



Effect Of Strategic Management On Organizational Performance In Tertiary Institution In Delta State, Nigeria

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ABSTRACT

The study investigates the effect of strategic management on organizational performance of Delta State, Nigeria with particular reference to selected tertiary institutions in delta state, Nigeria. The study identifies lack of clear definition of environmental scanning, strategy formulation, strategy implementation and strategy evaluation as the major problem of organization in globalization era. The main objective of the study is to examine the effect of environmental scanning, strategy formulation, Strategy implementations and strategic evaluation on organizational performance. Relevant conceptual, theoretical and empirical literature was reviewed taking cognizance of the problem and the hypotheses of the study. The study is anchored on resource-based theory and contingency theory. Descriptive research survey was adopted in this study. The population of the study was made up of 1480 selected employees of the tertiary institutions to ascertain the effect of strategic management on organizational performance on tertiary institutions in Delta state, Nigeria, while the sample size consists of 343 employees of the selected tertiary institutions in Delta state, Nigeria. Borg and Gall formular was used to obtain the sample size. Descriptive statistics and multiple regression analysis were employed to analyze the data generated. It was discovered that environmental scanning, strategy formulation, strategy implementations and strategic evaluation has significant positive effect on organizational performance of tertiary institutions in Delta state, Nigeria. The study concludes strategic management has significant positive effect on organizational performance. Therefore the study recommends that environmental scanning should be in line with the objective of the organization in other to achieve organizational objective and effective employee performance, also organization should seek more input from the lower level managers and supervisors when formulating strategy so that the formulated plans are effective in line with both long and short term objectives of the organization and organizations should have a well-conceived strategic vision that must be communicated to all employees. Finally the study recommends that every organization should evaluate his strategic every year in other to know if is consistent with organizational goals and objectives and Strategic evaluation should be a continuous rather than a periodic basis allows benchmarks of progress to be established and more effectively monitored.

Keywords: Environmental Scanning, Strategy Formulation, Strategy Implementations, Strategic Evaluation and Organizational Performance

INTRODUCTION

Globalization has made changes in many sectors. Each change demands higher product quality and higher services. In the globalization era, strategic management has been considered as the most important practice which distinguishes organizations from one other. Strategic management is the key process to achieving organizational vision, mission, strategy and objectives. Strategic management is the management of organizational resources in order to achieve its goal and objective (Pearce and Robinson 2007). All organizations whatever they are, whatever they do, should perform strategic management

practices to ensure that they fit within their environment. Huynh, Gong and Tran (2013) states that in today's business environment are facing a fierce competition in domestic and global markets and to survive and develop, they must implement strategic management tools in order to increase their competitiveness and gain more advantages. The high demands cannot be avoided by people who work in commercial enterprise and industry and also people who exercise in other sectors such as University administrators. Ace of the needs faced by University administrators is to enhance a performance which creates a learning procedure which will yield graduates who are able to fill the needs of this historic period. This immense challenge requires changes in leadership, learning capacity, creativity and innovative capability in all the components of the university. An organization needs processes, operations, and structures which enable timely and efficient performance of projects so that its wares are genuinely innovative (Stamm, 2008). Strategic management practices contribute to performance by generating relevant information, creating a better understanding of the environment and reducing uncertainty. Porter 2004, states that organization's performance is determined by the ability of an organization to find its unique position, and strategic management practice is the tool to enable the organization to acquire that strategic position. Invention is an execution of successful creative ideas in an organization. (De Sousa, Pellissier, and Monteiro, 2012).

The great environmental and expectations changes faced by university graduates require universities to develop new and effective approaches, paradigms, practices and strategies, the orientation of university management, including the management of the faculties and departments within the university should be re-adjusted. Universities should reorient, restructure and redefine their organization's management and strategies. The universities contribution towards our country's competitive advantage can be increased if the organizational health of higher education is good. Strategic management addresses the question of why some organizations succeed, others fail and it covers the causes for organizational success or failure. Universities are required to produce highly qualified graduates with entrepreneurial spirit, who can create employment; develop and distribute knowledge, applied science, and art; participate actively in the growth of our nation's culture; and enhance the quality of the services rendered to the residential area. In order to meet these demands, Delta State tertiary institutions are obliged to make changes through professional, progressive, creative and innovative management, and entrepreneurial leadership.

