

TITLE PAGE

**EFFECT OF STRATEGIC MANAGEMENT ON THE ACHIEVEMENT
OF CORPORATE OBJECTIVES IN NEW NIGERIAN DEVELOPMENT
COMPANY (NNDC), KADUNA**

BY

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DECLARATION

I hereby declare that this project work was conducted by me under the guidance and supervision of **MAL. IBRAHIM MAIKUDI KANKIA** of the Department of Business Administration and Management, Kaduna Polytechnic. All authors whose work has been referred to in this project have been duly acknowledged.

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CERTIFICATION

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DEDICATION

This research work is dedicated to the Almighty Allah

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This research work would not have been recorded in tremendous success, had it not been for the invaluable assistance, advice and moral support I received from various quarters and individuals. I am generally indebted to all those who have contributed either directly or indirectly to the successful completion of the research work in particular and my studies in general.

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ABSTRACT

The study addresses to effect of strategic management on the achievement of corporate objectives in New Nigerian Development Company (NNDC) Kaduna. Development has affected all facet of human endeavour. The environment is fact changing. Management work in a turbulent and dynamic environment; changing consumer attitudes, new legislations and rapid technological changes all act on organizations to cause it to change. Therefore, is to appraise the need for Strategic Management on the attainment of the Corporate Objectives in New Nigeria Development Company (NNDC). The theoretical framework was based on resources-based view theory and dynamic capability theory. The study used primary data inform of questionnaires. The findings shows that Mission, policies and procedures of every organization must be well defined in order to achieve goals and objectives, Internal and external environmental factors must be considered in strategic decision-making, To achieve goals and objectives, NNDC needs to ensure effective strategic management in its operations and Ineffective strategic management has significant negative effect on organizational performance. The study therefore recommends that NNDC should ensure that here is a well-defined mission, policies and procedures that is based on the proposed goals and objectives of the organization, The management of NNDC should recognize the various environmental factors (internal and/or external) in its strategic decision-making, and Appropriate strategy that is capable of enhancing productivity, performance and profitability of NNDC, and ensure its growth, development and continuous existence in the global market should be adopted.

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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

An organizational strategy is deliberated in the pattern of moves and approaches devised by management to produce successful organizational performance. Strategy in effect, is a managerial game plan for running an organization, Armstrong (2009). Managers develop strategies to provide direction and directives on how an organization goes about its business and to achieve target objectives. According to Balkin (2002) without strategies, vision is a dream; there will be no established course to follow, no roadmap to manage by, no coherent actions plan for producing the intended results.

Strategy formulation and implementation are core managerial functions. Developing strategic actions and tactics and executing in such a manner that produces the intended results are the most indicators of a successful management. The ability of the managers to engage in both internal and external environmental analysis is added advantage on the achievement of corporate goals and objectives Barham & Bassam (2001).

According to Armstrong (2009), the task of evaluating performance initiating corrective adjustments is both the end and the beginning of the strategic management cycle. Furthermore, it is always incumbent on management to push for better performance to find ways for continuous improvement on existing strategies, implementations and controls.

Changing external conditions and further impetus to the need for periodic review in company's mission. Performance objectives, strategy and approaches to strategy execution. According to Ogedengbe (2011),

strategy managers must keep abreast of events to detect when changing conditions require a strategic response on the environment. It is wise on management to always read the direction of the winds of change, recognize the impact early enough and take advantage on the developments as they unfold (Ogedengbe, 2011).

However, it is of paramount importance to a world class corporation like the New Nigeria Development Company (NNDC) to employ sound and workable strategy on effective and efficient planning in order to accomplish its predetermined objectives. It is a simple fact that strategic management involves continuous appraisal of the corporation's environment and modifying the corporation's objectives and policies to take advantage of opportunities in the environment. However, it has been found that, the management of New Nigeria Development Company (NNDC) has failed in most of its strategic management policies in the attainment of its corporate objectives because of the management inability to form, implement and execute adequate strategies on planning, most especially on forecasting, thereby making it difficult for the corporation to survive, grow and achieve predetermined objectives.

To this end, it is worth noting that when strategic management is practiced effectively, formulation and implementation of the appropriate level becomes management process that derive the corporation forward.

1.2 STATEMENT OF PROBLEMS

Development has affected all facet of human endeavour. The environment is fact changing. Management work in a turbulent and dynamic environment; changing consumer attitudes, new legislations and rapid technological changes all act on organizations to cause it to change. These of course are serious impediments to the attainment of the

corporate objectives. Hence, the need for more strategic management to address the complexities and challenges of global dynamics. However, the Management of New Nigerian Development Company (NNDC) has failed in most of its strategic Management policies in the attainment of its corporate goals and objectives because of the management inability to form, implement and execute adequate strategies in planning, most especially on forecasting, thereby making it difficult for the corporation to survive, grow and achieve its predetermined objectives.

1.3 OBJECTIVES OF THE STUDY

The General objective for this research work is to appraise the need for Strategic Management on the attainment of the Corporate Objectives in New Nigeria Development Company (NNDC). Other specific objectives however, are to:

- i. To identify the importance of Strategic Management in achieving organizational goals and objectives in NNDC, Kaduna.
- ii. To find out whether adequate interpretation of organization mission, policies and procedures results in the attainment of corporate goals and objectives; NNDC, Kaduna.
- iii. To Examine the internal and external environmental factors are considered in strategic decision making of NNDC, Kaduna.

1.4 RESEARCH QUESTIONS

The following research questions shall be formulated for the purpose of this study;

- i) What is the importance of strategic management in achieving and organizational objectives in NNDC?

ii) How does adequate application of the interpretation of organization mission, policies and procedures result in attainment of corporate objectives in NNDC?

iii) How is strategic management policies of NNDC being affected in internal and external environment?

1.5 SIGNIFICANCE OF THE STUDY

The study will be used to serve as immense benefits to NNDC especially in the area of attaining its corporate objectives by employing good strategic management policies that will enhance an efficient and effective performance. Also, the findings of this study will to serve as benefit to business owners who engage in business for the purpose of making profit in their strategic planning and policy formulation.

Due to adequate review of up-to-date literatures, this study will serve as bank of materials for every researcher who may intend to undergo a study on the subject matter. The study will also produce a reference point for both post and undergraduate students undergoing a study/programmed on the related field of study.

Finally, the study will also serve as one of the requirements for the award of Higher National Diploma (HND) in business Administration and management, Kaduna Polytechnic, Kaduna.

1.6 SCOPE OF THE STUDY

This study will intend to focus more on the topic, that is, the impact of strategic management on the attainment of corporate objectives, with particular reference to NNDC corporate office, Kaduna, which is the organization understudy. Study data and information are for a period of five (5) years, i.e. 2016-2021

1.7 LIMITATIONS OF THE STUDY

A research work of this magnitude cannot be undertaken without one hindrance or the other to its success (Osuala, 2005). This research work, however, is not an exception as it was bedeviled with some certain constraints, among which are highlighted below:

Respondents' responses: It was a very difficult task for the researcher in ensuring that the sampled respondents provide, as candid as possible, opinions that could enable him infer unbiased conclusion and make appropriate recommendations after the conduct of this research work.

Timeframe: The period within which this study was undertaken and completed is very short, coupled with other academic activities like course work, lectures, and even examination all of which the researcher has to play between to ensure success.

