS THAT AFFECTS IT

Through a decade of applying and refining the organizational performance framework (see diagram above), organizational performance is affected by three major factors. They are

organizational motivation to achieve the performance objectives, the influence and impact of external environment and the organizational capacity to achieve the performance desired (Hugh, 2002). Organizational Performance itself can be measured in four buckets.

1. Relevance; being the degree to which the organization's stake holders think the organization is relevant to them. Clients judge the relevance of products or services by buying them, employees by working hard, shareholders by buying and holding shares, and so on.
2. Effectiveness; being the degree to which the organization is successful in achieving its strategy, mission and vision.
3. Efficiency; being how well the organization uses its resources (financial, human, physical and information)
4. Financial viability; being how viable the organization is, not only in the short but also in the long term.

These four measures of Organizational Performance are affected by organization's motivation and capacity, and by its interaction with the external environment (Hugh, 2002). Organizational motivation is composed of employees' understanding and integration of the company's mission, of the link between company's history and its current strategy, of the alignment between company's culture and its strategy, and of the degree to which employees' compensation motivates them to implement the company's strategy (Hugh, 2002).

The influence and impact of the external environment is much like the 'OT' in a SWOT analysis; the Opportunities and Threats of the external environment. The major nuance we would add is that organizational performance is affected by the degree to which the organization interacts with the external environment. Performance will be increased by understanding the external environment and by using this knowledge to influence the environment in favor of the company's strategy (2002).

The organizational capacity to deliver the performance starts with the capacity of each function (Marketing, Sales, Operations, Finance, HR, IT, etc. to be current and deliver against objectives. On top of this is layered the capacity of the company's leadership to lead the organization to strategic success. Add to this the company's skill in creating the infrastructure it needs and in building the necessary inter-organizational relations (strategic alliances, government relations, strategic suppliers, etc.) and organizational capacity.

2.3.HISTORICAL BACKGROUND OF FIRST BANK OF NIGERIA PLC

FIRST Bank was founded as Bank of British West Africa (BBWA) in 1894. BBWA rebranded Bank of West Africa (BWA) in 1957. By 1966, BWA becomes Standard Bank of West Africa post-merger then Standard Bank of Nigeria in 1969. In 1979 Standard Bank of Nigeria become First Bank of Nigeria till today.

The Banks' contribution to the economic growth and development of Nigeria last over 116 years has been driven by commitment to the provision of excellent banking service.

The growing branches are currently above 580, and it has one of the largest branches network in Nigeria.

Products and Services

As a full-spectrum financial services provider our products/services mix has been designed to cater to the needs of diverse client base such products and services includes:

- Agriculture
- Consumer banking E-business
- Money transfer whole banking
- Payment and collections

Bank Strategic Behavior

First Bank aspires to be the clear leader and Nigeria's Bank of first choice.

The key elements of banks strategy behavior are summarized below:

- a) **Growth:** the bank believes that scale and efficiency are fundamental to success in banking, while the former does not guarantee the latter; there are strong cost-saving and potential revenue and profit growth and which ultimately grows shareholder value.
- b) **Service Excellence:** First Bank has engaged in a number of service excellence-related initiatives that seek to modernize the Bank's fundamental operating models. Unreservedly, the bank's service ethos is underpinned by a culture at the centre of all that they do.
- c) **Performance Management:** the objectives within performance management are to realign individual, team and business objectives. It features clearly defined key performance indicators, targets a performance monitoring system and monthly and quarterly performance reviews with commensurate rewards.
- d) **Talent:** fundamental to first bank's success as the bank of choice is ability to attract, develop and retain a cadre of the best performing industry talent available in the region in which first bank operates. The bank seeks to deploy mechanisms that would be continually elevate and equip the best performers and attract new pockets of specialized expertise, where required.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

This could be seen as the procedure and processes adopted for collecting and analyzing the data for this study. Research design is a formal plan of action for a research project. Research designs help researchers to layout their research questions, methodologies, implementation, procedures, and collection and analysis for the conduct of a research project (oms.edu.msc.edu).

Research design is a plan outlining how information is to be gathered for assessment or evaluation that includes identifying the data gathering method(s), the instruments to be used/created, how the instruments will be administered, and how the information will be organized and analyzed. (www.utexas.edu/academic/diia/assessment/iar/glossary.php).

The researcher adopted the descriptive survey design for this study. He also applied different styles, procedures and techniques for collecting data relevant to this study. These were to provide the researcher with the accurate and reliable information on CSR in the organization in focus.

