January - April 2021
ISSN: 0193-4120 Page No. 91 - 107

Impact of Strategic Management on Organizational growth and development in Delta State, Nigeria: Small and Medium Enterprises (SMEs) in Focus.

U. Young Okwuise,
Department of Business Administration and Marketing
Faculty of Management Sciences,
Delta State University, Asaba Campus, Abraka, Nigeria

Catherine Ekene Asiagwu
Department of Marketing
Delta State School of Marine Technology, Brutu
Delta State
&
Emmanuel Ogheneochuko Igbigbisie
Department of Business Administration & Marketing
Faculty of Management Sciences
Delta State University
Asaba Campus, Asaba
Delta State, Nigeria

Article Info
Volume 84
Page Number: 91 - 107
Publication Issue:
January - April 2021

Article History
Article Received: *04 October2020*
Revised: *14 November 2020*
Accepted: *22 December 2020*
Publication: *23 January 2021*

Abstract

In as much the growth of organizations doesn't takes place in an unplanned way, but, it occurs in a premeditated, organized way and is the fruit of conscious strategic management decision taken by a firm in the ever-changing business environment. To this end, this study, therefore, examined the impact of strategic management on organizational growth and development, focusing on SMEs (such as IDEAL ICT Centre, Agofure Motors, God is Good Motors, Service Pharmaceutical Company, and Wichtech industries) in Asaba Delta State, Nigeria as an area of study. A total of 214 valid structured questionnaire data was collected among five (5) selected firms' staff randomly.And the text of hypotheses was based on multiple regression analysis via SPSS analytical tools. Findings revealed that strategic management has an impact on organizational growth and development. Thus it is concluded that grand strategy, differential strategy, and the strategic alliance influences organizational growth and development. The study recommends that when formulating strategies owners/managers of SMEs should take all the necessary steps accordingly and very religiously. Also, SMEs managers/owners should stop viewing their business as so small to embark on strategy formulation and implementation.

Keywords: *Strategic management; organizational growth; strategic alliance, differential strategy*

Introduction

In today's highly competitive business environment, businesses must strive to exploit and create different investment opportunities for themselves to experience sustainable growth and development. Organizations must seek continuous growth to sustain their viability, dynamism and value-enhancing capability as well as increase or simply maintaining their sales and profit levels for their survival can be guaranteed. Therefore, strategic management is a veritable tool in improving organizations' competitiveness, performance level and structural development. To straighten up operations and enable firms to have vision and directions, strategic management is highly demanded. This is because it provides an overall direction to an enterprise in the setting of objectives, in developing long-term policies and plans designed to achieve these objectives and then in allocating resources to implement the plans.

As conceptualized by Adeyemi, Isaac, and Olufemi (2017), strategic management is known to be proactive rather than a reactive measure which involves important interactions and feedback among five key facets: goal-setting, analysis, strategy formation, strategy implementation and strategy monitoring. Furthermore, Koech and Were (2016) espoused that strategic management activities 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 organizations 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 a competitive advantage is indispensable (Makanga and Paul, 2017).
According to Eniola and Ektebang (2014), strategic management is an ongoing process that evaluates and controls the business and the industries in which the company is involved, assesses its competitors and set goals and strategies to meet all existing and potential competitors, and then reassess each strategy annually or quarterly i.e. regularly to determine how it has been implemented and whether it has succeeded or needs replacement by a new strategy to meet changed circumstances, new technology, new competitors, a new economic environment, or a new social, financial or political environment. In other words, it takes superior and competent strategic implementation and execution to produce

January - April 2021
ISSN: 0193-4120 Page No. 91 - 107

organizational performance over the long-run. Hence, a strategic plan that is flawlessly executed seldom produces gold star result.