The university administrators hold an important role in the success of the University's programs including entrepreneurship programs. If the university administrators, as leaders do not have leadership capability, creativity, and innovative power, a department may go into a steep path. Thus, it is necessary to perform researches which study the university administrators' role in supporting their organization to achieve the expected performance. Performance motivates us to move forward, to clear targets that we follow closely. What is important is to be motivated in readiness to the objectives proposed. Therefore, performance and quality can be obtained, first of all, by motivation in relation to work. Performance management is a unitary process with implications in people management policies and is not a mean to settle and analyze the objectives. It is an instrument for managers, which assures them that they accomplished the managerial responsibilities. Thus, this study intends to look at the effect of strategic management practice on organizational performance in selected tertiary institutions in Delta State.

Statement of Problem

The business environment in which organizations operate is dynamic and turbulent with constant and face pace changes that render yester-years irrelevant (Ofunya, 2003). According to Kourdi (2009), the hypercompetitive business environment has pushed organizations to limit dictating the need to adopt strategic management practices that support plans, choices and decisions that will lead to competitive advantage and achieve profitability, success and wealth creation. Strategic management addresses the question of why some organizations succeed, others fail (Melchorita, 2003), and it covers the causes for organization's success or failure (Porter 2001). Numerous studies, to the best knowledge of the researcher, have been carried globally and locally on the effect of strategic management practices on organizational performance. But none of them investigated the effect of strategic management practices on performance of social service organizations, sub-sector of the economy. Hajara (2011) notes that the major problem organizations are facing today is lack of clear definition of strategic management and their

objectives. Figuring out the definition is the primary objective. The second problem will give us basic and important knowledge of strategic management. The consideration here is strategy formulation, which involves environmental scanning (both external and internal) strategy formulation; strategic or long range planning (Wheelen and Hunger 2006). Finkelstein (2003) notes that strategy implementation and strategy evaluation and performance are the major problem of organization in globalization era.

Empirically, the relationship between strategic management and organizational performance have not been resolved. Muogbo (2013) Mutindi, Namusonge and Obwogi (2013) Kinyanjui and Juma (2014) and Kombo (2014) studies revealed that there is significant negative strategic management and organizational performance While Olanipekun, Abioro, Akanni, Arulogun, and Rabi, (2015) Garad, Abdullahi, and Somalia (2014) Fiberesima and Abdul Rani (2013) Owolabi, and Makinde, (2012). Muturi, & Maroa (2015) report that strategic management had no positive effect on employee's performance and that its adoption had no significantly effect on organizational performance. Thus, this study aimed at establishing the effect of strategic management on performance of public tertiary institutions in Delta state.

Objective of the Study

The general objective of the study shall be, to investigate the effect of strategic management on organizational performance. The specific objectives will be to:

1. To investigate the effect of environmental scanning on organizational performance.
2. To examine the effect of strategy formulation on organizational performance.
3. To determine the effect of strategy implementation on organizational performance.
4. To ascertain the effect of strategy evaluation and control on organizational performance.

Research Questions

1. To what extent does environmental scanning affect organizational performance?
2. To what extent does strategy formulation influence organizational performance?
3. To what extent does strategy implementation affect organizational performance?
4. To what degree does strategy evaluation influence organizational performance?

Hypotheses

The following null hypotheses shall be proposed for the study.

1. Environmental scanning has no significant positive effect on performance of tertiary institutions in delta state.
2. Strategy formulation has no significant positive effect on performance of tertiary institutions in Delta state.
3. Strategy implementation has no significant positive effect on performance of tertiary institutions in Delta state.
4. Strategy evaluation and control has no significant positive effect on performance of tertiary institutions in Delta state.

REVIEW OF RELATED LITERATURE

Conceptual Framework

Strategic Management.

