**CHAPTER TWO**

**REVIEW OF LITERATURE**

The literature review provides a comprehensive analysis of existing studies and scholarly contributions related to strategic management and organizational performance.

**2.1 Conceptual Review**

The conceptual review provides an analysis of the core concepts of strategic management and organizational performance, as they relate to the manufacturing industry.

**2.1.1 Organization Performance**

George et al. (2019) defined organizational performance as the velocity and extent to which a corporation effectively achieves its business goals. The term "performance" refers to the broader concept of incorporating established business improvement techniques with cutting-edge technological tools in order to assess the efficiency and effectiveness of a given operation (Agussani & Akrim, 2020). When evaluating performance, the entire management planning and control cycle is taken into account (Aboramadan, 2018). Triraharjo et al. (2019) defined performance as the capacity of an organisation to acquire and process human, financial, and physical resources effectively to accomplish organisational objectives. The performance of business organisations is a multidimensional concept requiring numerous financial and non-financial performance measurements. Financial performance is the achievement of economic objectives reflected in the results of financial and market indicators profit margins, return on assets, return on equity, growth, costs, return on investment, and sales growth (Alrowwad et al., 2017). Non-financial performance measures, on the other hand, are non-financial characteristics of the business, such as product quality, customer satisfaction, on-time delivery, efficiency, productivity, market share, employee satisfaction, strategic objective attainment, workforce development and improvement (Arokodare, 2020).

Organizational performance refers to how well an organization achieves its goals and objectives, encompassing a wide range of outcomes that indicate the efficiency and effectiveness of its operations. According to Ravasi and Schultz (2021), organizational performance refers to how well an organization achieves its objectives by effectively utilizing its resources to generate financial and non-financial outcomes, including profitability, market share, innovation, and employee and customer satisfaction. It encompasses both short-term results and the long-term sustainability of the organization. Quite similar to Singh, Del Giudice, Chierici and Graziano (2021), who said organizational performance encompasses the effectiveness with which an organization attains its strategic goals and objectives, reflected in financial success, market position, customer loyalty, and the ability to innovate and sustain competitive advantage over time.

Performance is an essential outcome in business. This is because the continuous existence of any establishment depends on its performance (Mills & Konya, 2019). Organizational performance is defined as the record of achievements made by an organization over a given time, and measurable through several indices. These records of achievements include records on market share, growth and survival. Organizational performance involves analyzing a company’s performance against its objectives (Mills & Konya, 2019). Badey and Korsi (2023) views organizational performance to involve the analysis of a firm’s performance against its stated objectives. According to Oyegbami et al. (2023), organizational performance is described as “transformation of inputs into outputs for achieving certain outcomes. In line with this assertion, performance informs about the relation between minimal and effective cost in terms of economy, between effective cost and realized output in terms of efficiency and between output and achieved outcome in terms of effectiveness”. Organizational performance is a multidimensional concept and as such is a measure of achievement of objectives as proposed by different stakeholders within an organization (Hairout, 2020).

According to Mashovic (2018) the performance of a firm can be measured by use of financial and non-financial goals with financial goals being considered as the most appropriate measure by many scholars. However, there are business owners who are motivated to start businesses for non-financial goals and personal factors as opposed to financial objectives (Al-Henzab, Tarhini, & Obeidat, 2018). These non-financial goals could lead to alternative measures of performance, particularly in the small business sector. In some organizations the non-financial measures of performance are important as they relate to the long-term objectives of the companies including customer satisfaction and loyalty, market share, new product development and product quality (Obeidat, 2016). On the other hand, organizational performance analysis assesses an organization's outcomes relative to its expected outputs or objectives. Kurdi and Alshurideh (2020) also noted that an alternate method for assessing performance involves measuring customer happiness, staff retention, profitability, cost reduction in management, and waste reduction. Therefore, an organization's strategic management must evolve into a systematic and cohesive plan that directs all organizational initiatives.

**2.1.1.1 Efficiency**

Organizational efficiency is the ratio of outputs to inputs in the organization. It refers to the volume of output produced from a given volume of inputs or resources. If the firm becomes more productive, then it has become more efficient, since productivity is an efficiency measure (Samnani & Singh, 2014). Onyije (2015), terms efficiency as one of the major drivers of success in the organization. It is growing the business in a way where the employees and the employers are satisfied. There are simple factors that need to be involved for a workforce to have efficiency. First, employees need to feel that they are part of the organization and not just workers in the workplace (Skare, Kostelic & Jozicic, 2013). Nwulu et al. (2022) states that efficiency represents the extent to which firms optimize resource utilization and avoids redundancy in their operations. Anwar and Abdullah (2021) argued that efficiency is characterized by using minimal inputs to achieve the desired outcomes and getting the most out of each resource used.

Organizational efficiency is often measured through various performance indicators, including cost-effectiveness, timely service delivery, and the reduction of unnecessary operational bottlenecks (Adebayo et al., 2022a). These indicators can be used to track progress over time and identify areas for improvement. Organizational efficiency serves as a critical driver of financial performance (Olusegun et al., 2022). By reducing costs and enhancing efficiency, firms can increase their profits and margins, which is essential for their long-term sustainability (Adeyemi, 2022). Organizational efficiency is also essential for providing reliable and affordable electricity to customers (Udechukwu & Chukwuemeka, 2023).

Efficiency means performing processes and activities more effectively and economically with fewer resources and in a shorter time scale (Yan et al, 2020). This can be accomplished through innovative operational and organizational practices, careful budgeting, streamlining of processes, increased automation and effective communication (Ngwa et al, 2019). Nwulu et al. (2022) further posits that efficiency focuses on improving firms’ processes to run on less cost, minimize resource consumption, and reduce wastage, while providing consistent quality of services. Youn et al. (2013) provides that efficiency is essential to firm’s success because it simplifies processes, free resources for alternative uses; and promotes growth and profitability. Efficiency is important to the firm because more real income means that the firm can meet its (perhaps growing) obligations to customers, suppliers, workers, shareholders, and governments (taxes and regulation), and still remain competitive or even improve its competitiveness in the market place (Chen et al., 2015).

Also, efficiency refers to the employees’ motivation to perform well and get training for effective teamwork to provide better output in the organization (Mafini & Dlodlo, 2014). The training of the employees is critical in the organization as it is important to ensure the employees are working in the best way by utilizing minimum resources to provide maximum output (Hina, Selvam, & Lowry, 2019). Similarly, Shareef and Atan (2018) demonstrated that teamwork is critical in the organization because it is carried out to achieve the single direction-oriented goal of the organization. Importantly, the efficiency of the employees is needed in the organization because it is a source of competitive advantage. organizations are improving the standard of the working environment because it is important to consider the employees’ training and proper output from the employees of the organization (Rita, Payangan, Rante, Tuhumena, & Erari, 2018).

**2.1.1.2 Customer Satisfaction**

Customer satisfaction has become an important element in assessing organizational performance and is considered the baseline for the performance standard and a possible criterion of excellence for any business (Omar, Saadan, & Seman, 2017). Specifically, customer satisfaction can be evaluated in terms of interest, pleasure; empathy; surprise; trust; anger, readiness; good choice, among others. This construct is crucial for the service sector because customer satisfaction has proven to be the key point in measuring service quality (Padlee, Thaw, & Zulkiffli, 2019). To achieve customer satisfaction, an organization needs to provide services with specific levels of perceived value, for instance, when the value of the service matches the price customers pay for the service (Padlee, Thaw, & Zulkiffli, 2019).

Elvira & Shpetim (2019) define consumer satisfaction as the client response to the perceived service based on personal expectations and the service's actual performance. On the other hand, Khan et al. (2017) defines customer satisfaction as the client's evaluative reaction in relation to a service or product performance based on their anticipations towards the service. Moreover, Farooq & Salam (2018) state that customer satisfaction refers to how a service's perceived performance matches or surpasses customer expectations. Satisfaction is a person's feeling of pleasure or disappointment that arises after comparing the performance (outcome) of the product being thought of against the expected result (Kotler, 2016). Satisfaction is a function of the perception or impression of performance and expectations. If performance is below expectations, the customer is dissatisfied. If the performance meets expectations, the customer will be satisfied. If performance exceeds expectations, the customer will be very satisfied or happy (Puspitasari & Fauziyah, 2022).

Consumer satisfaction is the level of consumer feelings after comparing what they receive and what they expect (Hertati, et, al, 2020). If a customer is satisfied with the value provided by a product or service, he will likely be a customer for a long time. Satisfying consumer needs is the desire of every company. Apart from being an important factor for the company's survival, satisfying the needs of consumers can increase its advantage over the competition. Consumers who are satisfied with products and services tend to buy back products and reuse services when the same needs reappear at a later date. This means that satisfaction is a key factor for consumers in making repeat purchases, which is the largest portion of the company's sales volume (Syafarudin & Hertati, 2020).

Customer satisfaction is the result of the consumer's assessment that the product or service has reached a level of enjoyment where this level of fulfillment can be more or less (Kristinae et al., 2019). Consumer satisfaction is also a person's feeling of pleasure that comes from a comparison between his impression of the real/actual product performance and the expected product performance. Consumer satisfaction is the basic level of consumer feelings from a service or product quality that has been obtained by comparing what is received and what is expected in accordance with consumer needs. Three types of decisions and two types of dissatisfaction are based on a combination of specific emotions towards the service provider, expectations regarding the service provider's future performance capabilities, and behavioral intention to reselect the service provider concerned (Wu & Gao, 2022).

Hansemark and Albinsson (2018) define satisfaction as a customer's general attitude toward a service provider or their emotional response to a discrepancy between their expectations and reality when it comes to a need, objective, or desire being fulfilled. According to Babatunde and Salawudeen (2017), Oliver defined satisfaction as the consumer's assessment that a product has produced or is producing a pleasurable degree of consumption-related fulfillment. According to Kotler (2018), satisfaction is the emotion a person has based on how well or poorly a product performs in comparison to their expectations. Feelings of acceptance, happiness, relief, excitement, and delight are all linked to satisfaction. The majority of studies support the idea that the primary factor influencing satisfaction is the fulfillment or unfulfillment of pre-consumption expectations. This indicates that consumers anticipate a specific level of product performance before using it. Customers experience the product performance during consumption and assess how well it meets their expectations. This comparison is then used to produce satisfaction evaluations. If the performance is better than predicted, the judgment is termed positive disconfirmation; if it is worse than expected, it is labelled negative disconfirmation; and if it is as expected, it is dubbed simple confirmation. Simply said, consumers assess a product's performance by drawing comparisons between their expectations and what they think they actually received.

**2.1.1.3 Employee Engagement**

Employee engagement is the emotional connection an employee feels to their job and their employer. Employee engagement is often measured by employee surveys and is essential for employee productivity and performance (Tao et al., 2022). High levels of employee engagement can lead to higher levels of job satisfaction, job performance, and even reduced turnover (Abun et al., 2021). Ultimately, employee engagement translates into a competitive advantage for an organization as engaged employees are more likely to be motivated, devoted to their jobs, and willing to go the extra mile in order to contribute to their employer's success (Engidaw, 2021). Employee engagement is the employee's emotional commitment and attachment to the organization and its goals. This emotional commitment means that employees genuinely care about their work and their organization (Nurul & Edy, 2023).