Organization growth and development is the responsibility of the top managers who must concentrate on strategic planning and allocation of resources to pursue organizational efficiency. It reflects the degree of success achieved in terms of stated objectives and as the objectives differ widely so does the concept of organization growth and development. However, this does not mean that the growth of organizations takes place in an unplanned way; it occurs in a premeditated, organized way and is the fruit of conscious strategic decisions taken by a firm in the ever-changing business environment (Abosede, Obasan, and Alese, 2016).
A growth-oriented firm is not only able to attract the most talented executives but it would also be able to retain them. Hence, companies must develop an integrative model of organizational growth and development which balances the background/resource of the entrepreneur, the nature of the firm, and the strategic decisions taken by the owner/manager. However, for growth to be realized and be sustainable, the combination of resources, distinctive capabilities, distinctive competencies, and attributes must lead to competitive advantage thus outperforming competitors. This is the basis of value creation that when sustained, leads to competitive positioning. Sustained competitive positioning leads to organizational growth and development. Muriuki, Cheruiyot, and Komen, (2017) stated that, in Nigeria, Small and Medium-Sized Enterprises (SMEs) are faced with inadequate resources, incompetent manpower and poor strategic planning amongst others. However, the presence of good strategic plans assists in some ways in making businesses less vulnerable to the erratic business environment. Against this background, this study seeks to empirically investigate the impact of strategic management on Organizational Growth and Development with a central focus on some selected Small and Medium-Sized Enterprises (SMEs) in Delta and Edo State.

The Problem

Strategic management organizational growth and development has been the focus of intensive research efforts in recent times. How well an organization implements its policies and programs and accomplishes its strategic intent in terms of its mission and vision is of paramount concern. Managers in both private and public organizations are becoming increasingly aware that a critical source of competitive advantage often comes from indigenous product and services, best public relations strategy stale-of-the-art technology and having an appropriate system of attracting and managing the organization's human resources.

A thorough survey of extant empirical studies revealed that there are no outstanding empirical studies on the impact of the broad subject of strategic management on organizational growth and development in Nigeria. However, much work on the construct exists in developed economies and that one cannot use such findings to make a tentative conclusion in the Nigerian context. This is because though the impact of strategic management on the organization's growth and development are general and

January - April 2021
ISSN: 0193-4120 Page No. 91 - 107

universal, they can be applied within any other industry or defined geographical region. In other words, the determinants can be standardized for any industry or region, though they may differ from one industry and or region to another. To this effect, this study sought to address whether strategic management adopted by organizations affect their growth and development or not.

Research Objectives

The general objective of this research is to examine the Impact of Strategic Management on Organizational growth and development of some selected Small and Medium-Sized Enterprises (SMEs) in Delta and Edo State. While the Specific objectives of the study are as follows:'

1. To assess the impact of grand strategy on Organizational growth and development
2. To evaluate the impact of Differentiation Strategy on Organizational growth and development
3. To appraise the impact of the Strategic Alliance on Organizational growth and development

Research Hypotheses

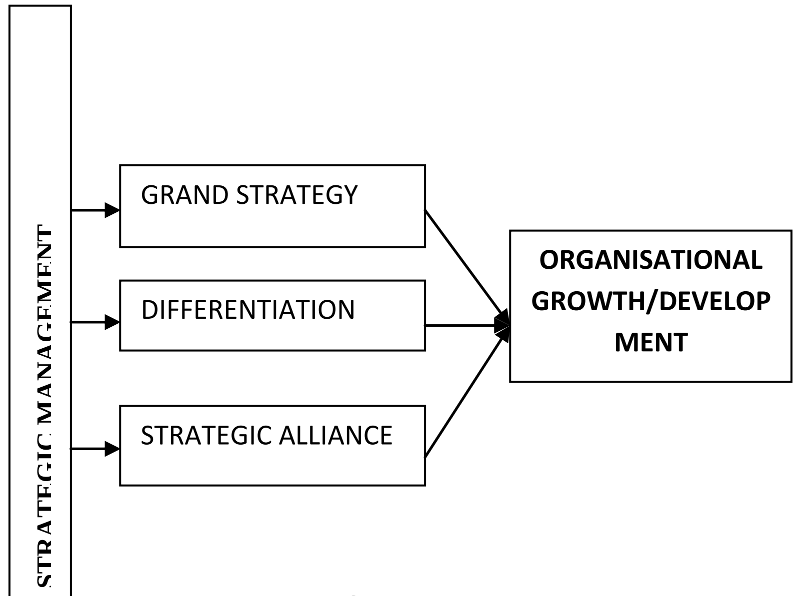
HO$_1$: Grand Strategy has no significant impact on Organizational growth and development.