Despite all these identified limitations that constraint the researcher in the conduct of this study, he was able to effectively utilize the little available resources e.g., time, finance, etc and ensure that the purpose for the which the research work was undertaken is accomplished.

Access to information: one of the challenges encountered during the course of the research was the difficulty in accessing information needed for the work.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter summarized the information from other authors who have carried out their research in the same field of study. The specific areas covered here are theoretical review, empirical review and the conceptual framework

2.2 ConceptualFramework

This study adopted the following conceptual framework derived from the objectives of the study. The independent variables of the study are strategy management process, coordination of activities, managers' responsibilities and top management commitment while the dependent variable is organizational objectives.

This study sought to establish the extent to which strategy management process influence organizational objectives. In this study effective communication was viewed as a key requirement for effective organizational objectives. Organization strategic management plays an important role in training, knowledge dissemination and learning during the process of strategy implementation. Therefore, effective management should clearly explain the new responsibilities, duties and tasks which will be done by targeted employees. The management should ensure every staff member understands the strategic vision, the strategic themes and what

their role will be in delivering the strategic vision. It is important that all employees are aware of expectations.

Also, this study sought to determine the effect of availability of resources on organizational objectives. Allocating adequate funds and managing the budgets to deliver the company's strategic initiatives is fundamental for the success of any strategy. It is recommended that the strategic initiatives be allocated specific budget alongside capital and operating budgets. This protects strategic expenditure from being re-allocated to short term requirements whilst subjecting strategic initiatives to a rigorous review.

Further, the study sought to establish the relationship between coordination of activities on organizational objectives. The effectiveness of coordination of activities reduces the risks of distractions from competing activities in organization. In addition, key tasks need to be defined in enough detail and information systems be adequate. And lastly, the study sought to establish the influence of top management commitment on organizational objectives. In this study for successful implementation of strategies top level management's commitment to the strategic direction itself is very vital. This is undoubtedly a prerequisite for organizational objectives. Therefore, top managers must demonstrate their willingness to give energy and loyalty to the implementation process.

2.2.1 StrategyImplementation

Azhar (2008) states that strategy implementation is the amplification and understanding of a new strategy within an organization. Such an explanation involves the development of new structures, processes and other organizational alignments. Implementation is a key stage of the strategy process, but one which has been less researched on. Despite this it is generally perceived as a highly significant determinant of

performance. Robin (2014) suggests that well formulated strategies only produce superior performance for the firm when they are successfully implemented. There seems to be widespread agreement in the literature regarding the nature of strategic planning, which includes strategy implementation. It includes presentations of various models showing the organizational characteristics suggested as significant factors for effective strategy implementation. It is also portrayed as a lively process by which companies identify future opportunities (Chiang, Kocabasoglu-Hillmer & Suresh, 2012).

Additionally, the existence of a strategy is an essential condition or precondition for strategy implementation. Implementation is focused by nature and by definition. It cannot be directionless. It is a process defined by its purpose – in this case, the realization of a strategy. Thus, to implement a strategy, there must be a strategy. The strategy may be more or less well- formed, more or less in the process of formation, or even emergent. Unless it is suitably formed to represent a direction or goal, there is nothing to implement; and organizational members will be unable to work towards its realization. As a result, strategic intentions are inextricably linked with, and enable the existence of, strategy implementation. As well, organizations that focus their energy on harvesting the fluid relationship between strategy and implementation will create satisfied customers, employees, and greater profits (Naranjo-Gil & Hartmann, 2006).

2.3 Determinants of Strategy Implementation

It is important for managers to understand and identify the pitfalls and challenges that can occur during the process to improve the effective

implementation. To know which pitfalls can emerge could help to prevent them and can lead to a more proactive approach. During the process the identification is necessary to solve challenges.

2.3.1 Top Management Commitment

The most important factor when implementing a strategy is the top-level management's commitment to the strategic direction itself. This is undoubtedly a prerequisite for strategy implementation. Therefore, top managers must demonstrate their willingness to give energy and loyalty to the implementation process. This demonstrable commitment becomes, at the same time, a positive signal for all the affected organizational members (Russell, 2009).

Aaltonen & Ikåvalko (2011) recognizes the role of middle managers, arguing they are the “key actors” “who have a pivotal role in strategic communication”. Meanwhile, Okumus (2003) talk about middle managers as threatened silent resistors whose role needs to change more towards that of a “coach”, building capabilities, providing support and guidance through the encouragement of entrepreneurial attributes. So, if they are not committed to performing their roles the lower ranks employees will not be provided support and guidance through encouragement of entrepreneurial attributes. In addition to the above, another inhibitor to successful strategy implementation that has been receiving a considerable amount of attention is the impact of an organization's existing management controls and particularly its budgeting systems (Srivannaboon & Milosevic, 2006).

Successful strategic plan implementation requires a large commitment from executives and senior managers. Therefore, planning requirement

which may be done even at departmental levels requires executive support. Executives must lead, support, follow-up and live the results of strategic planning implementation process. According to John (2010) without commitment of senior executives, participants feel fooled and misled. Accordingly, a vision or mission statement along with a year's goals not implemented but kept in a cabinet or computer is a serious source of negativity and poor employee morale. This complements what Russell (2009) claims; that the commitment to the strategic direction is a prerequisite for strategy implementation, so top managers have to show their dedication to the effort. To implement strategy successfully, senior executives must not assume that lower level managers have the same perceptions of the strategic plan and its implementation, its underlying rationale, and its urgency. Instead, they must assume they don't, so executives must persuade employees of the validity of their ideas. This notwithstanding what Negandhi (2009) argues; that upfront commitment by leaders include an adherence to the full and thorough process of strategic planning which must culminate in implementing programs and services and commit availabilities to meet the objectives of the strategic plan at a level that is doable for the organization and the level of activity.

On the other hand, Robinson & Pearce (2009) argues that management spends a lot of time developing mission statement but often gets diverted from the details of developing a set of performance measures. This is because opening a set of performance measures is difficult and often boring work. Thus, executives like to do the big macro thinking but characterized by such work as developing vision statements. They don't like to get down in the trenches and work on the mundane tasks like developing measures and data collection methods. They make speeches about mission and vision and how important they are, and then go out and

ask for short term results.

2.3.2 Strategy Communication Process

Communication aspects should be emphasized in the implementation process. Even though studies point out that communication is a key success factor within strategy implementation (Hanna, 2005), communicating with employees concerning issues related to the strategy implementation is frequently delayed until the changes have already crystallized.

In this context, many organizations are faced with the challenge of lack of institution of a two- way-communication program that permits and solicits questions from employees about issues regarding the formulated strategy (Nydell, 2006). In addition to inability to solicit questions and feedback, lack of communication causes more harm as the employees are not informed about the new requirements, tasks and activities to be performed by the affected employees, and, furthermore, cover the reason behind changed circumstances (Shrader, Taylor & Dalton, 2009).

It is necessary both during and after an organizational change to communicate information about organizational developments to all levels in a timely fashion. The way in which a strategy is presented to employees is of great influence to their acceptance of it. To deal with this critical situation, an integrated communications map should be developed. Such a map is an effective vehicle for focusing the employees' attention on the value of the selected strategy to be implemented (Russell, 2009).