Anitha (2014) stated that employee engagement can be defined as the degree of dedication and attachment that an individual has to the company and to its principles. Engaged employees take responsibility to do their part in reaching business goals and also motivate their colleagues so that organizational goals can be achieved. An engaged employee goes beyond just acceptable standards and tries to do above average and/or excellent work. An engaged employee is intellectually and emotionally attached to his or her company and feels passionate about the company’s goals and stands by the company’s values (Achmad et al., 2023).

The importance of employee engagement as a stimulant to productive output has been widely acknowledged in management literature (Edmondson & Matthews, 2022). Meintjes and Hofmeyr (2018) defined employee engagement as ‘positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption’. Employee engagement encompasses aspects, including enthusiasm and job involvement, where employees’ eagerness to perform a specific task is influenced by multiple factors that are internal and external to the organisation (Hamzah et al. 2022). In addition, the level of job involvement that employees experience guides their attitude towards their job, ultimately influencing their future productivity output delivered (Chong et al. 2021). Therefore, management needs to understand the importance of an inclusive approach towards employee management through development, and thereby stimulate feelings of belonging and association to the job (Ferro-Soto et al. 2023).

According to Noah (2018), employee engagement serves as a tool of enhancing the industrial relations between employees and the management as well as creating a sense of belonging within the organization. Light (2014) said that with increasing employee engagement within the firm, managers are able to enhance performance and improve good behavior among the employees; hence employee engagement can be utilized as tool of inducing increased workers motivation within the organization. The management team should be proactive in addressing the needs of employees who are considered the organization greatest asset. Apostolou and Mentzas (2013) also noted that employee engagement contributes to enhanced managerial decision-making ability, change in attitude about work, better welfare of workers, reduced expenses through reduction of waste, improved worker productivity across businesses, intent to stay, motivation, commitment, creativity, empowerment and job satisfaction. Manwhile, Freeman and Kleiner (2015) posited that employee engagement occurs when employee exhibits commitment to both work and organisation and are propelled to achieving high levels of performance.

**2.1.1.4 Innovation**

Innovation is also critical for firms to maintain a competitive advantage in the telecom industry. According to Poudel et al., (2021), firms must innovate to develop new products, services, and processes that provide a competitive advantage in the marketplace. They argue that "firms that are able to innovate are more likely to achieve a sustainable competitive advantage and superior performance" (Alkhawaldeh, & Mahmood, 2021). Oeij, Preenen, and  Dhondt (2021) define innovation as an integral set of participative mechanisms for interventions that relate structural (e.g., organisational design, division of labour) and cultural (e.g., leadership, coordination and organisational behaviour) aspects of the organisation and its people with the objective to simultaneously improve the conditions for performance (i.e., productivity, innovation, quality) and the quality of working life (i.e., well-being at work, competence development, employee engagement).

Ling and Nasurdin (2020) expressed that organizational innovation is regarded as the adoption of new behavior/ new notion to adopting organization. Thus, innovation can take the form of new production process technology, new product or service, new program or plan about members of organization, new administrative system or structure. Abou-Moghli et al. (2022) asserted that innovation is a mental process leading to a new phenomenon may be a spiritual product or new material. Innovation is analyzing and combining some concepts and creating new concepts and new thinking not available previously. For firms, it is a critical factor for value creation and sustaining competitive advantage in high dynamics & complex environment. Firms accepting innovation and responding to environmental changes, developing new capabilities enabling them for achieving higher performance will be highly successful (Khan, Khan, & Khan, 2020).

The management of innovation in adequate manner is vital for the organization. In order to achieve high levels of quality, process management is eminent to devise (Fernandes et al., 2017). Organizations make strategic plans in which innovation is managed in the first place (Malik & Akhtar, 2019). The operations of the organization entirely depend upon the process initiated. In case of discrepancies in the process, severe scenarios are likely to execute. The working done on the innovation in the first place can demolish several ambiguities prevalent. The organizations working on this segment can lead to paramount success (McAlearney, Terris, Hardacre, Spurgeon & Nystrom, 2018).

Innovation focuses on reducing unnecessary efforts in the operational processing protocols. Certain researchers are of the viewpoint that process management also leads to innovative means and measures (Upadhyai et al., 2019). The elimination of extra efforts, and rationalization of operational proceedings is in the favor of the organizations. After the advent of enterprise resource planning tools, processes have been automated and modernized exceptionally (Anjomshoae et al., 2021). Nevertheless, organizations have certain functional areas which operate manually and lack top-notch functionality. The instigation of innovation is nevertheless considered a break-through in the overall organizational performance. Process management initiatives are regarded as the backbone of overall quality management practices. They are also recognized as a source of improving subjective and objective organizational performance. The creation of synergy among the organizational systems is eminent and organizations strive to optimize this practice at every cost. The enhancement of systems depends upon innovation and it is critical to bring all the processes in precise order. Enterprise resource planning (ERP) has pivotal role in the implementation of innovation strategies (Malik & Akhtar, 2019). ERP provides the mechanism in which each and every object is precisely present in the organizations and no issues prevail in the progression of work. Firms manage to implement this system in true spirits because of the emerging business changes (Albuhisi & Abdallah, 2018).

Consecutively, innovation is “the implementation of a new or significantly improved production or delivery method. It includes significant changes in techniques, equipment or software” (Bloch, 2017). Kahn (2018) emphasized that innovation is the prime objective of managers, which helps them to boost organizational effectiveness by increasing product performance and lowering costs as well as coping with market competition. Innovation is intended for achieving internal production goals, such as reducing cost of production and product enhancement. While product innovation has received much focus from researchers, it is observed that process innovation, even though it creates and sustains an organizations’ competitive advantage, has received little attention from researchers (Hervas-Oliver, 2021).

Innovation is defined as the adoption of a creative idea to develop a new product or service, or a new element or technique of production or service operation while the implementation of a new organizational or marketing method is described as non-technological innovation (Schmidt & Rammer, 2017). However simplistic the technological innovation is, there is always need to have some form of protection for such innovations and this calls for protection of these innovations. If well-guarded and sustained, technological innovations have a tendency to reduce human dependency and, specifically, the manual mode of doing things. In the long run, technological innovations enable a firm unleash more power in the human resource sector (Haneda & Ito, 2018).

**2.1.2 Strategic Management**

According to Fuertes et al. (2020), strategic management refers to the set of activities associated with forming and implementing strategy through the process of setting out oriented, organized, and controlled decisions and activities within the framework of the organization’s strategy, all in the pursuit of achieving the goals of the organization. Strategic management is a process that involves the formulation and implementation of the major goals and initiatives taken by a company's top management on behalf of owners, based on consideration of resources and an assessment of the internal and external environments in which the organization competes. The process can be broken down into four main components: environmental scanning, strategy formulation, strategic implementation, and strategic evaluation (Bryson & George, 2020). Strategic management is the process of specifying the organization’s mission, vision and objectives, developing policies and plans, often in terms of projects and programmes, which are designed to achieve these objectives and then allocating resources to implement the policies and plans, projects and programmes (Aliyu, Adekunle, & Abbah, 2022).

The strategic management techniques are essential to identifying good organizational management and guarantee a successful component of a company (Moses & Turyasingura, 2022). Strategic management can be thought of as a collection of decisions and actions that have an impact on how well an institution performs in order to meet corporate objectives (Ondoro, et al, 2021). Therefore, the establishment of administrative actions that mark in planned absorbed, the preparation of strategies, the implementation, and monitoring of the presentation in a commercial initiative for purposes of performance are all included in strategic organization operations (Chungyas, & Trinidad, 2022). Strategic management helps the management to select the best feasible strategy alternative. Then it may be internal or external development of the organization (Coombs, 2018). Strategic management has actually ended up being crucial in the world of business and the fast-changing world (Sobratee & Bodhanya, 2018). Strategic Management is involved in deploying a firm’s internal strengths and weakness to take advantage of its external opportunities and minimize its external threats/problem (Adeleke, Ogundele & Oyenuga, 2022). Strategic management provides overall direction to the enterprise and involves specifying the organization's objectives, developing policies and plans designed to achieve these objectives, and then allocating resources to implement the plans (Bogers, Chesbrough, Heaton & Teece, 2019). Strategic management is not static in nature; the models often include a feedback loop to monitor execution and inform the next round of planning (Siegel & Leih, 2018).

Strategic management is applying strategic decisions towards the organisational vision to achieve strategic competitiveness and sustain competitive advantages (Alosani et al., 2020). Strategic management is a cognitive impairment of structuring the internal capabilities to fulfil external demands and involves plans, patterns, positions, perspectives and plots (Mintzberg et al., 2020). Strategic management is the managerial discourse involving a framework of the decision-making process, which highlights how the strategy process is formulated in organisations, acknowledging the cognitive management structure of the organisations. Additionally, the organisation’s members need to respond effectually to the decisions made by the management and cooperate to ensure that the organisational vision is reached, given that this will affect the organisational adaptability, legitimacy and performance (Rodrigues & Franco, 2019). Organisations must be aware of the uncertain environments that can influence their welfare.

The effectiveness of a company is determined in large part by its strategic management practices. Strategic management practices are viewed as a persistent problem and a source of academic discussion across a range of countries and industries (Guyo, 2020). As a result, according to Moses & Turyasingura (2022), strategy is the identification of an organization's long-term goals and objectives, the selection of appropriate action, and the distribution of resources for the fulfillment of those goals. Accordingly, it has been demonstrated by Hamisi and Gichinga (2020), that the three strategic management phases of strategy creation, strategy implementation, and evaluation and control are crucial to the success of organizations. Companies must first recognize and comprehend the internal resources, talents, strengths, and weaknesses that they possess in order to develop strategies (Tukamuhebwa, et al 2022). However, it also shown that the strategy-formulation process in cooperatives is no different from that of other types of organizations in that it is formalized and involves all cooperative stakeholders (Turyasingura & Agaba, 2022). A good board is crucial to strategic management activity since they are the ones who have to decide about strategies and dynamic top management is needed to implement strategic management practices (Kiruthu, et al 2019). A global transnational organization may use a more structured strategic management model due to its size, scope of operations, and the need to take into account stakeholder views and requirements (Kiswili, 2021). Strategic management can vary depending on the size of an organization and the propensity of its business environment to change. Regardless of a project's objectives, scope, industry, or setting, the management of people, processes, and decisions strategically is essential to its success (Turyasingura, & Moses, 2023).

**2.1.2.1 Strategic Planning**

According to Leebaw (2019), strategic planning has received big attention from development, and business and public organizations as a means of crafting the vision, mission, and goals and includes methods for measuring progress. Strategic planning is a foundation for strategic management. it is a progressive exercise in which all level managers should be involved in the process (Scolastica & Mboya, 2021). Strategic planning helps organizations define their long-term quality goals and allocate resources to achieve them. It involves continuous improvement in processes, procedures, and administrative systems, leading to the development of a new product that is different from the original product (Abdualdaem, 2021). Azouza and Masaud (2023) suggests that strategic planning plays a crucial role in quality control and has a significant impact on quality performance and cultural changes. It also promotes continuous learning and the use of global product development practices. Strategic planning is the process of determining an organization’s direction and making decisions on how to allocate its resources to pursue this strategy. Strategic management is defined as the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives (Yadav, 2024).