HO$_2$: Differentiation Strategy has no significant impact on Organizational growth and development.

HO$_3$: Strategic Alliance has no significant impact on Organizational growth and development.

2.0 Review of Related Literature

Conceptual Framework



Sources: Researcher's concept, 2020

2.1 Conceptual Issue

The concept of Strategic Management

As postulated by Plance (2015), strategic management is the process of examining both present and future environments, formulating the organization's objectives, implementing and controlling decisions focused on achieving these objectives in the present and future environments.

Branislav (2014) also 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 to 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

January - April 2021
ISSN: 0193-4120 Page No. 91 - 107

in the setting of objectives, in developing long-term policies and plans designed to achieve these objectives and then in allocating resources to implement the plans (Abosede, Obasan, and Alese, 2016).

As detailed in Adeyemi, Isaac, and Olufemi (2017), the strategic management 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 and 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 a competitive advantage is indispensable (Agwu, 2014).

Grand Strategy: Grand strategy otherwise known as high strategy comprises the "purposeful employment of all instruments of power available to a security community"(Wikipedia,2020). Issues of grand strategy typically include the choice of primary versus secondary theatres in war, distribution of resources among the various services, the general types of armaments manufacturing to favour, and which international alliances best suit national goals. With considerable overlap with foreign policy, the grand strategy focuses primarily on the military implications of policy. A country's political leadership typically directs grand strategy with input from the most senior military officials. The development of a nation's grand strategy may extend across many years or even multiple generations.

The concept of grand strategy has been extended to describe multi-tiered strategies in general, including strategic thinking at the level of corporations and political parties. In business, a grand strategy is a general term for a broad statement of strategic action. A grand strategy states the means that will be used to achieve long-term objectives. The principal grand strategies are market concentration, market development, product development, innovation, horizontal integration, divestiture, and liquidation (see figure 2.1 below)

January - April 2021
ISSN: 0193-4120 Page No. 91 - 107

Figure 2.1.: Grand Alliance Process

Source: Wikipedia (2020)

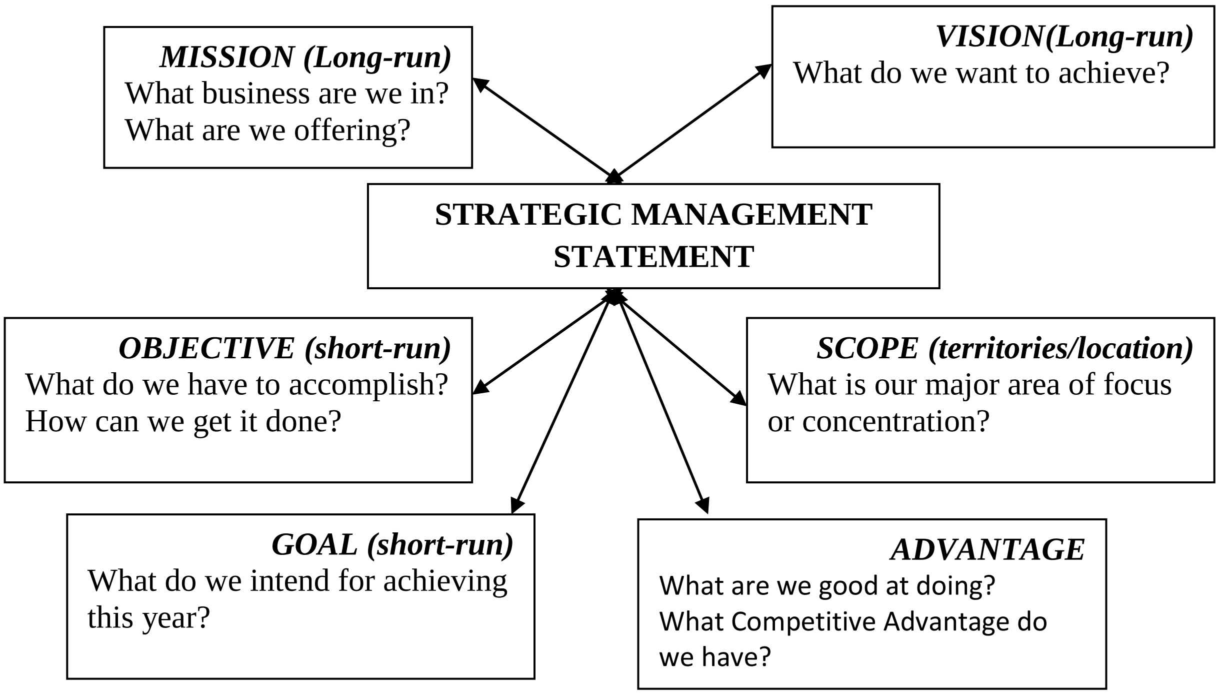
Differentiation Strategy: This strategy is applied by firms with clear knowledge of the market to offer unique products with the customers' needs and expectation in their mind. Cost differentiation is applied by an organization that wants to produce at a lower cost depending on its internal structures and processes and the ability to outsource at a cheaper rate to remain competitive than competitors and also meet the customers' expectations. Firms that do not carefully select a strategy that fits their market and the resources it possesses automatically will fail as compared to those that are careful on the choice of the strategy that does not strain their resources and internal processes.