Youssef (2009) examined effects of top management's practices on employee commitment, job satisfaction, and role uncertainty by surveying 862 insurance company workers. Five management practices were analysed: creating and sharing an organizational goal, acting as a role model, encouraging creativeness, providing support for employees, and allowing employee participation in making job-related decisions. The results indicated that there was a strong relationship between top management's actions and employees' attitudes and perceptions.

It is important both during and after an organizational change to communicate information concerning organizational developments to all levels in a timely fashion. However, one may misunderstand communication, or the sharing of information, as engagement the direct dialogue that produces lack of active participants in the process. The way in which a strategy is presented to employees is of great influence to their acceptance of it. To deal with this critical situation, an integrated strategic plan must be developed. Such a plan is an effective vehicle for focusing the employees' attention on the value of the selected strategy to be implemented (Russell, 2009).

2.4 Coordination of Activities in Strategy Implementation

A review of literature on strategy implementation shows evidence of some recurring themes, including coordination which is essential to ensure that people across the organisation know what to do and to ensure that they stay focused on the key targets under the everyday pressures. Strategic control systems provide a mechanism for keeping today's actions in congruence with tomorrow's goals (Finkelstein & Hambrick, 2001).

Drazin & Howard (2014) replicated the work of (Alexander, 2015) in the UK and found that due to lack of coordination in most firms, implementation took more time than originally expected and major problems surfaced in the companies, again showing planning weaknesses. The author found that the effectiveness of coordination of activities as a problem in most of the firms and distractions from competing activities in some cases. In addition key tasks were not defined in enough detail and information systems were inadequate.

More recent articles confirm notable barriers to successful strategy implementation about which there appears to be a degree of accord including Beer & Eisenstat's (2000) who asserts that silent killers of strategy implementation comprise unclear strategic intentions and conflicting priorities and weak co-ordination across functions.

2.4.1 Availability of Resources

Resource insufficiency is another common strategy implementation challenge. This may be as a result of lack of resources which include financial and human or indivisibility of resources. Established organizations may experience changes in the business environment that can make a large part of their resource base redundant resources, which may be unable to free sufficient funds to invest in the new resources that are needed and their cost base will be too high (Johnson & Scholes, 2002).

Noble (2009), noted that despite the vast differences among organizations, most share a common dilemma: Lack of funds limits the quantity and or quality of the important work they do. Unlimited needs chasing limited resources are a fundamental fact of economic life in rich

countries and in poor countries. It affects large international organizations, such as the United Nations, down to the smallest local organization. From rural development agencies to museums, and from health care providers to education and training institutes, managers must often pay as much (if not more) attention to finding funds as they do to using those funds. Public organizations in the energy sector in African states increasingly find that grants and donations are inadequate to meet current program needs, much less to expand program activities. With so many worthy causes that address genuine needs competing for the attention and generosity of the public, even wealthy donors lack the resources needed to fund every worthwhile effort. Furthermore, as populations grow, so do the numbers of vulnerable groups needing assistance from organization (Ansoff,2009).

Aosa, (2012), stated that organizations face rising costs for staff and other program inputs, further straining their limited budgets. Dependence on grants and donations can also inhibit the autonomy of public organizations to choose which program activities to undertake and to select the most effective intervention strategies to achieve program goals to a certain extent, all donors have their own agenda, i.e., their own views as to which problems are important and the best intervention strategies to address these problems. Managers may be compelled to follow the money and allow donors to dictate the scope and direction of their activities, or else receive no funds at all.

Effectiveness of strategy implementation is, at least in part, affected by the quality of people involved in the process (Govindarajan, 2009). Here, quality refers to skills, attitudes, capabilities, experiences and other characteristics of people required by a specific task or position (Peng &

Litteljohn, 2008). Viseras, Baines, & Sweeney (2009) group 36 key success factors into three research categories: people, organization, systems in the manufacturing environment. Their intriguing findings indicate that strategy implementation success depends crucially on the human or people side of project management, and less on organization and systems related factors. Similarly, Harrington (2006) finds that a higher level in total organizational involvement during strategy implementation had positive effects on the level of implementation success, firm profits and overall firm success.

A study by Okumus (2003) found that the main barriers to the implementation of strategies include lack of coordination and support from other levels of management and resistance from lower levels and lack of or poor planning activities. Meldrum & Atkinson (2008) found out a number of implementation pitfalls such as isolation, lack of stakeholder commitment, strategic drift, strategic dilution, strategic isolation, failure to understand progress, initiative fatigue, impatience, and not celebrating success. Sterling (2003) identified reasons why strategies fail as unanticipated market changes; lack of senior management support; effective competitor responses to strategy application of insufficient resources; failure of buy in, understanding, and/or organization system; timeliness and distinctiveness; lack of focus; and bad strategy poorly conceived businessmodels.

Another problem is that many grants and donations carry restrictions on the types of expenses that they may cover. The most common restriction is to cover only direct program costs, but not the cost of support services or other overhead costs incurred by organizations. The organizations must contribute to these costs on their own, or at least cover an increasing

share of these costs over time. Thus we see that today's managers face an increasing need for their organizations services, increasing costs for providing those services, and an increasingly competitive and restrictive environment for obtaining funds through grants and donations.

2.5 Empirical Framework

Umar (2005) explored the impact of strategic management as a tool of achieving an effective and efficient merger and acquisition at Nestle and Lever Brothers PLC. Based on the findings of the study, it was study concluded that strategic management played a very important role in the success, growth and survival of the company, particularly where merger was concerned. Adeyemi (2012) discovered that there is a positive correlation between strategic management and organizational performance in some selected Nigeria banks. Dauda, Akingbade and Akinlabi (2010) examined the influence of strategic management on corporate performance in selected small scale enterprises in Lagos Metropolis, Nigeria. Their findings revealed that strategic management practices enhance both organizational profitability and company market share and it was concluded that strategic management practices enhance both organizational profitability and company market share and therefore suggest that strategic planning concepts should be adopted by business organizations. Fibresima and Abdul Rani (2013) examined the impact of strategic management on business success in Nigeria. The study concluded that strategic management was found to be positively related to corporate success, and strategic management practices improve business success.

Gichunge (2007) examined the effect of formal strategic management on organizational performance of medium sized manufacturing enterprises in

Nairobi, Kenya. One of his key findings is that competition influences adoption of formal strategic management, this is even as it was discovered that organizations with formal strategic management performed better than those without formal strategic management. Singh (2005) in his studies examined the impact of strategic planning process variation on superior organizational performance in non-profit human service organizations providing mental health services. The major finding of this study was that strategic planning is highly correlated with superior organizational performance. Askarany and Yazdifar (2012) in their studies investigated the diffusion of six proposed strategic management tools of the past few decades through the lens of organizational change theory, examined the relationship between the adoption of these techniques and organizational performance in both manufacturing and non-manufacturing organizations in New Zealand. The results and findings showed a significant association between the diffusion of these relatively new strategic management tools and organizational performance.

Owolabi and Makinde (2012) studied the effects of strategic planning on corporate performance using Babcock University, Nigeria as the case study. The results of the hypotheses revealed that there was a significant positive correlation between strategic planning and corporate performance. Muogbo (2013) explored the impact of strategic management on organizational growth and development of selected manufacturing firms in Anambra State in Nigerian. Results from the analysis indicated that the adoption of strategic management has significant effect on competitiveness and significant effect on employee's performance and has significantly increased organizational productivity. Andrews et al. (2006) examined the relationship between strategy and

organizational performance in a multivariate model that also controls for external constraints. Their measures of prospecting, defending, and reacting were 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.