According to Jiang et al. (2021), strategic planning is critical for firms to maintain a competitive advantage. They argue that firms must engage in strategic planning to develop a clear understanding of their market position, customer needs, and competition. The process where leaders are able to spell out the vision and pinpoint the various steps to be taken in form of goal attainment to achieve it is defined as strategic planning (Alosani et al., 2020). Strategic planning is also referred to as an organizational management activity that is used to establish priorities, focus efforts and resources, improve operational efficiency, guarantee that stakeholders and employees are working together to achieve common objectives, and evaluate and align an organization’s direction with the environment’s changing needs (Kabeyi, 2019). Organization leaders generate new justifications for the institutional to thrive in a chaotic business environment though leadership. Further, strategic planning aligns an institution with effective plan development that produces competitive returns and also influence creation of strategic intent and mission. When performing the task of laying out strategies, the leader ensures that they forecast and develop operational plans obtained by bench marking with what others have achieved and once satisfied, the resources are allocated (George et al., 2019). Strategic planning is one of the structures that organizations have identified as impeding the efficient implementation of strategy. The idea of planning through leadership has now come to be seen as one of the most crucial fundamental drivers of strategy implementation in businesses (Leral, Rintari, & Moguche, 2023).

Strategic planning also includes steps such as determining the customer, understanding their needs and expectations, developing products and services to meet those needs, and developing systems to provide the necessary skills for quality provision. Achieving total quality management in the organization can lead to benefits such as quality control, evaluation, and development of curricula, evaluating performance in the organizational system, developing teamwork style, and creating of organizational structures that focus on the quality of control (Abdualdaem, 2021). Strategic planning helps create a quality culture within the organization, where employees work as a team and accept their responsibilities for quality, it emphasizes the importance of leadership and communication in promoting a quality culture, which leads to improved quality control (Oludele, 2021). Qara-Mohammed Al-Zwainy (2021) emphasized that strategic planning is essential for organizations to be proactive in shaping their future and exert control over their product quality. Strategic planning allows organizations to create and sustain competitive advantages (Hunitie, 2018).

Strategic planning requires stating objectives and goals; as what is to be achieved and when results are to be accomplished but they do not state how the result is to be achieved (Quinn & Ghoshal, 2019). An organization can have many specific objectives and goals at various periods. They should be stated as action verbs that tell what is to be accomplished within a set time frame (Quinn & Ghoshal, 2019). Both short-run and long-run objectives are needed. The strategic objectives for the organization as a whole should at a minimum specify the market position and competitive standing the organization aims to achieve, annual profitability targets, key financial and operating results to be achieved through the organization’s chosen activities, and any other milestone by which strategic success is measured (Wheelen & Hunger, 2022). In order to determine where the organization is going, regardless of whether it is in the private or public sector, it needs to be clear exactly where it stands, where it wants to go, and how it will get there (Kriemadis & Theakou, 2017).

**2.1.2.2 Strategic Formulation**

Strategy formulation is the process of developing a plan of action to achieve the organization's goals and objectives. This involves analysing the information gathered through environmental scanning and identifying the most appropriate course of action based on the organization's resources and capabilities (Zidan, 2023). Strategy formulation is the process of choosing a direction of action for either an individual or an organization. It involves the development of long-term plans for the effective management of environmental opportunities and threats while taking into account the company’s strengths and weaknesses and incorporating outlining the corporate mission, specifying feasible objectives, developing strategies and setting policy guideline (Bordean et al., 2018). Strategic formulation is the process of analyzing an organization's external and internal surroundings, deciding on a vision and purpose, formulating broad goals, devising and selecting general strategies to be pursued, and allocating resources to meet the organization's goals (Malhotra et al., 2017). Organizational positioning can be achieved through the establishment of strategies that prioritize the allocation of resources towards predetermined objectives (Lohrke et al., 2021). The responsibility for formulating the company's overall strategy falls on the shoulders of the executive team. Both the internal and external contexts need to be assessed before a strategy can be formulated (Cofrancesco, 2016). In order to successfully implement, monitor, and evaluate a strategy, it is crucial that the correct approach is created. If a company has a good strategy and does a good job of putting it into action, they will be successful (Malhotra et al., 2017).

As defined by Adetowubo-King (2018), strategy formulation, is the procedure by which an organization establishes its mission, aims, and objectives through the development of an appropriate strategy. According to Malshe et al. (2022), strategy formulation aids top managers in articulating the nature of the company's operations, its goals, and the ways by which it will attain those goals. Kabia et al. (2018), states that the steps to formulating a strategy includes; assessing the current situation, setting goals and objectives, conducting a gap analysis, identifying strategic options, evaluating strategic options, selecting a strategy, and developing an action plan. As per Hitt, Ireland, and Hoskisson (2021), the first step in strategy formulation is to assess the current situation by analyzing the internal and external environment of the organization. The second step is to set specific goals and objectives that the organization wants to achieve, followed by conducting a gap analysis to identify areas that require improvement. The organization should then identify various strategic options, evaluate them, and select the most suitable strategy based on feasibility, impact, and alignment with the organization's values and culture. Finally, the organization should develop an action plan that outlines the resources needed, timelines, and responsibilities for implementing the selected strategy and monitoring and evaluating its progress (Hitt, Ireland, & Hoskisson, 2021).

Strategy formulation, in accordance to Hantiro and Maina (2020), is looking at the big picture of an organization, figuring out what it wants to achieve, considering what possibilities are available, and picking the best one. A vision statement is an essential part of any strategy you create. It acts as a benchmark against which organizations can assess their progress and make decisions about their long-term goals. Kabia et al. (2018) argue that a vision statement is essential in establishing the long-term objectives and priorities of any given company. It's a proclamation of the organization's future goals and aspirations. A company's ability to capitalize on its market potential and establish its place in the market can be better articulated in a clear and compelling vision statement. According to Kabiru, Ochieng, and Kinyua (2015), a company's vision is its most important asset since it defines its future and the possibilities available to it. It's crucial to keep in mind that the strategy creation process begins with a vision statement, then moves on to a mission statement, and finally to a set of objectives (Malshe et al., 2022).

**2.1.2.3 Strategic Agility**

The use of the term ‘agility’ in organizational research emerged in the late twentieth century and was assigned to a combination of flexibility, nimbleness, and speed; it was increasingly regarded as a source of competitive advantage in competitive and fast-changing environments (Ludviga & Kalvina, 2024). Because the term ‘organizational agility’ is still developing, different authors offer essentially similar definitions that differ in wording. For example. agility is explained as a comprehensive response to the business challenges of achieving profitability in dynamically changing global markets characterized by high quality, performance, and personalization of the goods and services offered (Stachowiak & Oleskow-Szlapka, 2018). Alhadid (2016) formulates the term strategic agility according to the field of application or dimension. He suggests that strategic agility relates to a quick response to change and uncertainty in an environment, where organizations must act to overcome obstacles or gain and win opportunities.

Strategic agility requires inventing new business models and new categories of products and services, rather than rearranging old products and categories (Adomako et al., 2022). Hence, strategically agile companies focus on the new ways for managing business transformation and renewal, developing learning and knowledge transfer skills, an adaptive corporate culture, and other such core competencies (Boojihawon et al., 2021). Strategic agility is the capacity to continuously and adequately alter and adapt the strategy direction of the core business in response to changing conditions, a market creating innovation, that is, the creation of new markets with new products that reach new customers, and the continuous adjustment and readjustment of an organization's strategic direction with the goal of developing innovative ways to create value (Denning, 2018).

Strategic agility focused on the ability of companies to identify changes in complex and fast-paced environments and to rapidly respond to these changes by capturing business opportunities ahead of competitors (Arokodare, 2020). Therefore, Strategic agility is a dynamic skill developed from knowledge-generating tactics that aid organisations in adapting more effectively to change management (Arokodare, Falana, & Olubiyi, 2023). This is accomplished by combining the organisational dynamic capabilities of strategy sensitivity, response-ability, and collective capabilities in the organisational process in a way that maintains the organisation's flexibility without sacrificing efficiency and speed (Junin et al., 2015). It promotes a "dynamic, aggressively change-embracing, and growth-oriented entrepreneurial mindset about strategic direction, decision making, and judgement under uncertain circumstances" (Arokodare, Falana, & Olubiyi, 2023). A firm that is agile is defined by swift decision-making, exceptional performance, continuous improvement, accountability and credibility, empowerment, effective and strategic management of human resources, decentralisation, and timely access to the appropriate information (Nafei, 2016). A strategically agile business must not only be able to notice changes in the environment, but also be able to quickly utilise the opportunities created by such changes in order to outpace its competitors on the market by adopting innovation, creativity, and speed in market-creating ideas (Arokodare, Falana, & Olubiyi, 2023).

Strategic agility is the ability to respond to changes in their environment quickly and successfully (Bahrami et al., 2016). Agility can be seen from various perspectives. In particular, strategic agility refers to the capacity to discover and seize new opportunities, portfolio agility refers to the capacity to transfer resources quickly and effectively between business areas, and operational agility refers to the capacity to exploit opportunities in existing business models (Sull, 2010). Strategically agile firms develop new ways for managing business transformation and renewal, developing learning and knowledge transfer skills, founded on an adaptive corporate culture (Montiel, Cuervo-Cazurra, Park, Antolín-López, & Husted, 2021). Yet, it can be argued that strategic agility is of even greater importance in emerging and transitional markets than in developed markets, given the more fluid nature of institutional supports, and the lesser systemic resources for dealing with grand challenges. In other words, if institutions are less predictable and less effective, it can be argued that firm specific advantages such as agility matter more; particularly if the firm engages in international collaborative partnerships as well as mergers and acquisitions (Ahammad, Basu, Munjal, Clegg, & Bazel-Shoham, 2021).

Another definition of strategic agility is related to a core competency and competitive advantage and is a differentiator that requires strategic thinking, an innovative mindset, exploitation of change, and an unrelenting need to be adaptable and proactive (Harraf et al., 2015). Strategic agility, a combination of flexibility, nimbleness, and speed, is increasingly regarded as a source of competitive advantage (Dowdy et al., 2017). Similarly, strategic agility is defined as the ability of a firm to sense and respond to the environment by intentionally changing (1) the magnitude of variety and/or (2) the rate at which it generates this variety relative to its competitors (Teece et al., 2016). The term agility in organizational discourse is closely related to terms such as strategic flexibility, speed and adaptability, resilience, meta-capabilities, and dynamic capabilities (Gallup, 2018).

**2.1.2.4 Strategic Evaluation**

Strategy evaluation is the systematic analysis of a strategy to determine the effectiveness of its implementation and execution (Markus et al., 2021). The process by which management determines whether a given strategy has been successfully implemented and is successful or not is known as strategy evaluation. Simply expressed, assessing and evaluating the strategy implementation process and gauging organizational effectiveness constitute strategy evaluation (Kanano & Wanjira, 2021). In this stage of the strategic management process, managers work to ensure that the strategic decision is properly carried out and that the organization's objectives are met. In this view, evaluation is a tool for strategic learning and continues to be important for developing and putting into practice strategies (Adudu, 2022).