3.2 POPULATION OF AND SAMPLING TECHNIQUE

Population, according to Eze (1999:65) is the group of interests to the researcher, the group to which he/she would like the results of the study to be generalized; the population of this study some of the employees of First Bank of Nigeria plc, Abuja covered is 880 comprising 118 senior management staff, 762 junior staff and 70 non-management staff.

Table 3.1 Distributions of Staff in First Bank Nigeria Plc

S/N	Level of Employees	No of Staff
1.	Senior Management Staff	118

2.	Junior Staff	762
	Total	880

The sample size was 275; obtain using the YaroYarmene (1984) formula

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n= desired sample size

N= size of the population

e= limit of error tolerance which was assured to be 5% (0.05); confidence limit

Based on this, the sample size could be calculated:-

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{880}{1 + 880(0.05)^2}$$

$$n = \frac{880}{3.2}$$

$$= 275 \text{ (this is made up of both senior and junior staff)}$$

The researcher also used the Kumars (1967) formula in determining the sample size in each level of employee cadre as shown below:

$$= \frac{nN_h}{N}$$

Where:

n = Sample size

N_h = Number of employees in each cadre

N= Total numbers of employees

i. Senior Management Staff:

$$N_h = \frac{275 \times 118}{880}$$

$$= 36.88$$

$$= 37$$

$$= 37$$

$$= 37$$

$$= 37$$

ii. Junior Staff:

$$h = \frac{275 \times 762}{880}$$

$$= 238.13$$

$$= 238$$

$$= 238$$

$$= 238$$

Table 3.2 Sample Distribution in each level of Employee Cadre

S/N	Level of Employee Cadre	No of Employees	Sample Size
1.	Senior management staff	118	37
2.	Junior Staff	762	238
	Total	880	275

Source: Field Survey, 2016

3.3 METHODS OF DATA COLLECTION

Data for this study were obtained from two main sources:

- i. Primary source
- ii. Secondary source

Primary Source

This is the most important and reliable source of data collection. It entails the use of questionnaire, direct observation, and personal interview to obtain information relevant to the study. The research used the Likert five-scale questionnaire model.

Secondary Source

This research would have been incomplete without the review of secondary materials. The secondary materials use comprises of historical materials collected from the organization, also valuable books from the library like journal, published and unpublished works and materials from the internet. All these provided the researcher with valuable information needed for this study.

3.4 Procedure for Data Analysis and Model Specification

The statistical tools employed for analyzing the data collected for this research include simple percentage, mean and frequency distribution table.

Furthermore, the Chi-square (X^2) and the Pearson's correlation coefficient were used for testing the hypotheses stated in chapter one.

Chi-square Technique: this technique is used to test the hypotheses for the difference between a set of observed frequencies and a corresponding expected frequency.

The formula is stated below:

$$X^2 = \frac{(of - ef)^2}{ef}$$

Where X = Chi-square

of = Observed frequency data

ef = Expected frequency data

And Pearson's coefficient of correlation formula is:

$$r = \frac{nExy - ExEy}{\sqrt{\{nEx^2 - (Ex)^2\} [nEy^2 - (Ey)^2]}}$$

Where:

N = the Sample Size

Ex = the sum of x (independent variable)

Ey = the sum of y (dependent variable)

$\sum X^2$ = the sum of the square x values

$\sum XY$ = the of the cross product of X and Y

Chi-square and Pearson's coefficient of correlation analysis were used because the test involves measuring and deciding whether there is a relationship that exists between the

dependent and the independent variables. They also provide a means of comparing a set of observed frequencies with a set expected frequency.

3.5 Justification of Methods

Two important aspects of research are the validity and reliability of the research. Both will be describe below.

Validity

Validity is the ability of measurement instrument to measure what it was supposed to measure and is therefore concerned with the quality of research (Aaker et. al. 1998). In order to increase the validity of this study, certain measure has been taken, the interview guide was presented to my supervisor prior to interviews in order to be certain that it was understandable and clear. A tape recorder was used during the interview in order to go back to what was said which further increased the validity of this study. Another aspect that increased the validity of this study is that the respondents were given to study the questionnaire before answering them to be able to interpret them correctly. The most appropriate respondents were selected too.