2.6 Strategy Implementation and Organizational objectives

Strategy implementation is an important component of the strategic planning process (Pride & Ferrell, 2003). This is because implementation turns the strategies and plans into actions to accomplish organizational objectives. Kotler *et al* (2011) asserts that implementation addresses the who, where, when and how to carry out the organizational activities so as to attain better results. Strategy implementation is a double edge sword that simultaneously generates expected performance and unexpected performance loss (Brown, 2005). When the unexpected performance loss dominates the expected performance gain change becomes ineffective. Strategy implementation gives equivocal effects of change that are either positive or negative.

David (2012) asserts that both managers and employees should be involved in the implementation decision and adequate communication between all parties should be maintained. There are some elements that require consideration during the implementation process they include: annual objectives, policies, resource allocation, management of conflict, organization structure, managing resistance to change, and organizational culture (David 2012). Kaplan & Norton (2004) argued that strategy implementation has a distinct relationship with various organizational elements like performance. They further endorsed that there is a positive

association between strategic consensus and firm performance.

In policy development during the implementation process, methods, procedures, rules forms and administrative practices are established to attain the desired objectives. Strategies implemented within an organization ought to support the culture associated with the firm to enhance organizational objectives (David 2003). The proposed strategy should preserve, emphasize, and enhance the culture, in accordance with the culture supporting the proposed strategy. Therefore, strategies to be implemented must be consistent with organizational culture to realize the desired organizational objectives results.

Conflict management plays an integral role within the implementation process. The human element of strategic implementation plays a key role in successful implementation and involves both managers and employees of the organization (David 2003). Both parties should directly participate in implementation. Organization performance is influenced by the human element of strategic implementation. Through providing performance incentives to employees during the implementation phase, it is suggested by David (2003) that organizational objectives will be positively influenced. The organizational relations to its external environment are dependent on strategic decisions. Such decisions have a direct influence on the administrative and operational activities and are vitally important to long-term health of an organization. According to Schermerhorn (2009), strategies must be well formulated and implemented in order to attain organizational objectives. Therefore, the ability of strategy to lead a firm to success in performance starts way before implementation; during formulation.

Organizational objectives has been conceptualized using both financial

and non-financial measures from objective and perceptual sources. Objective measures included secondary sources of financial measures like return on assets, return on investments and profit growth. These measures are useful for single industry studies because of the uniformity in measurement across all organizations in the category. There is no single measure for the performance of an organization; however Zou & Stan (2010) proposed seven categories to measure performance based on a review of empirical literature. These financial measures include; sales, profits and growth measures. Non-financial measures are perceived success, satisfaction and goal achievement. Financial measures are more precise as compared to the non-financial measures.

Strategy implementation is critical in that it simultaneously generates the expected performance gain of the organization as well as unexpected performance loss. Change becomes ineffective when the latter supersedes the former therefore destabilizing the organization structure. Organizations may fail to maximize the performance benefits of strategic change due to failure of detecting presence of performance loss. A study by Noblet & Roddwell (2009), indicated that there positive relationship between a market orientation and a performance outcome is weaker in service organizations than in manufacturing firms. This is because there is a challenge of executing change at customer service interfaces. David (2003) asserts that both managers and employees should be involved in the implementation decisions.

According to McKiernan & Morris (2009), companies realize 63% of the financial performance promised by their strategies. Kaplan & Norton (2004), attribute this strategy to performance gap in that 95% of the employees are not aware or rather do not understand their company's strategy. Michael (2007) asserts that 66% of corporate strategy is never

implemented. The implication is that the problem lies somewhere in the middle of this strategy to performance gap with a more likely source of being a gap in the formulation to implantation process. Employees who lack knowledge about the strategy of the company are less likely to implement it properly causing poor financial performance.

Rusell (2009) further argues that the habitual mode of poor strategy execution then shapes the next round of strategy formulation, this weakens the strategy formulated subsequently. Overall neglect of strategy implementation leads to poor performance both in the current execution and suture strategy formulation processes. If not caught in time, an endless formulation implementation performance cycle continues leading to subsequent attempts at implementing a mistaken strategy. In such scenario, it is hard to tell if weak performance is due to good implementation of a bad strategy or the result of poor implementation of a good strategy (Rowold, 2011).

2.7 Effect of Strategic Management on Organizational Objectives

It is conceptualized that firms that have effectively embraced strategic planning, record better performance compared to those that have not. David (2017) argues that firms record improved performance once they effectively embrace strategic planning. Carrying out the various steps in the Strategic Management process is expected to facilitate the realization of organizational effectiveness. By defining company's purpose and goals, Strategic Management provides direction to the organization and enhances coordination and control of organization activities. The linkage between Strategic Management and organizational performance needs analysis to get a better understanding how Strategic Management is

applied in practice and will improve organizational performance. Strategic Management often falls due to problems or barriers encountered at the implementation stage. Mixed evidence about the relationship between Strategic Management and organizational performance makes the debate about its effectiveness as a tool of Strategic management an ongoing one (Wagner, 2019).

Bryson (2018) argue that Strategic Management assists in providing direction so organization members know where the organization is heading to and where to expend their major efforts. It guides defining the business the firm is in, the ends it seeks and the means it will use to accomplish those ends. The process of Strategic management shapes a company's strategy choice through the use of systematic, logical and rational approach. It reveals and clarifies future opportunities and threats and provides a framework for decision making. Strategic Management looks ahead towards desired goals. Strategic plan defines performance to be measured, while performance measurement provides feedback against the planed target (Dusenbury, 2018).

Strategic Management applies a system approach by looking at a company as a system composed of subsystems. It permits managers to look at the organization as a whole and the interrelationships of parts. It provides a framework for coordination and control of organization's activities, decision-making throughout the company and forces the setting of objectives, which provides a basis for measuring performance (Arasa and K'Ohonyo, 2019). Thompson, Strickland and Gamble (2018) postulate that the essence of good strategy making is to build a strong enough market position and an organization capable to produce successful performance despite unforeseeable events. potent competitive and internal difficulties.

2.8 Theoretical Framework

This study was guided by the following theories: Resource Based View Theory and Dynamic Capabilities Theory.

2.8.1 Resource Based View Theory

The resource-based view (RBV) of Wernerfelt (1984) suggests that competitiveness can be achieved by innovatively delivering superior value to customer. The theory emphasizes the firm's resources as the fundamental determinants of competitive advantage and performance. It adopts two assumptions in analysing sources of competitive advantage. First, this model assumes that firms within an industry (or within a strategic group) may be heterogeneous with respect to the bundle of resources that they control. Second, it assumes that resource heterogeneity may persist over time because the resources used to implement firms' strategies are not perfectly mobile across firms (i.e., some of the resources cannot be traded in factor markets and are difficult to accumulate and imitate).

Resource heterogeneity (or uniqueness) is considered a necessary condition for a resource bundle to contribute to a competitive advantage. If all firms in a market have the same stock of resources, no strategy is available to one firm that would not also be available to all other firms in the market (Cool, Almeida Costa and Dierickx (2002)). RBV is an efficiency-based explanation of performance differences in various organizations. Peteraf & Barney (2003) stated that the performance differentials are viewed as being derived from differentials attributable to resources having intrinsically different levels of efficiency in the sense that they enable the firms to deliver greater benefits to their customers for a given

cost or can deliver the same benefit levels for a lower cost. The assumed heterogeneity and immobility are however not sufficient conditions for sustained competitive advantage.