Itohan, John-Igbiele, and Fowosere (2024) proposed that a strategic approach should fulfill four overarching criteria. Firstly, it is essential to have a clear understanding of the goals, ensuring that the plan does not include incompatible objectives. Secondly, the strategy should be able to adjust to both the external surroundings and significant internal changes. Thirdly, an effective plan should provide a competitive edge, and lastly, a strategy must be viable. Strategic evaluation allows businesses to maintain a strong emphasis on long-term performance goals; it helps effectively communicate the strategy across the organization, predict future performance, and improve the alignment between strategy and organizational learning, among other functions (Shammi et al., 2021). However, it is crucial to assess the quality of an organization’s strategy periodically using different strategy assessment methods, such as financial ratio analysis, time series analysis, or operations research methodologies; also, some strategic evaluation approaches prioritize the assessment of internal variables while others concentrate on evaluating external environmental elements (Itohan, John-Igbiele, & Fowosere, 2024).

If a corporation evaluates its strategy on a constant basis, it may more accurately gauge its development relative to competitors (Punt & Haddon, 2016). Strategies that succeed are those that combine patience with a readiness to make quick course corrections when needed. As opposed to being the deciding factor in matters, strategy evaluation should promote open dialogue, trust, and common sense (Rubin et al., 2018). Evaluation and control, as defined by Kosinova and Vaysbeyn (2016), is the "rigorous, systematic, and thorough application of authorized scientific methodologies" to evaluate the strategy's design, implementation, and outcomes. In most cases, this procedure necessitates a substantial investment of time, effort, money, and personnel.

According to Punt and Haddon (2016), there are two separate stages to this process: tactical and strategic analysis. The goal of a tactical evaluation is to measure actual performance against predetermined targets so that necessary adjustments can be made to ensure that a company's strategy is carried out effectively (Punt & Haddon, 2016). It also requires comparing preconceived notions with the realities of the business's surroundings. The objective is to reveal false strategic assumptions, or at least those that are not expected to come true in the near future (Punt & Haddon, 2016). The final step in the strategic management process, strategy evaluation is crucial in determining the viability of the final plan of action (Rubin et al., 2018). Evaluating how well a strategy is working and whether or not its goals have been met is crucial to staying adaptable in the face of a dynamic world (Kosinova & Vaysbeyn, 2016). The primary objective of strategic management is productivity enhancement. It is imperative to keep a close eye on the results of a strategy's implementation (Punt & Haddon, 2016).

Chepkwony (2016) echoes these concerns when he argues that evaluations become holy cows when they are used to determine an employee's future with the company. Both studies confirm that people are more motivated to provide their best effort when they know they will be judged in the near future, as opposed to when they know they will not be. Since the desire to do well and make a good impression during evaluation is shared between the two scenarios, it follows that strategy evaluation has an effect on performance. There are two distinct outcomes of evaluation, however: formative and summative. Managers must regularly evaluate their strategies in order to gain insight into the factors that led to the success or failure of specific goals, performance benchmarks, and/or other performance indicators (Strydom, 2017). In this way, evaluation serves as a tool for strategic learning and has maintained its importance throughout the process of developing and implementing a plan of action. Evaluation of business strategies helps keep companies from going under by discouraging poor decision-making and preparing them for potential difficulties brought on by shifts in the internal and external environment (Busscher, 2021).

**2.2 Empirical Review**

This section focused on the empirical review of different scholars and their views on the study on strategic management and organizational performance with emphasis on the findings to justify context, construct, and content differential concerning findings.

**2.2.1 Strategic Management and Organizational Performance**

Marei et al. (2024) investigated the mediating influence of sustainability on the link between strategic management and organizational performance. Based on the knowledge gap that the literature analysis revealed, a research model was created. A random sample of 321 managerial and non-managerial employees was taken. The findings of the hypothesis testing revealed that with operational sustainability as a moderating variable, the relationship becomes stronger between entrepreneurial orientation, technology orientation, market orientation, and organizational performance.

Agaba et al. (2023) established the effect of strategic management on organizational performance a case of Lyamujungu SACCO. The study employed a correctional sectional research design. It involved quantitative and qualitative methods which enabled the study to evaluate the relationship between the study variables. A sample of 105 respondents were selected using simple random sampling and purposive sampling techniques. The quantitative and qualitative data from the respondents was analyzed using SPSS Version 21.0 and thematic analysis respectively. Quantitative results in form of descriptive statistics, correlations and regressions were presented in tables based on the study objectives. The study found out that strategy management, has a positive significant relationship with organizational performance of SACCOs (r = .962, P≤.01).

Abodunde (2020) examined the impact of strategic management on the performance of SMEs in Lagos State, Nigeria with a survey of two hundred and two (202) of Small and Medium Enterprises (SMEs) that have been in operation for the past ten (10) years were randomly selected from one thousand nine hundred and sixty-five (1,965) that registered with Ministry of Commerce and Industry in Lagos State was analyzed with the aid of an Ordinary Least Square method of estimation. The findings revealed that commitment to strategic management has a positive impact on SMEs’ performance but not significant, while the inclusion of members of staff in the strategic management process has a positive and significant impact on SMEs’ performance. The study concluded that for SMEs in Nigeria to achieve sustainable competitive advantages in this era of the cut-throat global competitive environment, the inclusion of all stakeholders in the strategic management process is prime importance.

Onyekwelu (2020) study investigated the effect of strategic management on organizational performance with particular reference to some manufacturing firms in South-East Nigeria. The study was anchored on classical theory and resource-based theory. The population of the study comprised of 1200 employees while the sample size consisted of 300 employees of the selected manufacturing firms through the use of Taro Yamane’s formula. Multiple regression analysis was employed to analyze the data generated. It was discovered that all the strategic processes including strategy objective, strategy formulation, strategy implementations and strategy evaluation had significant effects on organizational performance of manufacturing firms in South East, Nigeria.

Silpah, Paul and James (2018) on the influence of strategic formulation on organizational performance of companies listed at the Nairobi Securities Exchange (NSE) based on positivism research philosophy and explanatory research design with population of 325 senior managers of companies listed at NSE and a sample size of 179 senior managers. The findings revealed that organizational performance was positively and significantly correlated with strategy formulation and that there was a significant mean difference between organizational performance and strategy formulation. Simple linear regression showed that strategy formulation significantly affects organizational performance.

**2.2.2 Strategic Planning and Efficiency**

Tefera and Abebe (2024) examined the impact of strategic planning on the performance of public commercial banks in the context of eastern Hararghe, Ethiopia. A cross-sectional research design was used to investigate the relationship and impacts of the variables. a sample was drawn from managers and senior staff, who engage in planning and monitoring activities. Structured questionnaires were designed and administered based on a five-point Likert scale to gather the data. Descriptive statistics and econometric regression analysis techniques were employed after proper coding and testing of the reliability of the items. The findings revealed that strategic planning strongly and positively correlates with the bank’s overall performance.

Yadav (2024) investigated the impact of strategic planning on organizational performance and survival of Nepalese commercial banks. The primary source of data is used to assess the opinions of the respondents regarding the strategic planning and its impact on survival and performance of commercial banks in Nepal. The study is based on primary data of 16 commercial banks with 125 respondents. To achieve the purpose of the study, structured questionnaire is prepared. The correlation coefficients and regression models are estimated to test the significance. The study showed that organizational structure has a positive impact on organizational performance. Similarly, environmental scanning has a positive impact on organizational performance. Similarly, strategy implementation has a positive impact on organizational performance. The study also showed that strategy formulation has a positive impact on organizational performance. Furthermore, strategy evaluation and control have positive impact on organizational performance.

Azouza and Masaud (2023) examined the influence of strategic planning on quality control within the Iron and Steel sector in developing nations. The study’s objectives were accomplished through the implementation of a quantitative methodology. During the data collection phase of the study, a sample of 384 employees employed at the Libyan Iron and Steel Company was obtained. The study employed Structural Equation Modelling (SEM) to assess the influence of strategic planning on quality control. The results of this study demonstrated a statistically significant and positive relationship between strategic planning and quality control.

Ibegbulem and Okorie (2023) reviewed strategic planning and productivity in business enterprises in Anambra State, Nigeria. The objectives of the study were basically to find out the effect of strategic planning on productivity of the SMEs under study, and how and to what extent the mediating role of employee involvement and implementation incentives influences SMEs business performance. The study followed quantitative research using a survey research design. The target population included all employees of the SMEs under study, which was 1,100. A sample of 293 was drawn from the population using Taro Yamane’s formula. The reaction to the study was positive as a response rate of 98.98% (290) was obtained. The X2 {chi-square} test statistics at 0.05level of significance was used in testing the hypotheses. The study revealed that strategic planning positively influences the productivity of the SMEs under study; and that the mediating role of employee involvement/participation and implementation incentives influences positively SMEs productivity/business performance.

Ibrahim et al. (2023) examined the influence of strategic planning implementation practices on school performance in public secondary schools in Tanzania. The study employed a concurrent triangulation design within the framework of a mixed methods approach. The study was conducted in two Districts of Mwanza Region namely: Nyamagana and Magu in which data were collected from public secondary schools between August 2022 and January 2023. The sample size involved a total of 354 respondents including 266 members of the School Management Teams (SMTs), 76 members of the School Governing Boards (SGBs), 10 Ward Education Officers (WEOs) and 2 District Education Officers (DEOs). Research data were collected through questionnaire, interview and documentary review. The quantitative data were analyzed by using Structural Equation Modelling (SEM) technique, while the qualitative data were analyzed through content analysis. The results of hypotheses tests show that, strategic implementation practices were significantly related to: school organizational performance (P<0.05, R2=0.08), teacher performance (P P<0.05, R2=0.02) and students’ academic performance (P P<0.05, R2=0.24). Therefore, it is was generally observed that, strategic implementation practices significantly influence school performance.

**2.2.3 Strategic Formulation and Customer Satisfaction**

Akunne et al. (2023) investigated the determinants of operational efficiency in electricity distribution companies (DISCOs) within the context of Nigeria. A cross-sectional survey design was employed, targeting 400 staff members of the Abuja Electricity Distribution Company (AEDC), one of the major DISCOs in Nigeria. Data collection was conducted with a robust emphasis on validation and reliability, ensuring the accuracy of measurements. The study utilized multiple regression analysis to examine the hypotheses concerning the impact of strategy formulation and resource allocation on the operational efficiency of AEDC. The findings reveal that while strategy formulation did not exhibit a significant influence on operational efficiency, resource allocation plays a pivotal role in enhancing operational performance.

Bonsu et al. (2023) assessed the effect of strategic formulation on the satisfaction and loyalty of customers of Hotels in Kumasi. The study adopted primary data which was solicited from two hundred respondents who were purposively sampled from selected hotels in Kumasi with a structured questionnaire on a five-point Likert Scale. Data collected were analyzed quantitatively using both descriptive and inferential statistics with SPSS version 21. Ordinary Least Squared (OLS) regression was adopted for the regression analysis. The study found out a positive effect on customer satisfaction hotels in Kumasi. Strategic Management Practices (SMP) suffused a coefficient of 0.046 in the regression model with a p-value of 0.0014 at 5% level of significance.