Strategic Alliance: Strategic alliance is an arrangement between two companies to undertake a mutually beneficial project while each retains its independence. The agreement is less complex and less binding than a joint venture, in which two businesses pool resources to create a separate business entity (Wikipedia, 2020).

A company may enter into a strategic alliance to expand into a new market, improve its product line, or develop an edge over a competitor. The arrangement allows two businesses to work toward a common goal that will benefit both.

TEST Engineering & Management
January - April 2021
ISSN: 0193-4120 Page No. 91 - 107

Strategic Management Statements



Source: Researcher, 2020

Organizational Growth and Development

Organizational growth and development is a measure of organizational performance. 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 (Eniola&Ektebang, 2014). In other words, organizational performance is the result of activities carried out and for any business, it is concerned with general efficiency or productivity. Two ways to deal with performance has been recognized in literature: 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, Alrubaiee, and Jamhour, 2011). According to Nzuve and 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.

Small and Medium Scale Enterprises in the Nigerian economy

The role of the SMEs sector in the economic growth of any country has been acknowledged by both the government and growth experts (Adeyemi et al., 2017). They have not only been perceived as the seed-bed for indigenous entrepreneurship, they utilize and employ more labour per unit of capital than large enterprises (Farouk & Saleh, 2011; Eniola&Ektebang, 2014). SMEs primarily drive employment creation, poverty reduction, riches creation, reduction in wage disparities and distribution of income (Kraja&Osmani, 2013; Majama&Magang, 2017; Tiemo, 2012). In Nigeria, SMEs' influence especially in the creation of employment is widely recognized. Specifically, they provide on average, 50% each of Nigeria's employment and industrial output (Eniola&Ektebang, 2014; Nwankwo et al., 2012). Eniola (2014) emphasize that SMEs account for over 90% of Nigerian business, 95% of its formal manufacturing activity and 70% of its industrial businesses. They not only contribute to Nigeria's Gross Domestic Product (GDP), export earnings, employment and development opportunities; they also contribute to the increase of potential entrepreneurs and offers linkage development of large industries (Eniola, 2014; Osotimehin, Jegede, Akinlabi, and Olajide, 2012). Ebiringa (2011) summarized SMEs' contribution to Nigeria's economic development as follows:

1. Strong catalyst for technological development hence aids in the reduction of the development gap (which is largely a technology gap) between Nigeria and the advanced countries.
2. A major source of employment since their modes of operation is more labour intensive.
3. A major source of domestic capital formation through their mobilization of private savings and channelling of such in productive investment.
4. Aid the process of redistribution of incomes.
5. Constitute a critical source of specialization for most large organizations operating in the economy.