According to Resource Based Theory resources are inputs into a firm's production process and can be classified into three categories as; physical capital, human capital and organizational capital (Currie, 2009). A capability is a capacity for a set of resources to perform a stretch task of an activity. Each organization is a collection of unique resources and capabilities that provides the basis for its strategy and the primary source of its returns. Thus, differences in firm's performances across time are driven primarily by their unique resources and capabilities rather than by an industry's structural characteristics (Currie, 2009).

Strategy is a major channel of connections between the competitive environment and resources. On the one hand, strategy acts as a fulcrum in the deployment of firm resources in the competitive environment (Harris & Ruefli, 2000), with the aim to generate sustained competitive advantage. In particular, firms constantly take offensive and defensive strategic actions vis-à-vis competitors (Baum & Korn, 1996) thus modifying the competitive environment. On the other hand, strategy is dependent on and constrained by the controlled resources and strategy coordinates the development and protection of existing resources and the creation or acquisition of new resources, taking into account the competitive environment.

2.8.2 Dynamic Capabilities View Theory

Dynamic capabilities theory proposed by Teece and Pisano (1994) is the extension from resource-based view (RBV) of the firm (Barney, 1986,

1991). Based on the RBV, firm in the similar industry perform differently because they have different kind of resources and capabilities (Barney, 1986, 1991; Peretaf, 1993) whereby RBV is considered as static in nature and insufficient to explain the competitive advantage of the firm in changing market environment (Priem & Butler, 2001).

Additionally, the resource based view of the firm is looking at the unique, rare and imitable resources that the firm has that created competitive advantage and firm growth (Barney, 2006) however, the process of maintaining competitive advantage is limitless and it is the dynamic process (Hung, Yang, Lien, McLean, & Kuo, 2010), hence scholars has proposed that in order for the firm to remain competitive in the market, the firm need to develop specific capabilities and continuous learning (Argyris & Schon, 2008; Hammer, 2001; Jashapara, 2003; Senge, 2000; Zott, 2003) which is from dynamic capabilities point of view especially in the new or changing market environment (Wilden, Gudergan, Nielsen, & Lings, 2013). The lack of dynamic capabilities will prohibit the firm to maintain their competitive advantage especially in the changing environment (Gnizy, Baker, & Grinstein, 2014). The application of dynamic capabilities in the past literature has shown an increasing interest by the scholars since the foundation of international ambidexterity literature (Hsu, Lien, & Chen, 2013; Luo, 2002; Luo & Rui, 2009; Prange & Verdier, 2011) which explain ambidexterity as the firm capability to respond to the environmental complexity and

international experience in the field of international business (Hsu et al., 2013).

The definition of dynamic capabilities as define by Teece, Pisano, and Shuen (2007) is the ability of the firm to combine, develop and reconfigure external and internal expertise in order to respond to speedily

changing environment. Previous research has provide significant definition on dynamic capabilities. Eisenhardt and Martin (2000) define dynamic capabilities as the process of use resource to create new resource that can create market change. Market is changing when the market is evolve, emerge, split or even die. Apart from that, dynamic capabilities is the results of the alteration of resources that been acquire, integrated and recombine that develop new creation of strategies (Grant, 2006b; Pisano, 2004). Hence, dynamic capabilities is the factor of the creation of new sources of competitive advantage (Henderson & Cocburn, 2004; Teece et al., 2007). Previous researcher perceived dynamic capabilities as the way on how to solve inflexibility in capabilities (Schreyogg & Kliesch-Eberl, 2007), how to utilize and make use of the knowledge (Easterby-Smith & Prieto, 2008) and some even agreed that dynamic capabilities can explain how firms respond to change (Newey & Zahra, 2009) especially from the environmental context.

The relationship between dynamic capabilities and organizational objectives has indicate a positive relationship based on empirical studies (Hung et al., 2010). For example, Danneels (2002) conducted a study on five high-

tech firms and found that product innovation capabilities increase the firm competencies and performance. Apart from that, Zott (2003) identified how the different dynamic capabilities of the firm can influence the performance and the study further identified that even in small different of dynamic capabilities between the firm, it can create significantly divergence in firm performance. From international business perspective, Luo (2000) discovered that the exploitation of dynamic capabilities can increase the firm expansion in international market and simultaneously increase firm performance.

Early proposition of dynamic capabilities stating that it has a direct

relationship with firm's performance (Teece et al., 2007). Additionally, Zollo and Winter (2002) defined a direct relationship between firm performance and dynamic capabilities and emphasized that if the firm has no dynamic capability in the changing environment, the superiority and the survival of the firm will remain temporary. This has been supported by Teece (2007) whereby the development of dynamic capabilities is to identify the sources of firm's competitive advantage at the enterprise-level and it is determined by the firm's success or failure.

On the other hand, other researchers debated on the direct link between dynamic capabilities and firm performance. For instance, Eisenhardt and Martin (2000) argue that dynamic capabilities alone do not guarantee the firm's competitive advantage, but the arrangement and the positioning of the firm's resources created by dynamic capabilities is more skillful than competition. This is also supported by Zott (2003) mentioned that modification and the alteration of the firm's resources through dynamic capabilities influence the firm performance and not the dynamic capabilities stand alone. Additionally, Eisenhardt and Martin (2000) proposed that the firm that has dynamic capabilities will have an advantage towards their competitor who does not have that capabilities while Zott claims that the firm that has distinguished dynamic capabilities may develop different kinds of resources and as a result produces differentiated performance levels.

Apart from that, it is important to know that dynamic capabilities is not the same as specific capabilities such as supply chain, R&D and marketing (Gnizy et al., 2014), in fact this dynamic capabilities is served as a medium to explore resources and capabilities that are required to remain competitive especially in the changing market environment (Wilden et

al., 2013). Dynamic capabilities also has been associated with tacit organizational elements such as routines, processes, managerial, cognition and knowledge (Easterby-Smith, Lyles, & Peteraf, 2009) and also adaptive, absorptive and innovative capability (Grant, 2006; Pisano, 2004; Wang & Ahmed, 2007).

Dynamic capabilities also has been a focus area especially in the field of strategic management (Barreto, 2010) and the firm success is not only depend on the resources and capabilities that the firm has, but most importantly on how the firm adjust themselves with the market they operated (Rua, Franca, & Fernandez Ortiz, 2018). It is important to note that dynamic capabilities is not separated from resource-based view, however it is another important element in explaining competitive advantage especially in the changing environment (Ambrosini & Bowman, 2009; Barreto, 2010; Eisenhardt & Martin, 2000; Wang & Ahmed, 2007). Additionally, in the turbulence and fast growing market, the firm resources must be dynamic and the managers need to know how to adjust the strategy with the environment in order to create new skills that can meet the dynamic of the market (Monteiro, Soares, & Rua, 2017).