Matumbi and Muchelule (2023) investigated strategy formulation on performance of tea processing firms in Kiambu County, Kenya. The target population of the study consisted of 281 respondents in the tea processing firms in Kiambu County, Kenya. Yamane’s formula was used to determine 165 respondents in tea processing firms in Kiambu County, Kenya. Structured questionnaires which comprise of closed ended questions was used to collect primary data. Data collected was analysed using analytical tools which are: descriptive statistics, correlation and regression methods. Before regression analysis, diagnostic tests such as Kaiser-Meyer-Olkin, Bartlett’s and multicollinearity tests was conducted. The study established that there was significant positive correlation between the strategy formulation and performance of tea processing firms in Kiambu County, Kenya.

Mutero and Makokha (2023) studied the strategy formulation drivers and performance of flower exporters in Kenya. A descriptive research design was employed. The target population was (20) senior managers and (53) middle managers in Terrasol flower farms, selected through censors. The researcher used structured questionnaires derived from the research objectives to generate primary data, and was administered to the participants through drop-and-pick methods. Secondary data was collected from the internet, various publications, journals, annual reports and books. A pilot study was carried out to ensure the effectiveness of the data collected. Data obtained was analyzed via Statistical Package for Social Sciences (SPSS) version 28 software. Descriptive and inferential statistics were tabulated in tables. The study finds that the organization's vision statement and strategic corporate governance are strongly related to the performance of flower exporters in Kenya.

Ogweno and Bula (2023) determine the effect of strategic management processes on performance of deposit taking Saving and Credit Cooperative Organizations in Nairobi City County. The study was anchored on three theories, that is, Resource Based Theory, Modern Portfolio Theory and Balanced Scorecard Theory. The study used a descriptive and explanatory Research design. The study targeted 210 managers from 42 saving and Credit Cooperative Organizations in Nairobi. Stratified random sampling was adopted in selecting 137 respondents. Primary data was gathered with aid of a questionnaire that had undergone pilot testing to determine its reliability while validity was ensured by the review of the supervisor. The gathered data was analyzed through means and standard deviations and regression analysis and presented through tables and figures. The study established that strategy (β=.157, p<0.05), strategy implementation (β=.060, p<0.05), and strategy evaluation (β=.257, p<0.05) all have positive and significant beta.

**2.2.4 Strategic Agility and Employee Engagement**

Jelena et al. (2024) examined and analyzed the key implications of employee engagement on organizational agility in the digital age. Research was based on case study method in one software development company from the Republic Serbia. Interview technique was applied for data collection. The analysis of qualitative data collected during May 2023 showed that engaged employees from the technical support department represent the lever for organizational agility.

Arokodare et al. (2023) examined the mediating effects of knowledge management on the relationship between strategic agility and organisational performance in the upstream oil and gas industry of Nigeria. A survey research design and a purposive sampling technique were used. The instrument used was valid and reliable since the AVE > 0.5 and Cronbach Alpha >0.70 as well as composite reliability values that ranged from 0.803, 0.804 and 0.843. In the upstream oil and gas sector 40 companies were selected in Lagos State and three copies of the questionnaire were given to the finance managers, the oil exploration and production managers and the planning and budget managers of each firm, which summed up to 120 respondents. 112 copies of the questionnaire were duly completed and retrieved from the respondents, giving a response rate of 93.33%. For data analysis, Smart Partial Least Square (PLS) 3.0 was used via Structural Equation Modelling. Findings revealed that knowledge management has a significant effect on organisational performance and that knowledge management has no significant mediating effect on the effect between strategic agility and organisational performance while knowledge management and strategic agility showed a significant effect on organisational performance. Finding also established that knowledge management has no mediating effect on the relationship between strategic agility and organisational performance of upstream oil and gas companies in Lagos State, Nigeria.

Ludviga and Kalvina (2023) examined the mediating role of a public sector organization’s perceived strategic agility in relation to employee outcomes. The study used survey-based quantitative methodology to capture employees’ perceptions (n = 5469) of strategic agility in public sector organizations during the COVID-19 crisis and identify the impact on work engagement and well-being. Data analysed using a structural equation modelling approach. The study results showed that an organization’s perceived strategic agility has a positive significant effect on employee work engagement and thus on well-being. Organizational learning, leadership, and aim clarity are factors that positively contribute to public sector organizations’ strategic agility.

Rozak et al. (2023) described and analyze models for improving the performance of SMEs through agility, social media, and digitalization-based strategic planning. Data were collected from 239 SMEs in creative industry. The data were analyzed using SmartPLS analysis. The results showed that digital skills can increase the use of ICT, social media engagement, and organizational agility in SMEs.

Mihardjo, Sasmoko, and Rukmana (2019) explored the role of customer experience orientation and organizational agility. The study was performed with a sample size of 175 respondents representing Indonesian telecommunication firms. Smart PLS was used as the statistical tool for analyses. Findings demonstrate that customer experience orientation and organizational agility has a direct impact on digital co-creation and business model innovation. Simultaneous testing of hypotheses shows that customer experience orientation has an indirect influence on business model innovation through co-creation strategy. However, organizational agility does not have any indirect impacts.

**2.2.5 Strategic Evaluation and Innovation**

Mbuotidem Umoh (2023) evaluated strategically the component and application of Artificial Intelligence (AI) for Innovative Libraries in the 21st Century. From the study is it then concluded that the application of artificial intelligence and machine learning in libraries is an emerging trend that has captured the attention of relevant practitioners and academics. Some advanced AI and ML techniques like pattern recognition and MAS are also being used to ensure library security; user identification; book title recognition; RFID management, and other administration activities. Deep learning, neural network algorithms, convolutional neural networks have also been proved as powerful tools for scholarship, collections discovery, search and analysis.

Adudu (2022) examined the effect of strategy evaluation on performance of small and medium enterprises in Makurdi metropolis, Benue State. The study adopted a survey research design and primary data that were collected through questionnaire administration. The population of the study was 240 selected SMEs within Makurdi metropolis, Benue State. The study adopted a census sampling technique. Data collected from the respondents were analysed using mean, standard deviation and multiple regressions. Formulated hypotheses were tested at 0.05 level of significance with the aid of the Statistical Package for Social Sciences (SPSS 23). Findings of the study indicated that strategy evaluation consistency, strategy evaluation suitability, strategy evaluation feasibility and strategy evaluation acceptability hasvesignificant effect on the performance of small and medium enterprises in Makurdi metropolis, Benue State.

Okwemba and Njuguna (2021) examined the effect of strategy evaluation on performance of Chemelil sugar company in Kisumu County, Kenya. The descriptive research design was deemed the most appropriate research design to be utilized in the study. The target population was 60 respondents from departmental heads, sectional heads, superintendents and foremen. The study conducted a census. The study found a strong positive relationship exists between strategy evaluation and performance (r = 0.887, p = 0.004). The coefficient of determination was found to be 25.5% which signified that 25.5% of the variations in the performance can be explained by strategy evaluation while other factors can explain the remaining 74.5%. The regression results established that strategy evaluation is positively and significantly related with performance (β= .587, t = 1.943, p = .048).

Sylvia (2021) evaluated the effect of strategic evaluation and control on financial performance of SMEs in Juba, South Sudan. The research design used was the cross-sectional method. The target population of this study consisted of 4,951 registered companies as per the Ministry of Justice and Constitutional Affairs of the Republic of South Sudan, 2019. The study used the formula by Krejcie and Morgan Table to select a sample size of 381- registered company from a target population of 4,951 of small and medium enterprises in Juba, South Sudan. Data was collected using the structured questionnaires. A pilot test was conducted on 39 respondents from Tereka County which is outside Juba City to verify the reliability of the data instrument. Content, construct and face validity were done and reliability of the research instruments was achieved through conducting reliability analysis which yielded a Cronbach Alpha coefficient of 0.805. Strategic evaluation practice had a statistically significant impact on the financial performance of SMEs in Juba. Effect of strategic evaluation on the financial performance of the SMEs in Juba, South Sudan reduces with increase in the strangeness of the government regulations imposed on the SMEs.

Kalay and Lynn (2015) investigated the impact of innovation strategy, organizational structure, innovation culture, technological capability and customer and supplier relationships, which appear in the literature as strategic innovation management practices in business enterprises, on firm innovation performance. In this context, data collected from 132 managers at 66 firms operating in the manufacturing sector in the TRB2 zone of Turkey were analyzed. The partial least squares structural equation modelling (PLS-SEM) method was used to test hypotheses of study. The analyses revealed that innovation strategy, organizational structure and innovation culture significantly increased firm innovation performance. However, no significant impacts of technological capability and customer and supplier relationships on firm innovation performance were determined.

**2.3 Theoretical Review**

This section covered the review of theories related to the study and the theoretical framework. The theories discussed included resource base theory, strategic fit theory, and dynamic capabilities theory. Each theory was reviewed based on its assumptions, support, criticism, and relevance of the study.

**2.3.1 Resource Base View Theory**

The Resource-based theory was originally proposed by Birger Wernerfelt (1984) and later developed and refined by Jay B. Barney (1991). In this theory, the competitive advantage and superior performance of an organisation is explained by the distinctiveness of its capabilities. According to the resource-based theory, organizations can improve their performance by leveraging resources effectively. Organizations may experience scarcity in the supply of resources, and at the same time they have to maximize resources efficiently (Lumpkin & Dess, 2011). To overcome scarcity of resources, organizations may need to acquire complementary external resources and search for other capabilities (Bontis, Keow, & Richardson, 2010). At the same time the organization can produce quality products without having to employ a large amount of people (Lumpkin & Dess, 2011).

Normally, organizations face limited access to resources and ideas, hence outsourcing allows the organizations to gather new ideas and innovations (Lumpkin & Dess, 2011). It could also result possible cash influx due to the transfer of assets to new provider. In the light of the above, resource-based theory posits that it is possible for seeking resources from the government to supplement in-house competencies, rather than total acquisition of the resources (Lumpkin & Dess, 2011). The Resource-Based theory of the firm suggests that performance is driven by the resource profile of the firm while the source of superior performance is embedded in the possession and deployment of distinctive resources that are difficult to imitate (Mazzarol & Choo, 2013). The resource-based theory further stipulates the fundamental sources and drivers of organization performance is mainly associated with the attributes of their resources and capabilities which are rare, valuable, difficult to imitate and not substitutable (Mazzarol & Choo, 2013).

The Resource-Based View (RBV) as a basis for the competitive advantage of a firm lies primarily in the application of a bundle of valuable tangible or intangible resources at the firm's disposal. To transform a short-run competitive advantage into a sustained competitive advantage requires that these resources are heterogeneous in nature and not perfectly mobile. Effectively, this translates into valuable resources that are neither perfectly imitable nor substitutable without great effort (Barney, 1991).

The Resource Based View (RBV) of the firm is a dominant perspective of strategic management that seeks to find out why some firms consistently outperform others and invokes the concept of competitive advantage to explain firm performance (Lilly & Juma, 2014). The Resource-Based view theory (RBV) of the firm suggests that enterprises have a bundle of capabilities and resources that provide a more sustainable competitive advantage and contribute to higher returns (Peteraf & Barney, 2003). Resource Based View theory is based on the idea that the effective and efficient application of all useful resources that a company possesses helps determine its competitive advantage, and its performance. It assumes that organizations must be successful in obtaining and managing valued resources in order to be effective (Barner, Wright & Ketchen, 2001). In this way, the firm product development strategy is determined by the resources available and the capability to deploy them in the best way to obtain a good performance.