Reliability

According to Zikmund (2000) reliability is "the degree to which measures are free from error and therefore yield consistent result" (Zikmund 2000, P.280) and is concerned with the trustworthiness of a research. High reliability implies that regardless of time, situation and researcher, similar results are attained. Moreover, low reliability can be the result of

misinterpretations or if a respondent misunderstand a question (ibid). We used respondents who can provide us with accurate answers and they were allowed to speak freely during the interviews and to answer their questionnaire freely and leading question that could affect the answers was avoided.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 PROCEDURES FOR DATA ANALYSIS

Table 4.3.1: Response rate to Questionnaires distributed

Levels of Employee	Study Population	No. of Questionnaire Distributed	No. of Questionnaire Returned	Percentage Returned (%)
Senior Mgt. Staff	118	37	20	7
Junior Staff	762	238	200	73
Total	880	275	220	80

Source: Field Survey, 2016

A total of two hundred and twenty five (275) questionnaires were distributed to the employees of First Bank of Nigeria Plc., Abuja. Out of these, the only 220 were duly answered and returned. This represents approximately seventy seven (80%) percent response rate as shown in table 4.1. hence, 220 is now the new sample size.

Table 4.3.2: Sex Distribution of Respondents

Responses	Frequency	Percentage (%)
Male	125	57
Female	95	43
Total	220	100

Source Field Survey, 2016

Table 4.3.2 indicates that 125 respondents are made and 90 respondents are female.

These represent 57% and 43% of the sample

Table 4.3.3: Age Distribution of Respondent

Age in Year	Frequency	Percentage (%)
20-30	85	39
31-40	66	30
41-50	46	21
51 and above	23	10
Total	220	100

Source Field Survey, 2016

Table 4.3.3 shows that 85% respondent representing 39% falls within the age bracket of 20-30years 66 respondents representing 30% are between 31-40years 46 respondents representing 21% of the sample size fall with 42-50 and 23 respondents representing 21% of sample size fall with 41-50 and 23 respondent representing 10% are between 51 and above.

Table 4.3.4: Tenure of office of Respondent

Age in Year	Frequency	Percentage (%)
Below 5years	88	40
5-10years	54	24.5
11-20years	36	16.4
21-30years	22	9.1
30years and above	220	100

Source Field Survey, 2016

Table 4.3.4. Above that 88 respondents representing 40% have only put in less than 5 years in their work. 54 respondents and 36 respondents representing 24.5% and 16.4% respectively have put-in 5-10 years and 11-20years in their work. 22 respondents the total sample size representing 10% have put-in – 30years of service. While 20 respondents representing 9.1% have put-in more than 30 years into service.

Table 4.3.5: Responding To Changes in the Business Environment by Formulating Appropriate Strategies

Responses	Normal Scale	Frequency	Percentage (%)
Strongly Agreed	5	132	60
Agreed	4	53	24
Undecided	3	22	10
Disagreed	2	9	4
Strongly Disagreed	1	4	2
Total		220	100

Source: Field Survey, 2015

Table 4.3.5 shows that, 132 respondents representing 60% of the entire sample size strongly agreed that the organization respond to changes in the business environment by formulating appropriate strategies. Also 53 respondents'representing24% of the 24% agreed to this

assertion. 22 sample sizes disagreed and 4 respondents representing 2% of the entire sample size strongly disagreed with the assertion.

Table 4.3.6: Strategic Management and how Stakeholders Expectation will affect Organizational Performance

Responses	Normal Scale	Frequency	Percentage (%)
Strongly Agreed	5	134	61
Agreed	4	57	26
Undecided	3	16	7
Disagreed	2	9	4
Strongly Disagreed	1	4	2
Total		220	100

Source: Field Survey, 2016

Table 4.3.6 shows that 134 respondents representing 61% of the entire sample size strongly agreed that strategic management enables the organization to think of how the expectation of stakeholders will affect its operations. 57 and 16 respondents' representing 26% and 7% respectively were undecided and disagreed respectively. While 4 respondents representing 2% of the sample size strongly disagreed.

Table 4.3.7 Strategic Management and Environmental and Technological Changes in the Business Environment

Responses	Normal Scale	Frequency	Percentage (%)
Strongly Agreed	5	97	44
Agreed	4	68	31
Undecided	3	33	15
Disagreed	2	13	6
Strongly Disagree	1	9	4
Total		220	100

Source: Field Survey, 2016

Table 4.3.7 shows that 97 respondents representing 44% of the sample size strongly agreed to this assertion. 68 respondents representing 31% agreed to statement and 33 respondents representing 15% were undecided. 13 and 9 respondents representing 6% and 4%

respectively disagreed and strongly disagreed that strategic management enables the organization to think of possible and probable environmental and technological changes and thereby forestall crisis.