The trend of research especially in the field of export has begun since year 1958 and the assessment of export research done by Chabowski et al. (2018) indicated four general trends. The first trend of export research from year 1958 until 1992 is focus on pre-export activity and export

behavior. The second trend started from year 1993 until 2002 focus on the knowledge development and internationalization. The third trend on the export research is focus on the export management, strategy and performance from year 2003 until 2012 and the fourth trend which is the latest and current trend on export research is

focus on dynamic capability as the area of concern in export research from year 2013 until 2016.

This study was supported by Chabowski study on the assessment on export research in current trend which is dynamic capability. In international business studies, the theory of dynamic capability has been previously used to determine the international experience and ownership strategy relationship as dynamic capability (Tang & Gudergan, 2018). Apart from that, Xu, Guo, Zhang, and Dang (2018) identified another component of dynamic capabilities which is dynamic marketing capabilities from the perspective of inter-organizational relationship and entrepreneurial orientation factors and the study explores the dynamic marketing capabilities in domestic versus overseas market. The implementation of dynamic capabilities from the international business perspective also can be used to develop a model of export capabilities such as adaptability, innovativeness, unpredictability and task-flexibility in order to achieve competitive advantage and export performance (Efrat, Hughes, Nemkova, Souchon, & Sy-Changco, 2018). The exploration of dynamic capabilities also has been used not only for the study of export, but also another mode of entry which is franchisee (El Akremi, Perrigot, & Piot-Lepetit, 2015) and international new ventures (Oxtorp, 2014) as well as born-global firm in determining dynamic capabilities emerged as a result of a mix of experiential and deliberate learning process in changing domestic and international business environments (Kumar & Yakhlef, 2014). Knowledge (Dong, Yu, & Zhang, 2016; Maes & Sels, 2013; Nonaka, Hirose, & Takeda, 2016) and entrepreneurial capabilities (Andersson & Evers, 2015; Bouncken, Lehmann, & Fellnhofer, 2016; Fitz-Koch & Nordqvist,

2017; Lanza & Passarelli, 2014; Swoboda & Olejnik, 2016) also has been extensively studied from the perspective of dynamic capability from international business context which indicates that the theory of dynamic capabilities has received extensive attention from the scholars especially in the field of international business.

2.9 Summary of the Chapter

This chapter talked about the review of literature which spans across the introduction of the chapter, the conceptual framework which includes: strategy implementation, determinants of strategy implementation (Top Management commitment, strategy communication process), Coordination of activities in strategy implementation which is availability of resources. The Empirical framework which talks about the related research work/ studies that are related to this particular study. It also reviewed the relationship between strategic implementation and organizational objectives and the effect of strategic management on organizational objectives. The theory that guided this study is Resources based view theory and Dynamic Capabilities View Theory.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The effectiveness of every research work, according to Osuala (2009), lies mostly on the various methods and approaches employed by the researcher in the conduct of the study. In view of this this chapter contains detailed information regarding the various methods and approaches employed by the researcher for the purpose of this study. The contents of this chapter, however, include: the research design; area of study, population of the study; sample size and sampling technique; instrument for data collection; validity and reliability of instrument, and method of data presentation and analysis.

3.2 Research Design

The researcher employed the use of survey research design in the conduct of this study. The design will use various survey research tools such as questionnaire, personal interview, etc. capable of researcher with adequate and reliable needed data. It however, enables the researcher cover as much as necessary large portion of the research population and have access to adequate opinions, suggestions, ideas and different discoveries on the research topic.

3.3 Area of the Study

The NNDC headquarters in Kaduna with four identical towers located along Ahmed Talib House, 18/19 Ahmadu Bello Way, Kaduna, Kaduna State is the area of study to be used for the purpose of this research work.

3.4 Population of the Study

The population of this study consists of all the employees of NNDC, Kaduna. The population of the staff comprises of Top management, Middle management, Lower management and other workers which stood at 345 workers. This serves as the total population of the study although 230 was used as the sample size.

3.5 Sample Size and Sampling Technique

For the purpose of this study, a sample size of 230 was used. This will adopt Krejcie and Morgan Table for Determination of sampling size. The simple random sampling will be use to select the staff. Simple random sampling is the method of sampling selection in which each possible sample combination has an equal chance or probability of occurrence and each person in the population stands an equal chance of being selected in the sample. Also, this was highly dependent on the fact that most of the staff were reluctant in providing feedbacks as most of Questionnaire were not returned

3.6 Instruments for Data Collection

The researcher used of structured questionnaire that allows for gradual response. The questionnaire was designed was using Likert's scale rating of five (5) points ranging from 5 — 1 with a degree of Strongly Agree (SA), Agree (A), Undecided (UD), Disagree (0), and Strongly Disagree (SD) respectively. The choice of this method is because it is less cumbersome and non-complex in nature. It allows respondents to choose from options with a degree of agreeing to the statement or disagree as the case may be. Also, they are easy to administer and help keep the

respondent's mind fixed to the subject and facilitate the process of tabulation and scientific generalizations.

3.7 Validity and Reliability of Instruments

The questionnaire formulated for the purpose of this research work was presented to the project supervisor (Mal. Ibrahim Maikudi Kankia) for validation, on which immeasurable comments and observations were made and necessary corrections based on the supervisor's observation were effected on the questionnaire before being administered to the respondents.

3.8 Method of Data Presentation and Analysis

The data collected are presented in tables of frequency showing the different values of random variables together with their associated or corresponding frequencies; while the analysis is based on the use of Mean Score (x) to ascertain the degree of agreement and disagreement of each statement/variable. The mean statistical method was made possible with the Likert's Rating Scale of 5-1,i,e;

SA	Strongly Agreed	5
A	Agreed	4
UD	Undecided	3
D	Disagree	2
SA	Strongly Disagree	1

With this method, survey statements are either accepted (agreed) or rejected (disagreed) with cut-off point of 3.00. The formula for mean score is as follows:

$$\text{Mean } (\bar{x}) = \frac{\sum fx}{\sum f}$$

where; f = frequency x = rating points fx = Total frequency

Σ = Summation

$$\frac{5+4+3+2+1}{5} \frac{15}{5} = 3.0$$

Decision Criteria

4.5-5.0	Strongly Agreed
3.5-4.44	Agreed
2.5-3.44	Disagreed
1.5-2.49	Disagreed
0.5-1.44	Strongly Disagreed

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

Having collected necessary data with the use of questionnaire from the research respondents, the study in this chapter presents and analysis data collected and also discusses the results there-from in order to provide appropriate response to the earlier developed research questions and make appropriate inference of relevant information necessary to achieve the objectives for which the study was undertaken. This chapter contains the presentation and analysis of data, as well as discussion of research findings. Of the total 230 questionnaires administered only 150 (65%) were fully completed and returned back to the researcher.

4.2 Characteristic of Respondents

Table 1: Sex

Options	Frequency	Percentage (%)
Male	92	61.3
Female	58	38.3
Total	150	100.0

Source: Field Survey, 2021.

The table above demonstrates the sex distribution of the study's respondents i.e the sampled staff of NNDC headquarters Kaduna. Where it was shown that

male respondents constitutes 61.3% (92 staff) and the female respondents constitutes 38.7 (58 staff). This is however indicates that the male respondents are more than the females respondents.