SMEs are very significant to the advancement of the Nigerian economy, but despite their dominance in the Nigerian economy, only very few of them are aware of the nature of competition facing them and as stated in Eniola (2014); their contribution to the GDP is below 5% compared to 40% in Asian countries and 50% in the US and Europe. And with the quest for innovation taking the centre stage of all human drive for progress and well-being in today's fast-growing global economy, the implementation of strategic management practice have to constitute prime elements in the growth strategy of SMEs in Nigeria (Adeyemi et al., 2017).

2.3. Theoretical Framework

Evolution and Revolution Theory

Darwin, the naturalist, proposed a theory of evolutionary change of biological species. In its most basic form, Darwin's theory suggested that environmental change forces each species into incremental, but continuous, mutation or transformation. Through such changes, a living entity can adapt to its environment and survive. A species that cannot conform to its environment requirement is doomed eventually becoming extinct. This perspective of evolutionary change has influenced many management thinkers like (Porter, 1985, Kempner and Hewkins, 1968) amongst others. As a result, they believe that organizations are influenced by the environment, that environmental change is gradual, requiring Concomitant organizational change; and that effective organizations are those that conform closely to environmental requirements. Firms that cannot or can but do not adapt to gradual external change eventually find themselves outpaced by their competitors and forced out of business

A different view of environmental change was proposed by certain natural historians and by the economist (Schumpeter, 1950). According to this view, environmental change is not gradual but occurs in revolutionary and abrupt forms. Natural historians in this school of thought believe that species can exist in unaltered form for a lengthy period. Then, as a result of a sudden revolutionary environmental change, such as a radical change in policy or emergence of a new superior competitor, old species might be destroyed and novel species created.

The resultant species than exist for many decades or centuries until the environment again changes abruptly, promoting the creation of still newer species. In the field of social sciences, (Schumpeter, 1934) proposes that an economic environment is characterized by a relatively long period of stability, punctuated by brief periods of discontinuous and revolutionary change. These revolutions are generated by the advent of new entrepreneurial enterprises with novel technologies. The new industries created by these entrepreneurial ventures destroy existing firms by making them obsolete.

Some views of revolutionary change are more moderate, proposing that at least some of the existing firms would be able to adapt to the abrupt environmental change. These adaptive organizations allow innovative firms to absorb the costs and risks of creating new products and services and then initiate successful innovations. Even Schumpeter in 1950, changed from his earlier (1934) position by arguing that some existing firms could survive revolutionary change. Survival, he believed, could come reactively through initiating the revolutionary products and services of newer enterprises or proactively by originating new products or services (Schumpeter, 1950).

Empirical Studies

Agwu (2018) examined the impact of strategic management on SMEs performance in Nigeria. Data were sourced through the use of questionnaires from 120 owners of SMEs in Lagos State, Nigeria and analysed using regression analysis. SME's competitive advantage and business strategies were found to contribute significantly to the increase in their number of customers and market shares respectively.

January - April 2021
ISSN: 0193-4120 Page No. 91 - 107

In a related study, Monyeand Ibegbulem (2018) analyzed the effect of strategic planning on organizational performance and profitability. A survey technique was used with the administration of questionnaires to 100 respondents (of which 80 was retrieved) comprising of both the senior and junior staff in various Zenith Bank branches in Warri metropolis. T-Test and Chi-square statistical methods were used in testing the hypothesis using the SPSS. This study implies that strategic planning enhances better organizational performance, which in the long-run has an impact on its profitability and that strategic planning intensity is determined by managerial, environmental and organizational factors.
In Kenya, a case study of the Chai trading company limited was carried out by Burugo&Owour (2017) to establish the influence of strategic management practices on business profitability. The overall organizational performance was found to have been positively affected by its strategic management practices.