Table 4.3.8: Strategic Management and Thinking about the Organization in terms of the Future

Responses	Normal Scale	Frequency	Percentage (%)
Strongly Agreed	5	137	62
Agreed	4	70	32
Undecided	3	9	4
Disagreed	2	2	1
Strongly Disagree	1	2	1
Total		220	100

Source: Field Survey, 2016

Table 4.3.8 shows that, 137 respondents representing 62% of the sample size strongly agreed that strategic management enables the organization to be more forward looking and to think about the organization in terms of the future. 70 respondents representing 32% agreed to the statement. 9 respondents (4%) were undecided, while 2 respondents each representing 1% and 1% respectively disagreed and strongly disagreed that strategic management enables the organization to be more forward looking and to think about the organization in terms of the future.

Table 4.3.9: Strategic Implementation and Structural Adjustment

Responses	Normal Scale	Frequency	Percentage (%)
Strongly Agreed	5	143	65
Agreed	4	64	29
Undecided	3	13	6
Disagreed	2	-	-
Strongly Disagree	1	-	-
Total		220	100

Source: Field Survey, 2016

Table 4.3.9 shows that 143 respondents (65%) and 64 respondents (29%) respectively strongly agreed and agreed that the organization makes some structural adjustment after

strategy implementation. 13 respondents (6%) were undecided, while none of the respondent neither disagreed nor strongly disagreed to the statement that the organization makes some structural adjustment after strategy implementation.

Table 4.3.10: Strategic Implementation and Structural Adjustment

Responses	Normal Scale	Frequen cy	Percentage (%)
Strongly Agreed	5	90	41
Agreed	4	81	37
Undecided	3	40	18
Disagreed	2	9	4
Strongly Disagree	1	-	-
Total		220	100

Source: Field Survey, 2016

Table 4.3.10 shows that 90 respondents representing 41% of the sample size strongly agreed that strategic management clarifies the different roles of individuals and groups within the organization and thus reduces the conflict in the implementation of organizational objectives. 70 respondents representing 32% agreed to the assertion 40 respondents representing 18% were undecided. While 20 and no respondents representing 9% and 0% respectively disagreed and disagreed the strategic management clarifies the different roles of individuals and groups within the organization and thus reduces the conflict in the implementation of organizational objectives.

Table 4.3.11: Managers' Creativity in the Implementation of Organizational Goals and Organizational Goals and Objectives

Responses	Normal Scale	Frequency	Percentage (%)
Strongly Agreed	5	128	58
Agreed	4	52	24
Undecided	3	26	12
Disagreed	2	7	3
Strongly Disagree	1	7	3
Total		220	100

Source: Field Survey, 2016

From table 4.3.11 it can be observed that 128 respondents (58%) of the sample size strongly agreed that strategic management motivates to organization's manager be more creative in

the implementation of its goals and objectives. 37 respondents representing 17% agreed to the statement while 26 respondents representing 12% were undecided. 22 and 7 respondents representing 10% and 3% respectively disagreed and strongly disagreed to the statement that strategic management motivates to organization of its goals and objectives.

Table 4.3.12: Managers' Commitment to the Implementation of Organizational Goals and Objectives

Responses	Normal Scale	Frequency	Percentage (%)
Strongly Agreed	5	143	65
Agreed	4	53	24
Undecided	3	15	7
Disagreed	2	9	4
Strongly Disagree	1	-	-
Total		220	100

Source: Field Survey, 2016

From table 4.3.12 it would be observed that 143 and 53 respondents representing 65% and 24% respectively strongly agreed and agreed to the statement. 15 respondents representing 7% of the sample size were undecided and 9 respondents representing 4% disagreed to the statement. While none of the respondents strongly disagreed that strategic management ensures that managers are committed to the implementation of organizational goals and objectives.

Table 4.3.13 Structural Adjustment and Strategy Implementation

Responses	Normal Scale	Frequency	Percentage (%)
Strongly Agreed	5	124	56
Agreed	4	61	28
Undecided	3	22	10
Disagreed	2	5	2
Strongly Disagree	1	8	4
Total		220	100

Source: Field Survey, 2016

Table 4.3.13 shows those 124 respondents and 61 respondents representing 56% and 28% respectively strongly agreed and agreed to the statement. 22 respondents (10%) were undecided, while 5 (2%) and 8 (4%) respondents respectively disagreed and strongly disagreed to the assertion that their organization makes some structural adjustments after strategy implementation in order to improve organizational performance.