Table 2: Respondents' level

Options	Frequency	Percentage (%)
Top management	8	5.3
Middle management	30	20.0
Lower level management	49	32.7
Other staff	63	42.0
Total	150	100.0

Source: Field Survey, 2021

From the table above, it shows that 5.3% (8) respondents are top management staff i.e those responsible for strategic planning, 20.0% (30) are middle level management which includes those for the partly strategic and partly tactical planning, while 32.7% (49) are lower level management staff responsible for operational planning and the remaining 63 (42.0%) respondents are staff other than those mentioned above. This therefore shows that the respondents

constitute employees at every service in the organization. Table 3. Length of service in the organization

Options	Frequency	Percentage (%)
1-5 years	27	18.0
6-10 years	69	46.0
11-15 years	45	30.0
16 years and above	9	6.0
Total	150	100.0

Source: Field Survey, 2021

The table 3 above shows the length of service of all staff of NNDC headquarters, Kaduna. It was shown that 18.0% (27) respondents have used between 1 and 5 years, 46.0 % (69) have used between 6 and 10 years, while 30.0% (45) have used between 11 and 15 years, and the remaining 9 respondents representing 6.0% have used 16 years and above organization.

4.3 Data Presentation and Analysis

Table 4: Respondents' level of agreement with the research survey statements

S/ N	Statement	SA	A	D	UD	SD	Total
1	Management inability to implement, and execute form, good strategies could be disastrous to NNDC	18	104	2	20	6	150
2	Mission, policies and procedures of every organization must be well defined in order to achieve goals and objectives	31	86	7	17	9	150
3	Internal and external environmental factors must be considered in strategic decision-making	19	77	4	39	11	150
4	To achieve goals and objectives, NNDC needs to ensure effective strategic management in its operations.	42	68	4	25	11	150
5	Achieving organizational goals and objectives require adequate and proper strategic	21	93	6	18	12	150

	management.						
6	Without adequate management of strategy, organizational goals and objectives will remain a mirage.	45	86	3	14	2	150
7	Ineffective strategic management has on effect significant negative organizational performance	38	78	4	23	7	150
8	Without mission, policies and procedures, goals and objectives can never be achieved.	16	95	1	30	8	150
9	Effective strategic management would enhance NNDC attainment of goals and objectives	39	81	7	19	4	150
10	Different various environmental factors affect the operations and survival of business organizations.	48	79	1	22	0	150
11	The productivity and profitability of NNDC cannot be guaranteed with effective strategic management	8	13	1	91	37	150
12	External environment presents both opportunity	51	86	1	9	3	150

	and threat while internal environment provides strengths and weaknesses						
13	The need for effective strategic management overemphasized in enhancing cannot be productivity and performance	28	105	1	15	1	150
14	Effective organizational strategic management will ensure growth, development and survival of an organization.	43	89	3	12	3	150
15	The level of organization' success depends largely on its ability to employ appropriate strategic management.	19	76	2	39	14	150

Table 5: Analysis of Table

S/N	STATEMENT	SA	A	U D	D	SD	TOTAL	MEAN	REMARK
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1	Management inability to implement, and execute form, good strategies could be disastrous to NNDC	18 X 5	104 X 4	2 X 3	20 X 2	6 X 1	150 558	<u>558</u> 150 = 3.72	Agreed
2	Mission, policies and procedures of every organization must be well defined in order to achieve goals and objectives	15 5	344	2 1	34	9	563	3.7	Agreed
3	Internal and external environmental factors must be considered in strategic decision-making	95	308	1 2	78	11	504	3.36	Agreed
4	To achieve goals and objectives, NNDC needs to ensure effective strategic management in its operations.	21 0	272	1 2	50	11	555	3.7	Agreed
5	Achieving organizational goals and objectives require adequate and proper strategic management.	21	372	1 8	36	12	543	3.62	Agreed
6	Without adequate management of strategy, organizational goals and objectives will remain a mirage.	22 5	344	9	28	2	608	4.05	Agreed
7	Ineffective strategic management has on	19	312	1	46	7	567	3.78	Agreed

	effect significant negative organizational performance	0		2					
8	Without mission, policies and procedures, goals and objectives can never be achieved.	80	380	3	60	8	531	3.54	Agreed
9	Effective strategic management would enhance NNDC attainment of goals and objectives	15 6	324	2 1	38	4	543	3.62	Agreed
10	Different various environmental factors affect the operations and survival of business organizations.	24 0	316	3	44	0	603	4.02	Agreed
11	The productivity and profitability of NNDC cannot be guaranteed with effective strategic management	40	52	3	18	37	316	2.09	Disagree
12	External environment presents both opportunity and threat while internal environment provides strengths and weaknesses	25 5	344	3	18	3	623	4.14	Agreed

13	The need for effective strategic management overemphasized in enhancing cannot be productivity and performance	140	420	3	30	1	594	3.96	Agreed
14	Effective organizational strategic management will ensure growth, development and survival of an organization.	215	356	9	24	3	607	4.05	Agreed
15	The level of organization' success depends largely on its ability to employ appropriate strategic management.	95	304	6	78	14	497	3.31	Agreed

Source: Researcher's Analysis, Cut-off Point = 3.00

4.4 Summary of findings.

The finding revealed that:

1. Mission, policies and procedures of every organization must be well defined in order to achieve goals and objectives.
2. Internal and external environmental factors must be considered in strategic decision-making.
3. To achieve goals and objectives, NNDC needs to ensure effective strategic management in its operations.
4. Ineffective strategic management has significant negative effect on organizational performance.
4. Without mission, policies and procedures, goals and objectives can never be achieved.
5. Effective strategic management would enhance NNDC attainment of goals and objectives.
6. Different various environmental factors affect the operations and survival of business organizations. Effective organizational strategic management will ensure growth, development and survival of an organization

4.5 Discussion of Findings

Research Question 1: Is effective strategic management necessary for the attainment of corporate goals and objectives in NNDC? According to Table 5, the respondents supported the fact that; management inability to form, implement and execute good strategies could be disastrous to NNDC. Therefore, NNDC needs to ensure effective formulation implementation and subsequent control of its organizational policies, missions and operational procedures in order to guarantee the

achievement of its predetermined goals and objectives. These two facts been expressed above in statements 1 and 2 and were supported by the respondents with 3.72 and 3.75 mean values, both of which are above the 3.00 cut-off point.

In the same vein, respondents were of the strong believed that internal and external environmental factors must be considered in strategic decision-making as seen in statement 3, while statement 4 confirms that; achieving organizational goals and objectives requires adequate and effective strategic management in its operations. These two statements were accepted strongly by the respondents with the mean scores 3.36 and 3.7 mean values, both of which are above the 3.00 cut-off point.

Subsequently, the respondent in Statement 5 confirms that achieving organizational goals and objectives requires adequate and proper strategic management; while Statement 6 states that 'without adequate management of strategy, organizational goals and objectives will remain a mirage'. Therefore, to achieve the necessary organizational goals and objectives, NNDC needs to harness its functional and operational strategies and defined its business. objectives as well in order to meet its predetermined goals. These two statements were highly accepted by the respondents with the mean scores of 3.62 and 4.05 respectively.

Research Question 2: What is the impact of strategic management on the corporate goals and objectives of NNDC?

The analysis shows that statement 7 postulated that ineffective strategic management has negative significant effect on organizational performance' was vehemently accepted by majority of the respondents; while Statement 8 posited that 'without mission, policies and procedures,

goals and objectives cannot be achieved' was also supported by the wide majority of the respondents with an accumulated mean respectively. scores of 3.78 and 3.54 mean values.