One of the recent conceptual studies in Nigeria (Ujunwa and Modebe, 2012) advocated for the adoption of strategic management approach in ensuring capital market efficiency following the perceived pivotal role of the capital market in economic development. The strategic management measure they reviewed ranged from effective regulation to achieving favourable macroeconomic environment. They posit that these strategies will promote economic performance. Despite this, insufficient empirical work exists to measure the level of association between the adoption of these techniques and organizational performance (Askarany and Yazdifar, 2012). A strategy can be defined as the determination of the basic long term goals and objectives of a firm and the adoption of the courses of action and the allocation of resources necessary for executing the goals (Steven son, 2012). Pearce and Robinson (2013) define a strategy as a managers large scale, future oriented plan for interacting with the competitive environment to optimize the achievement of organizational objectives.

Businesses, according to Eniola and Ektebang (2014) that fail to drive good planning practices and tools forward, will not only stay bound by slow, stovepipe planning processes, but also find it difficult to compete in good conditions. The survival-base theory also calls for every business manager to keep in mind the need to be strategic if they do not want their organizations to be crushed by competitors. Strategy is about achieving competitive advantage through being uniquely different in your industry (Porter, 2016; Adeyemi, Isaac & Olufemi, 2017). It is no longer competing for product leadership, rather competing in core competence leadership (Agha, Alrubaiee & Jamhour, 2011). Agha et al. (2011) further argues that defining core competence amid the formulation of strategies is intentionally to attain sustainable competitive advantages. Strategic management is thus a veritable tool in improving firms' competitiveness, performance level and structural development (Makanga & Paul, 2017). Branislav (2014) stated that the application of strategic management practices helps firms in exploiting and creating new and different opportunities for tomorrow. Therefore to straighten up operations and enable firms have vision and direction, strategic management is a route that is highly demanded (Ahmed & Mukhongo, 2017). This is because it provides an overall direction to an enterprise in the setting of objectives, in developing of long-term policies and plans designed to achieve these objectives and then in allocating resources to implement the plans (Abosedo et al., 2016).

Muogbo, (2013) asserts that strategic management is an on- going process that evaluates and controls the business and the industries in which the firms is involved, assesses its competitors, set goals and strategies to meet all existing and potential competitors and then reassesses each strategy to meet charged circumstances, new technology, new competitors, new economic environment or a new social, financial or political environment. Branislav (2014) further puts it as "the art and science of formulating, implementing and evaluating cross-functional decisions that enable an organization to achieve its objectives". As detailed in Adeyemi et al. (2017), this process is an iterative, continuous one and involves important interactions and feedback among five key facets: goal- setting, analysis, strategy formation, strategy implementation and strategy monitoring. These activities, as argued in Koech & Were (2016), should be geared towards ensuring the achievement of the long and short term goals and objectives of the organizations concerned. Therefore, it is necessary for managers to first understand the strategic management practices that best suit their firms and the way such practices affects their operations in a given industry; given that every organization, at any phase of its life-cycle, can be affected by some external environmental conditions and internal factors and as such finding ways to have competitive advantage is indispensable (Agwu, 2014).

Organizational Performance

The concept of organizational performance has been based upon the idea that an organization is a voluntary association of productive assets, including human, physical, technological and capital resources, in order to achieve a common purpose (Barney 2002). According to Richard et al. (2008), organizational performance encompasses three specific areas of firm outcomes: financial performance (profits, return on assets, return on investment, etc.); market performance (sales, market share, etc.); and shareholder return (total shareholder return, economic value added, etc.). The successful performance of manufacturing firms does not only depend on good economic performance, but rather on the way the entrepreneurs and employees work together and fulfill their activities and objectives in a joint and coordinated basis. According to Roper (1998), the entrepreneur is the development lever that determines whether any business venture will succeed or fail. The term organizational performance is used in three time- senses - the past, present, and the future. In other words, performance can refer to something completed, or something happening now, or activities that prepares for new needs. Profitability, for example, is often regarded as the ultimate performance indicator, but it is not the actual performance. Firms' performance is the measure of standard or prescribed indicators of effectiveness, efficiency, and environmental responsibility such as, cycle time, productivity, waste reduction, and regulatory compliance. Performance also refers to the metrics relating to how a particular request is handled, or the act of performing; of doing something successfully; using knowledge as distinguished from merely possessing it. It is the outcome of all of the organization's operations and strategies (Venkatraman and Ramanujam, 1986). Performance measurement systems provide the foundation to develop strategic plans,