Adeyemi et al. (2017) asserted that owners and managers of SMEs in Nigeria are poorly aware of the contribution of strategic management practice to the success of their organization and how it can be undertaken. The authors examined the impact of strategic management on the performance of SMEs in four states-Lagos, Ogun, Osun and Oyo State and found that strategic management practices were found to significantly assist SMEs in increasing their sales and improving their profits levels. They went further to explain that though most firms are still making use of short term methods and outdated evaluation techniques, the adoption of strategic management practices empowers the mobilization of a firm's assets towards a desirable future position in the marketplace.

Methodology

The study was conducted focusing on SMEs (such as IDEAL ICT Centre, Asaba, Agofure Motors, God is Good Motors, Service Pharmaceutical Company, and Wichtech industries) in Asaba Delta State, Nigeria. The primary data were collected from 250 staff and customers of the above-mentioned organisation. The research instrument was a 20-item validated structured questionnaire to measure responses. All items were assessed on a five-point Likert scale, ranging from 1-5 (Strongly Disagree to Strongly Agree). Cronbach Alpha was used for estimating the reliability of the questionnaire. Favourable reliable scores were obtained from all the items since all values were above the coefficient value of 0.6, exceeding the common threshold of Cronbach Alpha value recommended by Malhotra (2004). Out of the 250 sets of a questionnaire administered, a total number of 214 (85.6%) were retrieved and 36 (14.4%) were invalid.
To test the hypotheses developed, a linear and multivariate regression model which expresses the organizational growth and development as a function of strategic management were stated using Pearson's product-moment correlation coefficient or simply the sample correlation coefficient.

$ORGD = f(GROS, DIFS, STRA)$……………………………...………..eq1

This can be written in an explicit econometric form as:

$ORGD = \beta_0 + \beta_1 GROS + \beta_2 DIFS + \beta_3 STRA + eit$ ……….……………….....eq2

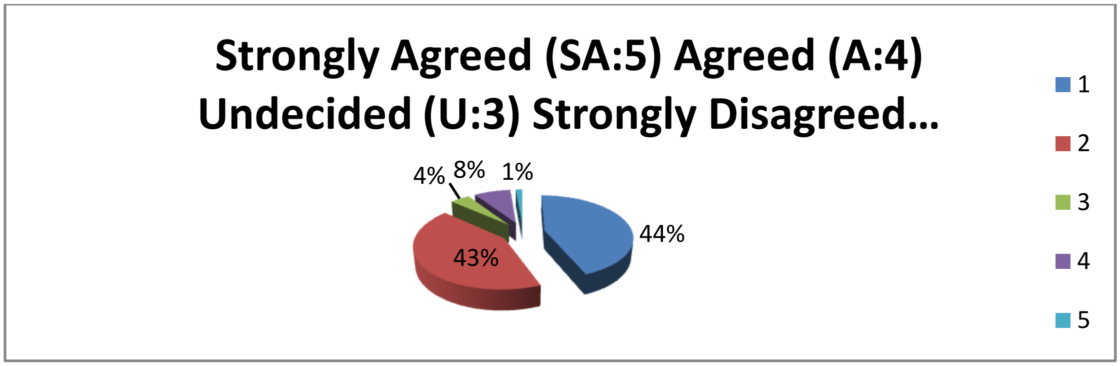
Where:

TEST Engineering & Management
January - April 2021
ISSN: 0193-4120 Page No. 91 - 107

ORGD = Organizational Growth and Development
GRAS = Grand Strategy
DIFS = Differentiated Strategy
STRA = Strategic Alliances
B_0 = Intercept;
B_1- β_4 = Parameters to estimated
Eit = Stochastic or disturbance term.

H_1: Response to the Effect of Grand Strategy on Organizational Growth and Development.