Table 4.3.14 Building of Strong Teams (Employees)

Responses	Normal Scale	Frequency	Percentage (%)
Strongly Agreed	5	117	53
Agreed	4	31	14
Undecided	3	22	10
Disagreed	2	35	16
Strongly Disagree	1	15	7
Total		220	100

Source: Field Survey, 2016

From the table 4.3.14 we conclude that 117 respondents and 31 respondents representing 53% and 14% respectively strongly agreed and agreed to the statement. 22 respondents (10%) were undecided, while 35 (16%) and 15 (7%) respondents respectively disagreed and strongly disagreed to the assertion that strategic management has resulted in the building of strong teams (employees) for the development of the organization, interact in the planning and implementation process

Table 4.3.15 Employees working towards the same Objective

Responses	Normal Scale	Frequency	Percentage (%)
Strongly Agreed	5	128	58
Agreed	4	66	30
Undecided	3	13	6
Disagreed	2	9	4
Strongly Disagree	1	4	2
Total		220	100

Source: Field Survey, 2016

Table 4.3.15 shows that 128 respondents representing 58% of the total sample size strongly agreed to the statement, 66 respondents representing 30% agreed to the statement. 13 respondents representing 6% were undecided, while 9 and 4 respondents representing 4% and 2% respectively disagreed and strongly disagreed to the assertion that strategic management has ensured that the employees work towards the same objectives.

4.2. RESPONSES TO RESEARCH QUESTIONS

Relationship between Environmental Changes and Strategy Formulation

A hypothesis testing is necessary in order to ascertain the authenticity or negativity of the assumption or claims made by the researcher before the actual investigation was carried out. Hypothesis 1 was tested with Chi Square (X²) and a hypothesis 2 and 3 was tested with Pearson's coefficient of correlation.

H₀₁: there is a significant relationship between environmental changes and strategy formulation.

Question/Preposition 7, 8, 9 and 10 will be used in testing the hypotheses.

Question 7: When the business environment changes, does your organization respond to these changes by formulating appropriate strategies?

Proposition 8: Strategic management enables your organization to think of how the expectations of stakeholders will affect its performance

Proposition 9: strategic management enables your organization to think of possible and probable environmental and technological changes and thereby forestall crisis.

Proposition 10: Strategic management enables your organization to more forward looking and to think about the organization in terms of the future.

Responses	Normal Scale	Frequency Quest. 7	Frequency Quest. 8	Frequency Quest. 9	Frequency Quest. 10	Total
SA	5	132	134	97	137	500
A	4	53	57	68	70	248
UD	3	22	16	33	9	80

D	2	9	9	13	2	33
SD	1	4	4	9	2	19
TOTAL		220	220	220	220	880

Source: Field Survey, 2016.

ANALYSIS OF THE TABLE: Since Chi-Square (X^2) test tool will be used, it used it will accommodate even the peason's correlation coefficient.

The formula for Chi-Square (X^2) is $(Of-Ef)^2/Ef$.

Where Ef = Expected frequency $(Ef) = \frac{Rt \times CT}{GT}$

RT=Row

CT=Column Total

GT=Grand Total and Of =Observed frequency $(Of) = \frac{Rt \times CT}{GT}$

$$SA = \frac{500 \times 220}{800} = 125$$

$$SA = \frac{248 \times 220}{800} = 62$$

$$A = \frac{80 \times 220}{880} = 20$$

$$A = \frac{80 \times 220}{880} = 20$$

$$UD = \frac{80 \times 220}{880} = 20$$

$$D = \frac{80 \times 220}{880} = 20$$

$$SD = \frac{80 \times 220}{880} = 20$$

Table .4.4.2 Tabular Calculation of Hypothesis 1

Of	Ef	Of-Ef	(Of-Ef) ²	$\frac{(Of-Ef)^2}{Of}$
132	125	7	49	0.39
53	62	-9	81	1.31
22	20	-2	4	0.20
9	8.25	-0.75	0.56	0.17
4	4.75	0.75	0.56	0.12
134	125	9	81	0.65
57	62	-5	25	0.40
16	20	-4	16	0.80
9	8.25	1.25	1.56	0.19
4	4.75	0.75	0.56	0.12
97	125	-28	784	6.27
68	62	6	36	0.58
33	20	13	169	8.45
13	8.25	4.75	22.56	2.73
9	4.75	4.25	18.06	3.80
137	125	12	144	1.15
70	62	8	64	1.03
9	20	-11	121	6.05
2	8.25	-6.25	39.06	4.75
2	4.75	-2.75	7.56	1.56
				40.63

Source Field Survey, 2016.