assess an organizations' completion of objectives and goals (Alderfer, 2003). Good performance influences the continuation of the firm and can be divided to financial or business performance (Gibcus and Kemp, 2003). Financial performance is at the core of the organizational effectiveness domain. Accounting-based standards such as return on assets (ROA), return on sales (ROS) and return on equity (ROE) measure financial success. Business performance measures market-related items such as market share, performance, diversification, and product development (Gibcus and Kemp, 2003). The organizational performance measures as indicated by Kaplan and Norton (2004) include excellence in internal business processes and effective timely and accurate data collection, quality workforce, quality work environment.

Organizational performance is described as an organization's ability to acquire and utilize its scarce resources and valuables or expeditiously as possible in the pursuit of its operational goals.

Performance is the end result of activities carried out and for any business it is concerned with the general efficiency or productivity. Two ways to deal with performance has been recognized in literatures: the financial or "sales-based" and the non-financial or "firm-based". Whereas the financial is measured with dimensions such as profitability, growth, productivity, level of sales revenue, market share and product, return on investments, product added value; the non-financial is measured in terms of employee development, customer satisfaction, job satisfaction and efficient organizational internal processes (Eniola & Ektebang, 2014). Therefore the practice of strategic management is justified in terms of its ability to improve organizations' performance (Wheelen & Hunger, 2010; Agha et al., 2011). According to Nzuve & Nyaega (2011), measuring performance is needful since it is a means of determining whether or not an organization is achieving its objectives (Makanga & Paul, 2017) and it does evaluate the overall health of an organization, hence strategic.

Theoretical Framework

This study anchored on resource based view theory as enunciated by wernerfelt 1984. This theory was first authored by Wernerfelt (1984) and later reviewed by other contributors who expounded on the influence that both tangible and intangible assets have on the performance of an organization (Crook et al., 2008). The resource based view theory magnifies the importance of internal resources within the firm and the use of these resources in formulating strategy to achieve sustainable advantage within the firms' competitive markets (Schroeder et al. 2002). According to the RBV, a firm's internal capabilities determine the strategic choice it makes in competing in its external environment. This is in line with the influence that strategic management practices have on the performance of a firm. Closer within the context of the construction industry, the RBV is used to identify and explore man-power expertise and strategic planning systems that can help construction firms manage present construction projects and grab future business opportunities therefore increasing the firms portfolio. Capabilities, resources and knowledge acquired over time create options for future business exploration and gives a firm leverage over its competitors (Kogut and Kulatilaka, 2001). Within the context of the construction industry these may include, plant and machinery, planning and schedule templates, cost and financing models, professional consultants and knowledge workers as well as certified organizational processes and best practices. Loasby (2002) explores the view that investments in resources and capabilities are choice decisions made in the context of uncertainty and that it is the combination for these factors that make real options potentially valuable. The resource-based theory emanates from the principle that the source of organization's competitive advantage lies in their internal resources, as opposed to their positioning in the external environment. It is however evaluating environmental opportunities and threats in conducting business, competitive advantage depends on the unique resources and capabilities that a firm possesses. (Barney, 2015). The resource-based approach of an organization predicts that certain types of resources owned and controlled by firm have the potential to generate competitive advantage as well as superior organizational performance. In this theory, the competitive advantage and superior performance of an organization is explained by the distinctiveness of its capabilities (Johnson, Scholes and Whittington, 2008). 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 (Wernerfelt, 1984; Rumelt, 1984; Penrose, 1959; Wernerfelt, 1995). 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).