Figure 1 Pie Chart Representation of Responses to Question 1

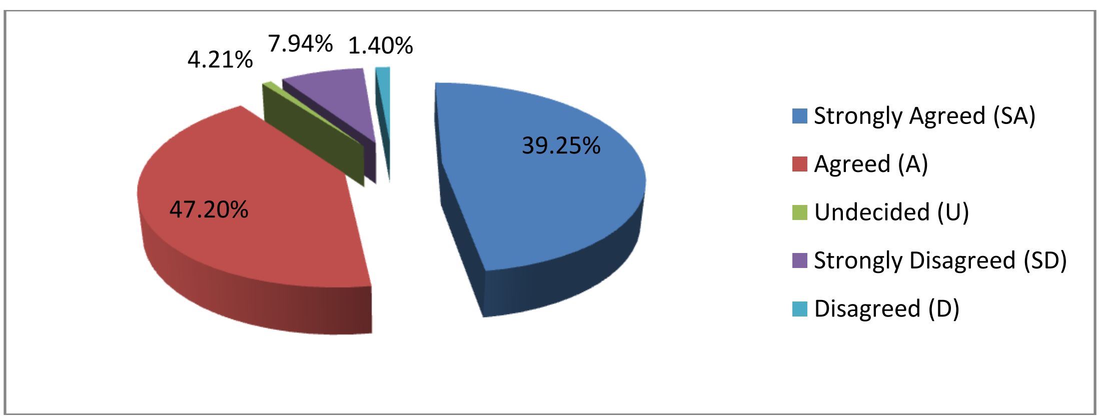


Source: Field Survey, 2020.

The above pie chart revealed that the majority of the respondents agrees that Grand Strategy on Organizational Growth and Development.

H_2: Response on the Impact of Differentiation Strategy on Organizational Growth and Development

Figure 2



Source: Field Survey, 2020

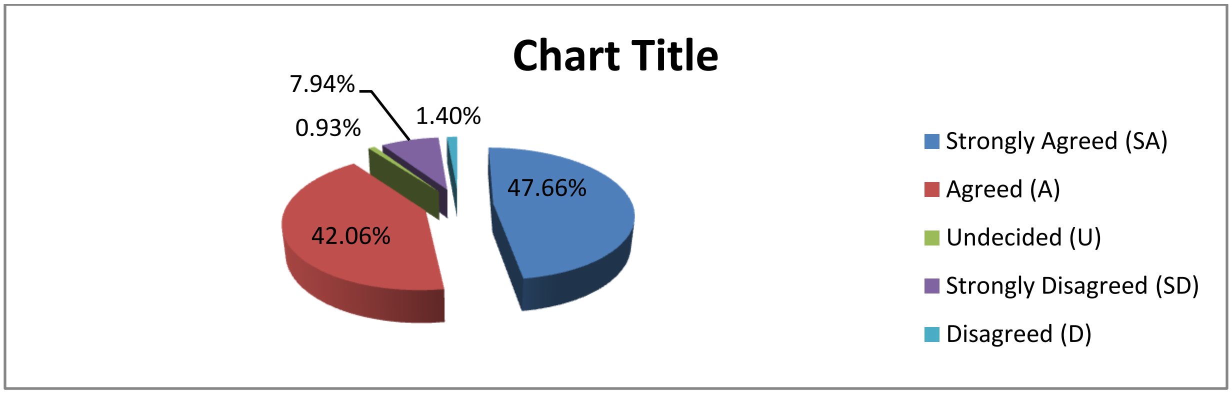
TEST Engineering & Management

January - April 2021
ISSN: 0193-4120 Page No. 91 - 107

The pie chat 2 above revealed that the majority of the respondents agrees that Differentiation Strategy on Organizational Growth and Development.

H_3: Response on the Impact of Strategic Alliances on Organizational Growth and Development

Figure 3



Source: Field Survey, 2020

The pie chart above revealed that the majority of the respondents agrees that strategic alliance affects organizational growth and development of selected small and medium scale enterprises in Nigeria.

Table 1 Model Summary

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.988[a]	.977	.919	25.21479	.977	11.880	5	29	.000	1.591

a. Predictors: (Constant): GRAS, DIFS, STRA

Table 1 shows the extent to which strategic management accounted for the change in organizational development and growth as indicated by the adjusted R square, which shows that 92% (.919) of the change in organizational growth and development is brought about by strategic management. The correlation coefficient R is 0.988. Therefore, we can conclude that strategic management has a positive correlation with organizational growth & development, and the relationship is very strong since it is about 80%. While the R^2 of 0.977, which means about 98% of the variance in organizational growth and development is explained by Strategic management.