The resource-based perspective rests on two major theories; TGF; “The Theory of the Growth of the Firm”, Penrose (1959) and RBV; “The Resource Based View”, Wernerfelt (1985) and Barney (1991). According to Barney (1991), to obtain competitive advantage, resources have to be strategic, valuable, rare, inimitable, immobile and in some contexts not even tradable. The resource-based perspective in a contemporary view also includes company elements such as structure, control system and compensation policies in order to fully ensure proper resource exploitation (Barney, 1997).

The implication of the theory to this study is that the resource-based theory stipulates that for strategic decision making, organizational resources would be used a s a competitive advantage tool in during decision making.

**2.3.2 Strategic Fit Theory**

Strategic fit/decision theory is a school of thinking that opposes the notion that a single set of best practices for strategic management can be applied to all circumstances. According to Morrisette and Oberman (2013), strategic management principles are based on the organization's environment, business strategy, and culture. For strategic management approaches to be most effective, he stated that they must be linked with an awareness of the organization's unique context. Therefore, strategic management approaches must be matched with critical strategic fit theory aspects such as culture, external environment, and operational procedures (LeRoux & Wright, 2010). As there is no universally applicable approach to management, organizations must design techniques suited to their setting (McHatton et al., 2011). Bryson (2011) argued that the business environment is a constant source of unique challenges that push businesses to seek out and implement new solutions; this requires management to develop a strategy that considers external factors while outlining the company's objectives in light of its competitive advantages (Bayode & Adebola, 2012).

According to strategic fit, organic organizational structures are more effective than mechanistic ones in complex, unpredictable environments, but the opposite is true in simple, stable contexts. It implies that firms must first determine the nature of their operating environment before modifying their organizational structure accordingly. On the other hand, LeRoux & Wright (2010) feel that companies must evolve from mechanistic to organic structures to respond effectively and efficiently to market and environmental changes. Bryson (2011) asserts that organizations can better manage their resources by employing the concept of strategic fit, hence reducing operational costs and enhancing their responsiveness to environmental challenges and new possibilities. According to Omari et al. (2011), organizations rebalance their performance by investing the extra resources from the fit based on higher productivity; thus, firms should strive to maintain a strategic fit between their resources and goals because, according to Bayode & Adebola (2012), a well aligned organization performs better and provides excess resources that can be used for growth.

This theory is in line with this proposition that decisions were best made basing on the event. Other firms came up with modifies structures in order to enhance performance in their organizations especially in uncertainty (Lux, 2016). The application of this theory assisted strategic managers to manage their scarce resources effectively to lower overhead costs and respond to the changing environment. Strategic managers were flexible in their roles (Prajogo, 2016). The adaptability in the external environment played a huge role on how their performance would be. It is with this reason that those managers and directors who failed to adopt to the changing environment led to shut done of many firms. Organizations should be able to integrate change in their strategic plans (Prajogo, 2016). Therefore, it is recommended that firms adopt the notion of strategic fit through strategic management practices to more effectively manage their resources, respond to environmental change, and seize new opportunities.

**2.3.3 Dynamic Capability Theory**

Dynamic capability philosophy draws on Schumpeterian reasoning, which sees dynamic capability as another rent-creating mechanism based on the competences of organizations (Schumpeter, 1940). Eisenhardt and Martin (2000) defined dynamic capabilities as ‘a set of specific and identifiable processes’ that are ‘idiosyncratic’ in details and somehow ‘dependent’ in their emergence. Dynamic capability is about organizational competitive survival. Dynamic capability theory explains the capacity of an organization to purposefully create, extend or modify its resource base which refers to the choice of strategy an organization adopts to achieve its goals. Dynamic capabilities of firms may account for the emergence of differential firm performance within an industry (Zott, 2000). Zott (2000) synthesizing insights from both strategic and organizational theory, found performance relevant attributes of dynamic capabilities such as innovativeness of products to be the timing of dynamic capability deployment and learning to deploy dynamic capabilities.

The dynamic capabilities theory suggests that in order for a business to succeed in today's competitive market, it must have the flexibility to take advantage of new opportunities as they arise, as well as the ability to integrate new sources of information and information technology into its operations (Gates, 2010). The notion describes how a firm can increase its bottom line by prioritizing environmental issues. What we mean by "dynamic capability" is that firms can flex their inner and outside strengths to meet the needs of different situations (Dudu & Agwu, 2014). Adaptable abilities are necessary for today's hypercompetitive business climate due to the quick depletion of extraordinary firm-specific resources and talents (Bagnoli & Megali, 2011). Nonetheless, it is vital to remember that emotional skills, being organizational processes, take time to cultivate and fully embed into a company. They are utilized for restructuring the business's resources, which may involve removing obsolete items or combining resources in novel ways (Analoui & Samour, 2012). Hence, because firms see their dynamic capacities as a critical path shaped by their past actions and asset stock, they need to develop them to utilize them to achieve long-term goals. Therefore, organizations must endeavour to build their dynamic capacities to utilize them to achieve long-term goals, as they are seen as a critical path shaped by the banks' past activities and asset stock.

In conclusion, the dynamic capabilities theory supports strategic management and performance in organizations by providing a framework for understanding how organizations can adapt and innovate in response to changing market conditions. By developing the dynamic capabilities of sensing and seizing opportunities, reconfiguring resources, and learning and integrating new knowledge, IVM can respond to new opportunities and threats in the market, and adapt their strategies accordingly. As a result, IVM can achieve competitive advantage and improve their performance.

**2.3.4 Theoretical Framework**

The study adopts the Resource-Based Theory as its framework because it emphasizes the unique internal resources and capabilities of an organization as critical drivers of competitive advantage and performance. RBT provides a strong basis for analyzing how Innoson Vehicle Manufacturing Company can use its tangible and intangible assets, such as technological expertise, skilled workforce, and proprietary processes, to achieve superior organizational performance. This theory aligns closely with the study’s focus on strategic management, as it underscores the importance of identifying, developing, and sustaining valuable, rare, inimitable, and non-substitutable (VRIN) resources to maintain long-term success in a competitive manufacturing industry.

In contrast, the Strategic Fit Theory primarily focuses on aligning external environmental factors with internal strategies, which, while relevant, does not fully address the internal resource optimization central to the study. Similarly, the Dynamic Capability Theory emphasizes an organization's ability to adapt to changes in the external environment through innovation and flexibility. Although this theory is important in dynamic industries, the study prioritizes understanding the internal resource-based factors driving performance within a stable manufacturing context like Innoson Vehicle Manufacturing Company. Therefore, RBT is more suited to exploring the internal strategic mechanisms that impact organizational performance.

**2.4 Summary and Gaps in the Literature**

The Summary and Gaps in the Literature provides an overview of key findings from previous studies on the effect of strategic management on organizational performance. This section highlights reviews from the literature and examines areas where existing research is lacking, particularly concerning the manufacturing industry in Nigeria, and the specific case of Innoson Vehicle Manufacturing Company.

**2.4.1 Summary of the Review**

Beginning with the concept of organizational performance, which is the measure of how well a business achieves its goals, focusing on both financial and non-financial outcomes. It involves evaluating efficiency, productivity, and goal attainment (George et al., 2019). In addition, efficiency as a proxy of organizational performance, measures how well a business uses its resources to produce desired results with minimal waste (Nwulu et al., 2022). Customer satisfaction also is essential for organizational success and is often used as a measure of service quality. It is influenced by how well a product or service meets or exceeds customer expectations (Omar, Saadan & Seman, 2017). Furthermore, employee engagement is the emotional commitment employees feel toward their job and organization, driving them to perform well and stay loyal to their workplace (Abun et al., 2021). Innovation, on the other hand, includes developing new products, services, or processes that improve productivity, lower costs, and add value to the organization (Khan et al., 2020).

Transiting to the independent variables, strategic management involves setting objectives, understanding resources, and analyzing both internal and external factors that impact the organization’s success (Fuertes et al., 2020). This process is divided into four key stages: strategic planning, strategy formulation, strategy agility, and evaluation, which guide organizations toward goal achievement while adapting to dynamic environments (Aliyu, Adekunle, & Abbah, 2022). Strategic planning is a structured process that involves defining long-term objectives, aligning resources, and tracking progress to improve quality and organizational performance (Scolastica & Mboya, 2021). Secondly, strategy formulation is about creating action plans that align with the organization’s goals and mission. This involves analyzing resources, setting achievable goals, and evaluating strategic options (Malshe et al., 2022). Also, strategic agility is a key strength that helps companies adapt to changing markets and keep a competitive edge by being flexible, fast, and responsive (Adomako et al., 2022). Lastly, strategy evaluation is the process of reviewing and assessing how well a strategy is performing to meet organizational goals (Markus et al., 2021).

The empirical review explored studies related to strategic planning, strategic formulation, strategic agility, strategic evaluation, and strategic management and how they affect various aspects of organizational performance. Conclusively, the last phase reviewed the theories related to the study, as the Resource-Based View was adopted as the main theoretical framework. It suggests that Innoson Vehicle Manufacturing (IVM) can gain a sustainable competitive advantage by leveraging its unique resources and competencies that are valuable and hard to copy. The theory posits that if resources are well-managed, they can create a lasting advantage that is difficult for competitors to match. This understanding of resource capabilities as central to strategic planning can support IVM's long-term success by helping it build a solid competitive foundation (Mazzarol & Choo, 2013).