The Component $\chi^2 = 40.63$

CRITICAL VALUE (CV)

Degree of Freedom (df) =(r-I) (c-I)

$$= (4-1) (5-1) = 12$$

Level of significance (alpha a) = 0.05

The tabulated χ^2 (Critical value)

$$=12 \text{ df} \longrightarrow 0.05=18.55$$

DECISION: Since Tabulated χ^2 : 40.63 is greater than the χ^2 calculated 18.55. We reject the null hypothesis (Ho1). Hence, from the available data we concluded that there is great

significant relationship between environmental data we concluded that there is a significant relationship between environmental changes and strategy formulation

4.2.1 Relationship between Environmental Changes and Structural Adjustment

H₀₂: There is no significant relationship between environmental changes and structural adjustment:

Question/Preposition 11, 12 13 and 14 will be used in testing hypothesis

Question 11. When your organization has implemented the strategies due to environmental changes, it also make some structural adjustment.

Proposition 12: Strategic management clarifies the different role of individuals and group within the organization and thus reduces conflict in the implementation of organizational objectives.

Proposition 13: strategic management motives the organization's managers of be creative in the implementation of its goals and objective.

Proposition 14: Strategic management ensures that the managers are committed to the implementation of the organizations goal and objectives.

Responses	Normal Scale	Frequency Quest. 11	Frequency Quest. 12	Frequency Quest. 13	Frequency Quest. 14
SA	5	143	90	128	147
A	4	64	81	52	53
UD	3	13	40	26	15
D	2	-	9	7	9
SD	1	-	-	-	-
TOTAL		220	220	220	220

Source: Field Survey, 2016

ANALYSIS OF TABLE: To apply the Pearson's r, the responses is further grouped in to (X) strongly Agreed and (Y) Disagreed and strongly disagreed sides. The mid-point (undecided) is neither here nor there, that is, it assumes zero (0) coefficient:

this gives us the table below, which is used for testing hypothesis 2.

Table 4.5.2: tabular calculations of hypothesis 2

No.	X	Y	XY	X ²	Y ²
1.	143	-	0	20449	0
2.	64	-	0	4096	0
3.	90	9	810	8100	81
4.	81	-	0	6561	0
5.	128	7	896	16384	49
6.	52	7	364	2704	49
7.	143	9	1287	20449	81
8.	53	-	0	2809	0
TOTAL	754	32	3357	81552	260

Source: Field Survey, 2016

This indicates that there is a high correlation between X and Y. using the six-step hypotheses testing procedure, we have:

STEP 1: One-tail test is used

∴ $H_0 = P - O$

$H_1 = P < O$

STEP 2: Appropriate degree of freedom is

$t = r$

STEP 3: An $\alpha = 0.05$ is selected as the significant level having 95% confidence level.

STEP 4: 0.05 for $(n-2) = 8 - 2 = 6$ from the t table is 1.94

∴ Critical value = 1.94

STEP 5: Since the sample test statistics, $t = 1.89$ is less than the critical value, $t = 1.94$, the researcher rejects the null hypothesis. Based on the sample evidence, the test has proved statistically that there is a significant relationship between environmental changes and structural adjustment.

4.2.2 Relationship between Strategy Formulation and Structural Adjustment

H_{03} : There is no significant relationship between strategy formulation and structural adjustment.

Question/Preposition 15, 16, 17 and 18 will be used in testing the hypothesis.

Question 15: does your organization make some structural adjustments after strategy implementation in order to improve organizational performance?

Proposition 16: Strategic management has resulted in the building of strong teams

(employees) for the development of the organization as different levels of people who has a stake in the development of the organization, interact in the planning and implementation process.

Preposition 17: strategic management has ensured that the employees work towards the same objectives.

Table 4.6.1: Observed Data from Question 15, 16, and 17

Responses	Normal Scale	Frequenc y Quest. 15	Frequenc y Quest. 16	Frequenc y Quest. 17
SA	5	124	117	128
A	4	61	31	66
UD	3	22	22	13
D	2	5	35	9
SD	1	8	15	4
TOTAL		220	220	220

Source: Field Survey, 2016.