Strategy has been defined as the match an organization makes between its internal resources and skills and opportunities and risks created by its external environment. The resources and capabilities of a firm are the central considerations in formulating its strategy; they are the primary constants upon which a firm can establish its identity and frame its strategy. The key to a resources based approach to strategy formulation understands the relationships between resources, capabilities, competitive advantage and performance. The resource based view has been a common interest for management researchers and numerous writings could be found for same. A resource-based view of a firm explains its ability to deliver sustainable competitive advantage when resources are managed such that their outcomes cannot be imitated by competitors, which ultimately creates a competitive barrier (Mahoney and Pandian 1992). RBV explains that a firm's sustainable competitive advantage is reached by virtue of unique resources being rare, valuable, inimitable, non-tradable, and non-substitutable, as well as firm's specific (Barney 1999).

Empirical Review

Glory and Baker (2017) studied the importance of financial leverage and risk aversion in risk management strategy selected among German firms for the period of 1998-2001 using multiple regression analysis techniques. The problem of choice among risk-management strategies is addressed with the stochastic dominate risk-free asset (SDRA) estimation criteria. The SDRA criteria allows for strategies with less business risk. Less expected return. Results show that the inclusion of the risk-free asset significantly improves the discriminatory power of the ordinary stochastic dominance criteria for the case of risk-management strategies. The study recommended low risk management strategies for firm with high diversified products.

Abdalla (2015) examined the effects of strategy evaluation on organizational performance. The population for this study comprised of all the 200 staff members at Centre Star Company stratified in departments; administration, logistics, operations and sales & marketing. The study used a stratified random sampling approach to select 30% (60) of the 200 employees to participate in the survey. The first research objective sought to identify the approaches adopted at CSC in strategy evaluation. The study identified four approaches to Strategy evaluation to enhance performance of the organization. The study showed that there is a well-established strategy evaluation culture at CSC. There is common drive for strategy evaluation; well-established procedures for strategy evaluation; deliberate effort to seek information on strategy performance; established responsibilities for evaluation performance; and regular informed demand for results of information.

Muturi and Maroa (2015) examined the influence of strategic management practices on performance of floriculture firms in Kenya. A descriptive survey design was used with a target population of 21 floricultural firms out of which 10 firms were selected by simple random sampling, and 5 respondents from each of the 10 firms purposively chosen. Structured questionnaires were used to collect primary data. Chi-Square (χ^2) test was used to test the four hypotheses to establish significance of association. The findings established that majority of the firms had a strategic plan, implemented their strategic plans as planned, conduct strategy evaluation and control on their strategic management practices. Further, that strategy formulation, implementation, evaluation and control had significant influence on the performance of flower firms to a moderate extent. The researcher recommended that top-level managers should seek more input from the lower level managers and supervisors when formulating strategy so that the formulated plans are effective and in line with both long and short term objectives of the organization.

Peter, (2015) Studies strategic management practices and the performance of small medium enterprise in Western Uganda. Cross sectioned design was adopted for the study, 2,800 respondents with 430 sample size were used for the study. The instrument used for data collection was questionnaire. Findings revealed that strategic management practices enhance firms operational, Competitive and creative performance. The study recommends that Agric business enterprise in Western Uganda should adopt strategic management practices however the size of the enterprise.

Kamau (2015) examined the influence of strategic management practices on performance of private construction firms in Kenya. The study adopted descriptive design and the population of the study was 62 building construction companies and consulting companies in Kenya. The researcher used simple random sampling technique for the study. The findings revealed that strategic management practice has effect on operational excellence of an organization. The researcher concluded that strategic management practices have great influence on the performance of private construction firms in Kenya. The research recommends that every construction firm should develop a business strategy considering the core strategic pillars of strategic planning, strategic choice and strategic implementation.

Muturi, (2015) investigated the influence of strategic management practices on performance of floriculture firms in Kenya. The study used random sample technique to select respondents, self design open and end closed questionnaire was used to collect data for the study and was analyzed using chi square model. The findings showed that strategic management practices influences performance of floriculture firms. The researcher concluded that strategic management practice had led to a moderate growth of flower firms overall business performance. The researcher recommends that top-level managers should seek more input from the lower level managers and supervisors when formulating strategy so that the formulated plans can be effective.