**Table 2.1** **Summary Table of Literatures**

|  |  |  |  |
| --- | --- | --- | --- |
| **S/N** | **Author (Year)** | **Title** | **Findings** |
| 1. | Marei et al. (2024) | The influence of sustainability on the link between strategic management and organizational performance. | The findings of the hypothesis testing revealed that with operational sustainability as a moderating variable, the relationship becomes stronger between entrepreneurial orientation, technology orientation, market orientation, and organizational performance. |
| 2. | Agaba et al. (2023) | The effect of strategic management on organizational performance a case of Lyamujungu SACCO. | The study found out that strategy management, has a positive significant relationship with organizational performance of SACCOs (r = .962, P≤.01). |
| 3. | Abodunde (2020) | The impact of strategic management on the performance of SMEs in Lagos State, Nigeria | The findings revealed that commitment to strategic management has a positive impact on SMEs’ performance but not significant, while the inclusion of members of staff in the strategic management process has a positive and significant impact on SMEs’ performance. |
| 4. | Onyekwelu (2020) | The effect of strategic management on organizational performance with particular reference to some manufacturing firms in South-East Nigeria. | It was discovered that all the strategic processes including strategy objective, strategy formulation, strategy implementations and strategy evaluation had significant effects on organizational performance of manufacturing firms in South East, Nigeria. |
| 5. | Silpah, Paul and James (2018) | The influence of strategic formulation on organizational performance of companies listed at the Nairobi Securities Exchange (NSE) | The findings revealed that organizational performance was positively and significantly correlated with strategy formulation and that there was a significant mean difference between organizational performance and strategy formulation. |
| 6. | Tefera and Abebe (2024) | The impact of strategic planning on the performance of public commercial banks in the context of eastern Hararghe, Ethiopia. | The findings revealed that strategic planning strongly and positively correlates with the bank’s overall performance. |
| 7. | Yadav (2024) | The impact of strategic planning on organizational performance and survival of Nepalese commercial banks. | The study showed that strategic planning has a positive impact on organizational performance. |
| 8. | Azouza and Masaud (2023) | The influence of strategic planning on quality control within the Iron and Steel sector in developing nations. | The results of this study demonstrated a statistically significant and positive influence of strategic planning on quality control. |
| 9. | Ibegbulem and Okorie (2023) | Strategic planning and productivity in business enterprises in Anambra State, Nigeria. | The study revealed that strategic planning positively influences the productivity of the SMEs under study; and that the mediating role of employee involvement/participation and implementation incentives influences positively SMEs productivity/business performance. |
| 10. | Ibrahim et al. (2023) | The influence of strategic planning implementation practices on school performance in public secondary schools in Tanzania. | The results of hypotheses tests show that, strategic planning implementation practices were significantly related to: school organizational performance (P<0.05, R2=0.08), teacher performance (P P<0.05, R2=0.02) and students’ academic performance (P P<0.05, R2=0.24). |
| 11. | Akunne et al. (2023) | The determinants of operational efficiency in electricity distribution companies (DISCOs) within the context of Nigeria. | The findings reveal that while strategy formulation did not exhibit a significant influence on operational efficiency, resource allocation plays a pivotal role in enhancing operational performance. |
| 12. | Bonsu et al. (2023) | The effect of strategic formulation on the satisfaction and loyalty of customers of Hotels in Kumasi. | The study found out a positive effect on customer satisfaction hotels in Kumasi. Strategic Management Practices (SMP) suffused a coefficient of 0.046 in the regression model with a p-value of 0.0014 at 5% level of significance. |
| 13. | Matumbi and Muchelule (2023) | Strategy formulation on performance of tea processing firms in Kiambu County, Kenya. | The study established that there was significant positive correlation between the strategy formulation and performance of tea processing firms in Kiambu County, Kenya. |
| 14. | Mutero and Makokha (2023) | Strategy formulation drivers and performance of flower exporters in Kenya. | The study finds that the organization's vision statement and strategic corporate governance are strongly related to the performance of flower exporters in Kenya. |
| 15. | Ogweno and Bula (2023). | Strategic formulation and performance of deposit taking savings and credit co-operative society in Nairobi City County, Kenya. | The study established that strategy (β=.157, p<0.05), strategy implementation (β=.060, p<0.05), and strategy evaluation (β=.257, p<0.05) all have positive and significant beta. |
| 16. | Jelena et al. (2024) | The key implications of employee engagement on organizational agility in the digital age | The analysis of qualitative data collected during May 2023 showed that engaged employees from the technical support department represent the lever for organizational agility. |
| 17. | Arokodare et al. (2023) | The mediating effects of knowledge management on the relationship between strategic agility and organisational performance in the upstream oil and gas industry of Nigeria. | Findings revealed that knowledge management has no significant mediating effect on the effect between strategic agility and organisational performance while knowledge management and strategic agility showed a significant effect on organisational performance. |
| 18. | Ludviga and Kalvina (2023) | The mediating role of a public sector organization’s perceived strategic agility in relation to employee outcomes. | The study results showed that an organization’s perceived strategic agility has a positive significant effect on employee work engagement and thus on well-being. |
| 19. | Rozak et al. (2023) | The models for improving the performance of SMEs through agility, social media, and digitalization-based strategic planning. | The results showed that digital skills can increase the use of ICT, social media engagement, and organizational agility in SMEs. |
| 20. | Mihardjo, Sasmoko, and Rukmana (2019) | The role of customer experiences orientation and organizational agility. | Simultaneous testing of hypotheses shows that customer experience orientation has an indirect influence on business model innovation through co-creation strategy. However, organizational agility does not have any indirect impacts. |
| 21. | Mbuotidem Umoh (2023). | A Strategic Evaluation of Artificial Intelligence for Innovative Libraries in the 21st Century the Components and Applications. | It is found that the application of artificial intelligence and machine learning in libraries is an emerging trend that has captured the attention of relevant practitioners and academics. |
| 22. | Adudu (2022) | The effect of strategy evaluation on performance of small and medium enterprises in Makurdi metropolis, Benue State. | Findings of the study indicated that strategy evaluation consistency, strategy evaluation suitability, strategy evaluation feasibility and strategy evaluation acceptability have significant effect on the performance of small and medium enterprises in Makurdi metropolis, Benue State. |
| 23. | Okwemba and Njuguna (2021) | The effect of strategy evaluation on performance of Chemelil sugar company in Kisumu County, Kenya. | The study found a strong positive relationship exists between strategy evaluation and performance (r = 0.887, p = 0.004). The coefficient of determination was found to be 25.5% which signified that 25.5% of the variations in the performance can be explained by strategy evaluation while other factors can explain the remaining 74.5%. The regression results established that strategy evaluation is positively and significantly related with performance (β= .587, t = 1.943, p = .048). |
| 24. | Sylvia (2021) | The effect of strategic evaluation and control on financial performance of SMEs in Juba, South Sudan. | Strategic evaluation practice had a statistically significant impact on the financial performance of SMEs in Juba. |
| 25. | Kalay and Lynn (2015) | The impact of innovation strategy, organizational structure, innovation culture, technological capability and customer and supplier relationships. | The analyses revealed that innovation strategy, organizational structure and innovation culture significantly increased firm innovation performance. However, no significant impacts of technological capability and customer and supplier relationships on firm innovation performance were determined. |

**Source:** Literature Review (2024)

**2.4.2 Gaps in the Literature**

They study examined conceptual review, theoretical review and empirical review. Theoretical framework which was anchored on Resource-Based Theory. Due to the conflict findings on strategy management on organizational performance, this study is set to fill a gap.

While a number research studies on strategy management on organizational performance had been carried in various sector in Nigeria, none has been carried out to determine the above variables, strategic planning, strategic formulation, strategy agility, and strategic evaluation on the performance of Innoson Vehicle Manufacturing (IVM) Company. The study intends to examine the study of strategic management under the variables reviewed above.

Existing studies in Nigeria aimed at strategy management (Silpah, Paul & James, 2018; Abodunde, 2020), these studies in Nigeria are in South-West and other African countries, and few have specifically focused on the automotive industry in Nigeria, especially in relation to companies like IVM. Hence the study intends to examine the study in the Nigerian vehicle manufacturing sector.

Alos, despite the growing interest in strategic management and its impact on organizational performance, several gaps exist in the existing literature, particularly regarding its application to Innoson Vehicle Manufacturing (IVM) in Anambra State, creating a geographical difference or gap. Therefore, this study set to fill this gap by examining the effect of the above name variables that impede the strategy management of Innoson Vehicle Manufacturing (IVM) Company in Anambra State, Nigeria.

**2.4.2.1 Gaps One: Strategic Management and Organizational Performance**

Studies such as Marei et al. (2024) investigated the mediating influence of sustainability on the link between strategic management and organizational performance. The findings of the hypothesis testing revealed that with operational sustainability as a moderating variable, the relationship becomes stronger between entrepreneurial orientation, technology orientation, market orientation, and organizational performance. Agaba et al. (2023) established the effect of strategic management on organizational performance a case of Lyamujungu SACCO. The study found out that strategy management, has a positive significant relationship with organizational performance of SACCOs (r = .962, P≤.01). Abodunde (2020) examined the impact of strategic management on the performance of SMEs in Lagos State, Nigeria. The findings revealed that commitment to strategic management has a positive impact on SMEs’ performance but not significant, while the inclusion of members of staff in the strategic management process has a positive and significant impact on SMEs’ performance. Onyekwelu (2020) study investigated the effect of strategic management on organizational performance with particular reference to some manufacturing firms in South-East Nigeria. It was discovered that all the strategic processes including strategy objective, strategy formulation, strategy implementations and strategy evaluation had significant effects on organizational performance of manufacturing firms in South East, Nigeria. Silpah, Paul and James (2018) on the influence of strategic formulation on organizational performance of companies listed at the Nairobi Securities Exchange (NSE), revealing that organizational performance was positively and significantly correlated with strategy formulation and that there was a significant mean difference between organizational performance and strategy formulation. Simple linear regression showed that strategy formulation significantly affects organizational performance.

**Table 2.2** **Gaps on** **Strategic Management and Organizational Performance**

|  |  |  |  |
| --- | --- | --- | --- |
| **S/N** | **Author (Year)** | **Title** | **Gaps** |
| 1. | Marei et al. (2024) | The influence of sustainability on the link between strategic management and organizational performance. | Understanding how strategic management uniquely affects organizational performance in manufacturing companies such as Innoson Vehicle Manufacturing Company. |
| 2. | Agaba et al. (2023) | The effect of strategic management on organizational performance a case of Lyamujungu SACCO. | The study did not address the manufacturing sector, which operates under distinct dynamics and strategic challenges, creating a gap for analyzing these relationships within Innoson Vehicle Manufacturing Company. |
| 3. | Abodunde (2020) | The impact of strategic management on the performance of SMEs in Lagos State, Nigeria | This gap highlights the need to investigate how strategic management impacts performance in a large-scale manufacturing company like Innoson. |
| 4. | Onyekwelu (2020) | The effect of strategic management on organizational performance with particular reference to some manufacturing firms in South-East Nigeria. | The study analyzed manufacturing firms in South-East Nigeria but did not focus on a single company. This creates a gap in understanding the specific impact of strategic management processes on the performance of a specific firm such as Innoson Vehicle Manufacturing Company. |
| 5. | Silpah, Paul and James (2018) | The influence of strategic formulation on organizational performance of companies listed at the Nairobi Securities Exchange (NSE) | Exploring strategic management's effects on organizational performance within the Nigerian manufacturing industry, specifically at Innoson Vehicle Manufacturing Company. |

**Source:** Literature Review (2024)

**2.4.2.2 Gaps Two: Strategic planning and Organizational efficiency**

Studies such as Tefera and Abebe (2024) examined the impact of strategic planning on the performance of public commercial banks in the context of eastern Hararghe, Ethiopia. The findings revealed that strategic planning strongly and positively correlates with the bank’s overall performance. Yadav (2024) investigated the impact of strategic planning on organizational performance and survival of Nepalese commercial banks. The study showed that organizational structure has a positive impact on organizational performance. Azouza and Masaud (2023) examined the influence of strategic planning on quality control within the Iron and Steel sector in developing nations. The results of this study demonstrated a statistically significant and positive relationship between strategic planning and quality control. Ibegbulem and Okorie (2023) reviewed strategic planning and productivity in business enterprises in Anambra State, Nigeria. The study revealed that strategic planning positively influences the productivity of the SMEs under study. Ibrahim et al. (2023) examined the influence of strategic planning implementation practices on school performance in public secondary schools in Tanzania. The results of hypotheses tests show that, strategic implementation practices were significantly related to: school organizational performance (P<0.05, R2=0.08), teacher performance (P P<0.05, R2=0.02) and students’ academic performance (P P<0.05, R2=0.24). Therefore, it is was generally observed that, strategic implementation practices significantly influence school performance.