ANALYSIS OF TABLE: To apply the Pearson's r, the responses is further grouped into (X) strongly Agreed and Agreed, and (Y) Disagreed and strongly disagreed sides. The mid-point (undecided) is neither here nor there, that is, it assumes zero (0) coefficient.

This gives us the table below, which is used for testing hypothesis 2

Table 4.6.2: Tabular Calculations of Hypothesis 3

No.	X	Y	XY	X ²	Y ²
1.	124	5	620	15376	25
2.	61	8	488	3721	64
3.	117	35	810	13689	1225
4.	31	15	4095	961	75
5.	128	9	1152	16384	81
6.	66	4	264	4356	16
TOTAL	527	76	7429	54487	1486

Source: Field Survey, 2015.

$$r = \frac{4522}{$$

$$9413$$

$$r = 0.48$$

This indicates that there is a high correlation between X and Y. Using the six-step hypotheses testing procedure, we have:

DECISION RULE:

Reject H_0 if it is $<$ critical value. Otherwise accept H_0

STEP 1: One-tail test is used

$$\therefore H_0 = P - O$$

$$H_1 = P < O$$

STEP 2: Appropriate degree of freedom is

$$t = r$$

STEP 3: An $\alpha = 0.05$ is selected as the significant level having 95% confidence level.

STEP 4: 0.05 for $(n-2) = 6 - 2 = 4$

From the t table is 2.13

$$\therefore \text{Critical value} = 2.13$$

$$t = 0.48 \times 5.2$$

$$t = 2.50$$

STEP 6: Since the sample test statistics, $t=2.50$ is greater the critical value, $t=2.13$, the researcher accept the null hypotheses. Based on the sample evidence, the test has proved statistically that there is no significant relationship between strategy formulation and structural adjustment.

4.3. TESTING OF HYPOTHESES

Relationship between Environmental Changes and Strategy Formulation

A hypothesis testing is necessary in order to ascertain the authenticity or negativity of the assumption or claims made by the researcher before the actual investigation was carried out. Hypothesis 1 was tested with Chi Square (X^2) and a hypothesis 2 and 3 was tested with Pearson's coefficient of correlation.

H₀₁: there is a significant relationship between environmental changes and strategy formulation.

DECISION: Since Tabulated χ^2 : 40.63 is greater than the χ^2 calculated 18.55. We reject the null hypothesis (H_{01}). Hence, from the available data we concluded that there is great

significant relationship between environmental data we concluded that there is a significant relationship between environmental changes and strategy formulation

Relationship between Environmental Changes and Structural Adjustment

H₀2: There is no significant relationship between environmental changes and structural adjustment:

CHAPTER FIVE

SUMMARY FINDING, SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 SUMMARY OF FINDINGS:

The following findings were made from the research:

There exists a relationship between changes and strategy formulation. Organization aspire to achieve strategic flexibility, a term often used by executives to refer to a firm's capability to be responsive to its external environment (Hamel and Prahalad, 1994 in Sull, 2009). Strategic flexibility has been defined in the literature as an organization's capability to identify major changes in the external environment, to quickly commit resources to new courses of action, and to act promptly when it is time to halt or reverse such resource commitments (Shimizu and Hitt, 2004).

In addition, based on findings the researcher concludes that statistically there is a significant relationship between environmental changes and structural adjustment. The term structure is used to characterize the process of developing and maintaining a system of working relationships among the people of an enterprise and dividing the work that is to be done (Kuriloff and Schollhamer, 1979 in Ugboro, 1990). While there can be no universal structures that can be prescribed to all organizations because of the unique nature of each, it is generally accepted that for any structure to be effective it must reflect and be responsive to the realities of the internal and external environments of the organization (Lawrence and Lorsch, 1967 in Ugboro, 1990).

Furthermore there is a relationship between structural changes and strategy formulation. Bateman and Zenithal identified four major areas of organizational change: strategy, technology, structure, and people. All four areas are related, and companies often must institute changes in the other area when they attempt to change one area. The first area, strategy changes, can take place on a large scale – for example, when a company shifts its

resources to enter a new line of business – or on a small scale – for example, when a company makes productivity improvements in order to reduce costs. There are three basic stages for a company making a strategic change:

- a) Realizing that the current strategy is no longer suitable for the company's situation;
- b) Establishing a vision for the company's future direction; and
- c) Implementing the change and setting up new systems to support it (answers.com)

Also, the building of a capable organization is achieved by selecting the right people and creating the necessary positions for them and having in place the core competencies upon which the implementation will be based, and creating the correct structure to support the strategy (Krabbenhof, 2005).