Olanipekun, Abioro (2015) examined the impact of strategic management on competitive advantage and organizational performance in Nigeria bottling company. Questionnaire was used to collect data, 200 respondents were purposively selected for the study while data obtained were analyzed using quilford and flusher formular. A random sampling technique was adopted for the study. The finding showed that the adoption of strategic management practice gives form competitive advantage.

Olanipekun, Abioro, Akanni, Arulogun, and Rabi, (2015) examined the impact of strategic management on competitive advantage and organization performance in Nigerian bottling company. The study used Primary data with the aid of a structured questionnaire was used to elicit information from respondents. The data collected were analyzed using both descriptive such as frequencies, percentages mean, standard deviation and inferential statistics of Chi-square and Analysis of Variance (ANOVA). The findings revealed that indeed the adoption and implementation of strategic management practices makes the organization not only to be proactive to changes but also initiate positive changes that consequently leads to competitive advantage and sustainable performance

Garad, Abdullahi, and Somalia (2014) studied the relationship between strategic management and Organizational performance in Mogadishu-Somalia. The study employed the use of both descriptive and correlation research design to establish the nature of the relationships. To analyze the data, the Spearman correlation statistical tool was used with the aim of establishing the relationship between above variables. This formed the basis of the detailed analysis, conclusions and recommendations. The findings revealed the existence statistically significant had a positive relationship between strategic management and organizational performance. The study also indicated a statistically significant moderate positive relationship between strategic management and organizational performance on the basis of the findings, the researchers made the following conclusions. Organizations should provide good strategic management to their organizations that will improve performance of employees companies should employee performance appraisal to promote better satisfaction finally, organizations should factor into account or internal and external factors that can effects organizational performance.

METHODOLOGY

Descriptive survey design was adopted. The purpose of descriptive survey design is to collect detailed and factual information that describes an existing phenomenon. With respect to this work, the researcher make use of primary sources of data. The primary sources of data include the questionnaire and the personal interview. The study was carried out in Delta State of Nigeria. Delta State is situated in the South-South geopolitical zone in Nigeria. The tertiary institution include: Delta State University, Abraka. Delta State College of Education, Agbor. Delta State Polytechnic, Ogwashi-uku. The population of the study includes all academic staff of the institutions in 13 faculties Delta State University, Abraka, was chosen. 550 staff from Delta State College of Education, Agbor. And 540 Staff from social sciences,

Delta State polytechnic Ogwashi-uku. To ensure a clear account for determination of sample size, the statistical formula devised by Borg and Gall (2002) was employed to determine the sample size of 343. The major instrument used in this study work is the questionnaire. The study employee face and content Validity. The reliability of the instrument was ascertained through the test-retest method and Cronbach's Alpha. The need to enhance easy comprehension and analysis prompted the use of Multiple regression analysis was conducted to assess the effect of strategic management of the independent variables on the dependent variable. The statistical package for social sciences (SPSS) version 21 was employed to test the hypotheses.

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

The data to be presented and analyze is based on findings extracted from the questionnaire distributed to the tertiary institution in Delta state, Nigeria. The researcher distributed 343 copies questionnaire to the respondents randomly selected. Out of the 343 copies of questionnaire distributed, 300 were properly filled and found relevant for the study, while the remaining 30 questionnaires were not properly filled and 13 copies misplaced by the respondents. This shows a response rate of 95.7%. Likert - type items on a five-point scale and open-ended question were employed on the survey to measure the perceptions of the respondents on the effect of strategic management on organizational performance of tertiary institution in Delta state, Nigeria. Data obtained were presented using the tabular format and analyzed using percentage method from the analyzed data, multiple regression analysis was used in testing the hypothesis.

Test of Hypotheses

Multiple regression analysis was employed to test the hypotheses formulated for the study. The multiple regression result is presented in the table below.