**Table 2.3** **Gaps on** **Strategic planning and Organizational efficiency**

|  |  |  |  |
| --- | --- | --- | --- |
| **S/N** | **Author (Year)** | **Title** | **Gaps** |
| 6. | Tefera and Abebe (2024) | The impact of strategic planning on the performance of public commercial banks in the context of eastern Hararghe, Ethiopia. | The study did not address the manufacturing sector or organizational efficiency specifically, leaving a gap in understanding the role of strategic planning in enhancing efficiency in manufacturing companies like Innoson Vehicle Manufacturing Company. |
| 7. | Yadav (2024) | The impact of strategic planning on organizational performance and survival of Nepalese commercial banks. | Studying the influence of strategic planning on organizational efficiency within the context of a manufacturing company such as Innoson. |
| 8. | Azouza and Masaud (2023) | The influence of strategic planning on quality control within the Iron and Steel sector in developing nations. | However, it did not investigate broader organizational efficiency or the automobile manufacturing industry, leaving room to explore these aspects at Innoson Vehicle Manufacturing Company. |
| 9. | Ibegbulem and Okorie (2023) | Strategic planning and productivity in business enterprises in Anambra State, Nigeria. | The study focused on smaller enterprises and did not address how strategic planning impacts efficiency in large-scale manufacturing firms. This gap allows for an exploration of these dynamics at Innoson Vehicle Manufacturing Company. |
| 10. | Ibrahim et al. (2023) | The influence of strategic planning implementation practices on school performance in public secondary schools in Tanzania. | This study differs significantly from the manufacturing industry, leaving a gap in understanding how strategic planning influences organizational efficiency in manufacturing firms such as Innoson. |

**Source:** Literature Review (2024)

**2.4.2.3 Gaps Three: Strategic Formulation and Customer Satisfaction**

Studies such as Akunne et al. (2023) investigated strategic formulation as a determinant of operational efficiency in electricity distribution companies (DISCOs) within the context of Nigeria. The findings reveal that while strategy formulation did not exhibit a significant influence on operational efficiency, resource allocation plays a pivotal role in enhancing operational performance. Bonsu et al. (2023) assessed the effect of strategic formulation on the satisfaction and loyalty of customers of Hotels in Kumasi. The study found out a positive effect on customer satisfaction hotels in Kumasi. Strategic Management Practices (SMP) suffused a coefficient of 0.046 in the regression model with a p-value of 0.0014 at 5% level of significance. Matumbi and Muchelule (2023) investigated strategy formulation on performance of tea processing firms in Kiambu County, Kenya. The study established that there was significant positive correlation between the strategy formulation and performance of tea processing firms in Kiambu County, Kenya. Mutero and Makokha (2023) studied the strategy formulation drivers and performance of flower exporters in Kenya. The study finds that the organization's vision statement and strategic corporate governance are strongly related to the performance of flower exporters in Kenya. Ogweno and Bula (2023) determine the effect of strategic management processes on performance of deposit taking Saving and Credit Cooperative Organizations in Nairobi City County. The study established that strategy (β=.157, p<0.05), strategy implementation (β=.060, p<0.05), and strategy evaluation (β=.257, p<0.05) all have positive and significant beta.

**Table 2.4** **Gaps on** **Strategic Formulation and Customer Satisfaction**

|  |  |  |  |
| --- | --- | --- | --- |
| **S/N** | **Author (Year)** | **Title** | **Gaps** |
| 11. | Akunne et al. (2023) | Strategic formulation as a determinant of operational efficiency in electricity distribution companies (DISCOs) within the context of Nigeria. | The study did not investigate the relationship between strategy formulation and customer satisfaction, leaving a gap in understanding how strategic formulation directly impacts customer satisfaction in other industries, such as manufacturing. |
| 12. | Bonsu et al. (2023) | The effect of strategic formulation on the satisfaction and loyalty of customers of Hotels in Kumasi. | This gap highlights the need to explore how strategic formulation influences customer satisfaction in manufacturing companies, like Innoson Vehicle Manufacturing Company. |
| 13. | Matumbi and Muchelule (2023) | Strategy formulation on performance of tea processing firms in Kiambu County, Kenya. | The study did not address customer satisfaction as a performance metric. This creates an opportunity to investigate how strategic formulation impacts customer satisfaction specifically in manufacturing contexts. |
| 14. | Mutero and Makokha (2023) | Strategy formulation drivers and performance of flower exporters in Kenya. | Customer satisfaction was not explicitly considered, leaving a gap to explore its relevance within strategy formulation in manufacturing industries. |
| 15. | Ogweno and Bula (2023). | Strategic formulation and performance of deposit taking savings and credit co-operative society in Nairobi City County, Kenya. | The study did not focus on strategic formulation or its effect on customer satisfaction. This gap allows for an exploration of how strategic formulation specifically influences customer satisfaction in manufacturing organizations. |

**Source:** Literature Review (2024)

**2.4.2.4 Gaps Four: Strategic Agility and** **Employee Engagement**

Studies such as Jelena et al. (2024) examined and analyzed the key implications of employee engagement on organizational agility in the digital age. The analysis of qualitative data collected during May 2023 showed that engaged employees from the technical support department represent the lever for organizational agility. Arokodare et al. (2023) examined the mediating effects of knowledge management on the relationship between strategic agility and organisational performance in the upstream oil and gas industry of Nigeria. Findings revealed that knowledge management has a significant effect on organisational performance and that knowledge management has no significant mediating effect on the effect between strategic agility and organisational performance while knowledge management and strategic agility showed a significant effect on organisational performance. Ludviga and Kalvina (2023) examined the mediating role of a public sector organization’s perceived strategic agility in relation to employee outcomes. The study results showed that an organization’s perceived strategic agility has a positive significant effect on employee work engagement and thus on well-being. Rozak et al. (2023) described and analyze models for improving the performance of SMEs through agility, social media, and digitalization-based strategic planning. The results showed that digital skills can increase the use of ICT, social media engagement, and organizational agility in SMEs. Mihardjo, Sasmoko, and Rukmana (2019) explored the role of customer experience orientation and organizational agility. Simultaneous testing of hypotheses shows that customer experience orientation has an indirect influence on business model innovation through co-creation strategy. However, organizational agility does not have any indirect impacts.

**Table 2.5** **Gaps on** **Strategic Agility and** **Employee Engagement**

|  |  |  |  |
| --- | --- | --- | --- |
| **S/N** | **Author (Year)** | **Title** | **Gaps** |
| 16. | Jelena et al. (2024) | The key implications of employee engagement on organizational agility in the digital age | The study did not explore the reverse relationship—how strategic agility influences employee engagement. Additionally, it was limited to the digital and technical support sectors, leaving a gap in understanding this dynamic within the manufacturing sector, such as Innoson Vehicle Manufacturing Company. |
| 17. | Arokodare et al. (2023) | The mediating effects of knowledge management on the relationship between strategic agility and organisational performance in the upstream oil and gas industry of Nigeria. | The study did not examine employee engagement as a performance metric. This gap provides an opportunity to investigate how strategic agility directly affects employee engagement in the manufacturing industry. |
| 18. | Ludviga and Kalvina (2023) | The mediating role of a public sector organization’s perceived strategic agility in relation to employee outcomes. | Understanding how strategic agility impacts employee engagement in private sector manufacturing companies like Innoson. |
| 19. | Rozak et al. (2023) | The models for improving the performance of SMEs through agility, social media, and digitalization-based strategic planning. | The study did not consider employee engagement as an outcome of strategic agility. This leaves a gap for studying the effects of strategic agility on employee engagement in a larger manufacturing firm context. |
| 20. | Mihardjo, Sasmoko, and Rukmana (2019) | The role of customer experiences orientation and organizational agility. | The study did not address the relationship between strategic agility and employee engagement. This creates a gap to investigate this relationship specifically in the manufacturing industry, providing insights into employee outcomes in a different organizational context. |

**Source:** Literature Review (2024)

**2.4.2.5 Gaps Five: Strategic Evaluation and Innovation**

Studies such as Mbuotidem Umoh (2023) evaluated strategically the component and application of Artificial Intelligence (AI) for Innovative Libraries in the 21st Century. From the study is it then concluded that the application of artificial intelligence and machine learning in libraries is an emerging trend that has captured the attention of relevant practitioners and academics. Adudu (2022) examined the effect of strategy evaluation on performance of small and medium enterprises in Makurdi metropolis, Benue State. Findings of the study indicated that strategy evaluation consistency, strategy evaluation suitability, strategy evaluation feasibility and strategy evaluation acceptability have significant effect on the performance of small and medium enterprises in Makurdi metropolis, Benue State. Okwemba and Njuguna (2021) examined the effect of strategy evaluation on performance of Chemelil sugar company in Kisumu County, Kenya. The study found a strong positive relationship exists between strategy evaluation and performance (r = 0.887, p = 0.004). The regression results established that strategy evaluation is positively and significantly related with performance (β= .587, t = 1.943, p = .048). Sylvia (2021) evaluated the effect of strategic evaluation and control on financial performance of SMEs in Juba, South Sudan. Strategic evaluation practice had a statistically significant impact on the financial performance of SMEs in Juba. Effect of strategic evaluation on the financial performance of the SMEs in Juba, South Sudan reduces with increase in the strangeness of the government regulations imposed on the SMEs. Kalay and Lynn (2015) investigated the impact of innovation strategy, organizational structure, innovation culture, technological capability and customer and supplier relationships. The analyses revealed that innovation strategy, organizational structure and innovation culture significantly increased firm innovation performance.

**Table 2.6** **Gaps on** **Strategic Evaluation and Innovation**

|  |  |  |  |
| --- | --- | --- | --- |
| **S/N** | **Author (Year)** | **Title** | **Gaps** |
| 21. | Mbuotidem Umoh (2023). | A Strategic Evaluation of Artificial Intelligence for Innovative Libraries in the 21st Century the Components and Applications. | The study did not address how strategic evaluation processes influence innovation, particularly in manufacturing contexts like Innoson Vehicle Manufacturing Company. This gap provides an opportunity to study the intersection of strategic evaluation and innovation within a manufacturing industry framework. |
| 22. | Adudu (2022) | The effect of strategy evaluation on performance of small and medium enterprises in Makurdi metropolis, Benue State. | The study focused on business performance rather than innovation outcomes. There is a gap in understanding how strategic evaluation specifically drives innovation processes in a manufacturing company like Innoson. |
| 23. | Okwemba and Njuguna (2021) | The effect of strategy evaluation on performance of Chemelil sugar company in Kisumu County, Kenya. | The study did not explore its impact on innovation. This gap highlights the need to examine how strategic evaluation influences innovation efforts within a manufacturing industry such as vehicle production. |
| 24. | Sylvia (2021) | The effect of strategic evaluation and control on financial performance of SMEs in Juba, South Sudan. | Studying how strategic evaluation can be a catalyst for innovation in a larger and more structured organization like Innoson Vehicle Manufacturing Company |
| 25. | Kalay and Lynn (2015) | The impact of innovation strategy, organizational structure, innovation culture, technological capability and customer and supplier relationships. | The study did not explore the role of strategic evaluation in driving innovation. This creates an opportunity to examine the role of strategic evaluation in fostering innovation in a manufacturing industry like Innoson Vehicle Manufacturing Company. |

**Source:** Literature Review (2024)

**2.5 Conceptual Model**

Organizational Performance (Y)

Strategic Management (X)

Efficiency

Strategic planning

Customer satisfaction

Strategic formulation

Strategic agility

Employee engagement

**2.5 Conceptual Model**

Innovation

Strategic evaluation

**Source:** Author’s compilation (2024)

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