5.2. SUMMARY

The effectiveness of strategic management can only be measured in terms of the extent to which it influences organizational performance, which affects its survival rate. This research investigated what relationship existed between Strategic Management and organization performance. The main objective of this study is to re-evaluate the management performance relationship in organizations and determine the extent to which Strategic Management affects performance in an organization.

In this study, concentration was given to the responses of the employees, whose decisions and actions can improve or mar the success of the organization. The researcher made use of primary and secondary data, and simple percentages mean and frequency distribution table were the statistical tools employed for analyzing the data collected. The Chi-square (χ^2) and the Pearson's correlation coefficient were used for testing the hypotheses to determine how respondents react to issue concerning strategic management.

The results showed that there is a positive correlation between Strategic Management, the growth and development of companies, the growth and development of companies. The result

also shows that the organization integrates Strategic Management into its operations to improve organizational performance

5.3 CONCLUSION

The following conclusions were drawn from the research:

Strategic management is not a task, but a rather a set of managerial skills that should be used throughout the organization, in a wide variety of functions. The strategy the organization will formulate should reflect environmental analysis, lead to fulfillment of organizational vision, and result in reaching organizational objectives. Environmental analysis will help the organization understand what is happening both inside and outside the organization and to increase the probability that the organizational strategies developed will appropriately reflect the organizational environment. In order to perform an environmental analysis, the organization must thoroughly understand how organizational environments are structured.

Furthermore, structural changes can also occur due to strategic changes—as in the case where a company decides to acquire another business and must integrate it—as well as due to operational changes or changes in managerial style. For example, a company that wished to implement more participate decision making might need to change its hierarchical structure.

Lastly, successful companies are those that focus their efforts strategically. Strategy should be a stretch exercise, not a fit exercise. To meet and exceed customer satisfaction, the business team needs to follow an overall organizational strategy. A successful strategy adds value for the targeted customers over the long run by consistently meeting their needs better than the competition does.

5. 4. RECOMMENDATIONS

The researcher having discussed the findings and conclusions extensively makes the following recommendations:

- 1) Managers should identify problems the company faces, assigning a level of importance to each one, and assessing the kind of changes needed to solve the problems
- 2) Managers design the desired future state of the organization. This involves picturing the ideal situation for the company after the change is implemented, conveying this vision clearly to everyone involved in the change effort, and designing a means of transition to the new state.
- 3) Managers should implement the change. This involves managing the transition effectively. It might be helpful to draw up a plan, allocate resources, and appoint a key person to take charge of the change process.
- 4) Strategic management needs continuous and sustained supervision and adequate funding in view of its importance.
- 5) Banks should establish a department that would see to the satisfaction of customers' needs, since their sole aim is for customers' satisfaction.

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APPENDIX

Section A: BIO DATA OF RESPONDENTS

Instructions: please, tick () in the box provided where appropriate and for fill the blank spaces where necessary

1. Sex of respondents:

Senior staff ☐

Middle staff ☐

Junior staff ☐

2. Ages of the respondents:

Male ☐

Female ☐

3. Marital Status:

Married ☐

Single ☐

Divorced ☐

4. Educational Qualifications:

PhD ☐

M.Ph/MSc/MBA ☐

NCE/OND/A level

WASSCE/GCE

FSLC

5. Tenure of office in year

Below 5 yrs

5 – 11 yrs

21 – 30 yrs

Section B: GENERAL QUESTIONS

Instruction: Please, tick () in the appropriate option provided.

Keys:

SA = strongly agreed

A = agreed

UD = underlined

D = disagreed

SD = strongly disagree

Department of Administration Business

Faculty of Administrative

Nasarawa State University

P.M.1022, Keffi

Nasarawa State

QUESTIONNAIRE SCHEDULED FOR MEMBER OF OPERATIVES

TOPIC IMPACT OF STRATEGIC MANAGEMENT ON ORGANISATIONAL PERFORMANCE

Dear Respondents,

This study is designed to determine the impact of strategic management on organizational performance.

It is purely for academic purpose for the award of master in Business Administration. Kindly fill blank spaces and or tick the appropriate answer from the multi-choice option produced for each question. Your Answer to the question will be treated confidentially.

Thank you for your anticipated cooperation

Yours faithfully.