Summary of the Regression Result

Variable	T-Statistics	Probability
Environmental scanning	11.655	0.000
Strategy Formulation	2.755	0.001
Strategy Implementation	6.939	0.000
Performance Evaluation	2.795	0.006
R-squared	0.733	
Adjusted R-squared	0.726	
F-Statistics	107.563	
Prob. (F-Statistics)	0.000	
Durbin Watson	1.677	

Source: Author's Computation Using SPSS Version 21.0

The regression result has coefficient of determination (R^2) of 0.733. This implies that 73.3% of the variations in strategic management are being accounted for or explained by the variations in the explanatory variables. This shows that the explanatory powers of the independent variable are very high and strong. The adjusted R^2 supports the claim of the R^2 with a value of 0.726 indicating that 72.6% of the total variation in the dependent variable (organizational performance) is explained by the independent variables (the regressors). Thus, this supports the statement that the explanatory power of the variables is high and strong. The F-statistic is instrumental in verifying the overall significance of an estimated model. The f-statistics of 107.563 and f-probability of 0.000 shows that that the model has goodness of fit and is statistically different from zero. In other words, there is significant impact between the dependent and independent variables in the model. This shows that the independent variables (environmental scanning, strategy formulation, strategy implementation and strategic evaluation) have a joint significant effect on the dependent variable (organization performance). From the regression result in table 4.12, it is observed that DW statistic is 1.677 which is approximately 2. Therefore, the variables in the model are not autocorrelated and that the model is reliable for predications.

Hypothesis One

Ho₁: Environmental scanning has no significant positive effect on organizational performance in tertiary institution Delta state, Nigeria.

Hi: Environmental scanning has a significant positive effect on organizational performance in tertiary institution Delta state, Nigeria

Based on t-statistics of 11.655 and p-value of 0.000, environmental scanning was found to have a significant effect on organizational performance in tertiary institution Delta state, Nigeria. This result therefore suggests that we reject the null hypothesis and accept the alternate hypothesis which states that environmental scanning has a significant effect on organizational performance in tertiary institution Delta state, Nigeria. This implies that environmental scanning has a significant positive effect on organizational performance in tertiary institution Delta state, Nigeria.

Hypothesis Two

Ho₂: Strategy formulations have no positive significant effect on organizational performance in tertiary institution Delta state, Nigeria

Hi: Strategy formulations have a significant positive effect on organizational performance in tertiary institution Delta state, Nigeria.

Based on the t-statistics of 2.755 and p-value of 0.001, Strategy formulations were found to have significant effect on organizational performance in tertiary institution Delta state, Nigeria. Therefore, we reject the null hypothesis and accept the alternate hypothesis. This shows that Strategy formulations have a significant positive effect on organizational performance in tertiary institution Delta state, Nigeria.

4.4.3 Hypothesis Three

Ho₃: Strategy implementation has no significant positive effect on organizational performance in tertiary institution Delta state, Nigeria.

Hi: Strategy implementation has a significant positive effect on organizational performance in tertiary institution Delta state, Nigeria.

Based on the t-statistics of 6.839 and p-value of 0.000, Strategy implementation was found to have a significant effect on organizational performance in tertiary institution Delta state, Nigeria. Therefore, the null hypothesis is rejected while the alternative hypothesis is accepted. This implies that Strategy implementation has a significant positive effect on organizational performance in tertiary institution Delta state, Nigeria.

Hypothesis Four

Ho₄: Strategy evaluation has no significant positive effect on organizational performance in tertiary institution Delta state, Nigeria.

Hi: Performance evaluation has a significant positive effect on organizational performance in tertiary institution Delta state, Nigeria.

Based on the t-statistics of 2.795 and p-value of 0.006, Performance evaluations were found to have a significant effect on organizational performance in tertiary institution Delta state, Nigeria. Therefore, we reject the null hypothesis and accept the alternate hypothesis. This implies that strategic evaluations have a significant effect on organizational performance in tertiary institution Delta state, Nigeria.