Similarly, it is believed that effective strategic management will enhance NNDC attainment of goals and objectives, while the need for effective strategic management cannot be overemphasized in enhancing productivity and performance. Statements 9 and 13 were accepted by the respondents with 3.88 and 3.96 mean scores. This in essence shows the extent and why it is necessary to recognize and ensure effective strategic management in the course of enhancing organizational productivity and job performance in NNDC.

Research Question 3

According to the responses on Statement 14, the respondents vehemently accepted with 4.05 mean organizational strategic management score that, effective will ensure growth, development and organization's survival. This however indicates the need for effective strategic management in the strive to ensure growth, development and survival of the organization, which however in support of statement 6 earlier interpreted which says without adequate management of strategy, organizational goals and objectives will remain a mirage.

And Statement 15 confirms that the level of organization's success depends largely on its ability to employ appropriate strategic management. This statement was accepted with a mean score 3.31 which however indicates little reservation to the extent of their agreement. This however may be because there are other factors that necessitate and promote organization's success, but the fact remains that inability of any

organization to effectively manage its strategy will no doubt lead to a failure.

Research Questions 4

The respondents affirmed in their response to Statements 10 and 12 that different various environmental factors (internal and external) affect the operations and survival of business organizations; and that external environment presents both opportunity and threat while internal: environment provides strengths and weaknesses. These supported with strong meant values 4.02 and 4.15 respectively. Hence the respondents strongly rejected Statement 11 which statements that; the productivity and profitability of NNDC cannot be guaranteed with effective strategic management, with a mean value 2.9 which is lower than the 3.00 cut-off point.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

Every research is undertaken to add to an existing knowledge or provide solution to a particle phenomenon. This research work however is not an exception as it was undertaken to; assess the impact of strategic management on the attainment of corporate goals and objectives, examine the relationship between effective strategic management and organizational performance, find out whether adequate and well-defined mission, policies and procedures result in the attainment of corporate goals and objectives, find out whether internal and external environmental factors are considered in strategic decision-making, and ascertain the importance of strategic management in achieving organizational goals and objectives in NNDC.

In order to achieve these objectives, the researcher employed different research methodologies capable of enhancing effective conduct of the study. Primary and secondary data were generated through questionnaire (administered to the study's respondents) and documentary materials (example, textbooks, journals, newspapers, organization handbook) on the subject matter. The content of this study is divided into five chapters.

The first chapter of the study concentrates on introductory background of the whole research work. It shows the general background to the study, identifies various research problems that necessitated the conduct of this work, identifies the objectives as well as the significance of the research work both to the organization under study, its employees post and undergraduate students, as well as the research. The chapter further shows

the research questions developed by the researcher to guide the conduct of this study, and state the scope and limitations of the study.

Chapter two of this research work identifies, discusses, analyses and criticizes various opinions, views, suggestions, and discoveries of different past scholars and writers who have at one time or the other expressed their consent on the subject matter. It discusses various concepts of strategy and strategic management, the importance and need for effective strategic management, among others.

The third chapter discusses various methodologies and strategies employed by the research in the conduct of this study towards ensuring appropriateness, reliability and efficiency Chapter four focuses on the presentation, analysis, and discussion of findings to proffer appropriate response to earlier formulated research questions. The final chapter concentrates on summary of the whole research work, conclusion drawn in the conduct of the study, and finally itemizes the various recommendations proffered by the researcher based on the research findings, towards enhancing effective strategic management and how this could promote the attainment of corporate goals and objectives in Nigerian National Petroleum Corporation (NNDC).

5.2 Conclusion

Based on the findings of this study, the researcher concludes that the need for organization to provide every measure necessary to ensure effective strategic management cannot be overemphasized. This, in no doubt, will enhance the organization's productivity, improve its performance and increase profitability which however will determine its competitiveness in the global market.

Furthermore, the growth, development and continue existence of NNDC was seen to be tied to effective strategic management. It was however discovered that NNDC management must be capable enough to provide effective strategic management that encourage and promote growth, development and continuous existence of the corporation, and that the failure to provide and appropriate strategic plan by the management of NNDC could lead to inefficiency and low productivity.

5.3 Recommendations

The following recommendations were proffered by the researcher based on the findings of this research work.

- i. NNDC should ensure that here is a well-defined mission, policies and procedures that is based on the proposed goals and objectives of the organization.
- ii. The management of NNDC should recognize the various environmental factors (internal and/or external) in its strategic decision-making.
- iii. Appropriate strategy that is capable of enhancing productivity, performance and profitability of NNDC, and ensure its growth, development and continuous existence in the global market should be adopted.
- iv. Utmost concern should be given to ensuring effective strategic management as may be adopted by the organization in order to ensure that its goals and objectives are attainable.
- v. The management of NNDC should recognize that there is immeasurable correlation between the level of performance of the corporation and effective strategic management.

- vi. There services of professionals or expertise should be engaged, where necessary, in the course of ensuring that effective strategic management decisions are made in the organization.
- vii. The researcher however believes that, if the aforementioned recommendations are recognized and implemented to the latter by the management of NNDC, it will enhance its productivity, improve performance, increase productivity and development of the corporation. ensure growth and

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APPENDIX I

Department of Business Administration,
CBM,
Kaduna Polytechnic,

Dear Sir/Ma,

LETTER OF INTRODUCTION

The research is a student of Business Administration and Management of Kaduna Polytechnic, assigned to carry out research on the Effect of Strategic Management on the Achievement of Corporate Objectives in New Nigeria Development Company, Kaduna.

This is in partial fulfillment of the requirements for the award of Higher National Diploma in Business Administration and Management. Any information given will be used solely for the research.

It will be appreciate you will willingly and timely responds to the questions.

Thanks

Yours faithfully,

Abdulhamid Nasir
Researcher

APPENDIX II

QUESTIONNAIRE

Section A: Personal Data

1. Sex

Male ☐

Female ☐

2. Level

Top management ☐

Middle management ☐

Lower level management ☐

Other staff ☐

3. Length of Service

1-5 years ☐

6-10 years ☐

11-15 years ☐

16 years and above ☐

Section B Statement

SN		SA	A	UD	SD
1	Management inability to form, implement, and execute good strategies could be disastrous to NNDC				
2	Mission, policies and procedures of every organization must be well defined in order to achieve goals and objectives				

3	Internal and external environmental factors must be considered in strategic decision-making.				
4	To achieve goals and objectives, NNDC needs to ensure effective strategic management in its operations.				
5	Achieving organizational goals and objectives require adequate and proper strategic management				
6	Without adequate management of strategy organizational goals and objectives will remain an mirage.				
7	Ineffective strategic management has significant negative effect on organizational performance				
8	Without mission, policies and procedures, goals and objectives can never be achieved.				
9	Effective strategic management would enhance NNDC attainment of goals and objectives				
10	Different various environmental factors affect the operations and survival of business organizations.				
11	The productivity and profitability of NNDC cannot be guaranteed with effective strategic management				
12	External environment presents both opportunity and threat while internal environment provides strengths and weaknesses				
13	The need for effective strategic management cannot be overemphasized in enhancing productivity and				

	performance.				
14	Effective organizational strategic management will ensure growth, development and survival of an organization.				
15	The level of organization' success depends largely on its ability to employ appropriate strategic management.				