DISCUSSION OF FINDINGS

Effect of strategic objective and organizational performance in tertiary institution in Delta state, Nigeria. Respondents' opinion on the effect of strategic objective on organizational performance in tertiary institution, Delta state in Nigeria shows that 82.2% of the result agrees that environmental scanning has significant effect on organizational performance in tertiary institution Delta state, Nigeria. While very few of about 5.8% of respondents are on opposing side and 11.9% were neutral. This result tiller with that of Akinyele and Fasogbon (2010) which state strategy objective enhances better organizational performance through Environmental scanning. Also the result is in line with Yunus, Waidi and Hamed (2010)

Effect of strategy formulation on organizational performance in tertiary institution Delta state, Nigeria, 82. 2% of the result from the analysis shows that strategy formulations have a significant effect on organizational performance in tertiary institution Delta state, Nigeria. This result is in line with that

Askarany and Yazdifar, (2012), Lawal, Elizabeth, and Oludayo, (2012) and Fiberesima and Abdul Rani (2013), who findings show that strategy management tools affect organizational performance through strategy formulation. The findings also show that the adoption of strategy management tools is equally important for tertiary institution through strategy formulation.

Effect of strategy implementation and organizational performance on tertiary institution Delta state, Nigeria. Majority of respondents (51.6%) believed on that strategy implementation have a significant effect on organizational performance in tertiary institution Delta state, Nigeria. this results is in line with previous study by Kombo (2014), Muturi and Maroa (2015) Olanipekun, Abioro, Akanni, Arulogun, and Rabi, (2015) which support this findings that strategy implementation practices makes the organization not only to be proactive to changes but also initiate positive changes that consequently leads to competitive advantage and sustainable performance. Dauda, Akingbade, and Akinlabi, (2010) study also tiller with this finding which states that implementation of strategic management has a positive relationship with organizational profitability and performance.

Effect of strategy evaluation on organizational performance in tertiary institution in Delta state, Nigeria. Greater percentage of the respondents (79.6%) believed that strategy evaluation affects organizational performance in tertiary institution in Delta state, Nigeria especially in the areas of organizational performance. Abdalla (2015), Basel (2011) in their findings support this states that strategy evaluation facilitates organizational direction setting at it ensures compliance to organizational vision, streamline operations to specific objectives, targets correcting strategic directions and establishes common tactics and purpose. Strategy evaluation results helps in inspiring and motivating employee, it enables employees measure their performance; helps employees in determining the nature of adjustments needed; helps employees relate their objectives to that of the organization; good results inspire hard work; and the information inspires better work. Third, strategy evaluation is used as a tool for benchmark with other industry players. The evaluation is used to compare performance or peers; compares performance to industry standards; compares performance among departments; and compares performance between strategies. Finally, strategy evaluation results help in legitimizing the use of strategy. The evaluation results legitimize management's actions in the eyes of the shareholders; customers; government and the general public.

Summary of findings

Based on test of hypotheses; the following findings were made:

1. That Environmental scanning has a significant positive effect on organizational performance in tertiary institution Delta state, Nigeria.
2. That strategy formulation has positive effect organizational performance of tertiary institution Delta state,
3. That strategy implementation has a significant positive effect on organizational performance in tertiary institution Delta state, Nigeria.
4. That Strategic evaluation has significant positive effect on organizational performance of tertiary institution in Delta state, Nigeria.

CONCLUSION

This study provides empirical evidence regarding strategic management on organizational performance of tertiary institution in Delta state, Nigeria using environmental scanning, strategy formulation, Strategy implementations and Strategic evaluation as a base for in this study. From the study it is true that strategic objective, formulated strategies, strategy implementation and evaluation have a great effect on the performance tertiary institution in Delta state. Conclusively that strategic management has a positive effect on organizational performance of tertiary institution in Delta State, Nigeria.

RECOMMENDATIONS

Based on the findings of this study, it is therefore recommended that:

1. Environmental scanning should be in line with the objective of the organization in other to achieve organizational objective and effective employee performance.

2. Organization should seek more input from the lower level managers and supervisors when formulating strategy so that the formulated plans are effective and in line with both long and short term objectives of the organization.
3. Organizations should have a well-conceived strategic vision that must be communicated to all employees. It is imperative to emphasize that all employees should be carried along in implementation of strategic management process that will prepare the company for the future, establish long-term direction and indicate the company's intent to position itself as a market leader in the industry
4. Every organization should evaluate his strategic every year in other to know if is consistent with organizational goals and objectives and Strategic evaluation should be a continuous rather than a periodic basis allows benchmarks of progress to be established and more effectively monitored.

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