Table 2 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	4.876	2229.411		18.898	.000
	GRA	6.553	.870	1.634	7.528	.001
	DIFS	20.698	4.635	1.141	4.465	.007
	STRA	64.129	28.980	.364	2.213	.078

a. Dependent Variable: RGDP

Source: SPSS Output, 23.0

Table 2 exhibited the multiple regression analysis results of strategic management and organizational growth and development. Since the table has revealed that the p-value critical 0.05(5%) level of significance is greater than all the calculated level of significance. We, therefore, reject the entire null hypothesis and accept the alternate, and conclude that strategic management will significantly impact organizational development when considering the various variables such as; Grand strategy (P-critical 0.001 < P-Tab 0.05), Differential strategy (P-critical 0.007 < p-Tab 0.05) and strategic alliance (P-critical 0.078< p-Tab 0.05). The coefficient table 2 above also revealed a constant value of4.876, which is the part of organizational growth and development that does not depend on strategic management. The model shows that a 1% improvement on the level of strategic management will impact an increase in organisational growth and development by GRA (6.553 β), Differential strategy (20.698 β), and strategy alliance by (64.129 β) respectively.

Conclusion

In line with the findings of this study, the following conclusions were reached. The study investigated the impact of strategic management on Organizational Growth and Development of Small and Medium Scale Enterprises in Nigeria. The variables used to measure strategic management are; grand strategy, differentiated strategy, and strategic alliance while the dependent variable is organizational growth and development. Accordingly, the coefficient of association-R, R-squared, adjusted R is accurate and fit for prediction. Also, the regression result reported a low Durbin Watson test value. This, therefore, confirms that the regression estimation to be a good model fit for prediction. Meanwhile, the regression result reported that the study revealed that the global statistics submitted a significant relationship between grand strategy, differentiated strategy, and strategic alliance exerts a statistically significant impact on organizational growth and development. On an individual basis, the study discovered that Grand Strategy and Differentiated strategy exerts a positive statistical significant impact on organizational growth and development.

However, the strategic alliance exerts a positive yet statistical insignificant impact on organizational growth and development. Premised on this, the study concludes that Grand Strategy and Differentiated strategy are the major determinants of organizational growth and development.

Recommendations

1. The study recommends that managers should continue to develop and implement the effective grand strategy to attract and enhance consumers' attention towards their brand and thus enhance brand market performance.
2. When formulating strategies owners/managers of SMEs should take all the necessary steps accordingly and very religiously. This is because the growth of any firm is secured with properly crafted and implemented strategies, especially ones that differ greatly from that of the competitors.
3. For SMEs to experience an increase in their number of customers they should focus more on differentiated strategy.
4. SMEs managers/owners should stop viewing their business as so small to embark on strategy formulation and implementation. Moreover, they could get more knowledge on the application of strategic management practices, in a situation wherein they are not skilled enough.

References

1. Abosede, A.J., Obasan, K.A. &Alese, O.J. (2016). Strategic management and Small and Medium Enterprises (SMEs) development: A review of the literature. *International Review of Management and Business Research*, *5*(1), 315-335.
2. Adeyemi, I.I., Isaac, O.A. &Olufemi, A.S. (2017). Strategic management: A policy to enhance sustainable business development in small and medium scale enterprises in Nigeria. *Archives of Business Research*, *5*(9), 108-118.
3. Agha, S., Alrubaiee, L. &Jamhour, M. (2011). Effect of core competence on competitive advantage and organizational performance. *International Journal of Business and Management*, *7*(1), 192-204.
4. Agwu, M.E. (2014). Reputational risk impact of internal frauds on bank customers. *International Journal of Development and Management Review (INJODEMAR)*, *9*(1), 175-192.
5. Agwu, M.E. (2018). Analysis of the impact of strategic management on the business performance of SMEs in Nigeria. Academy of Strategic Management Journal, 17(1), 1-20
6. Ahmed, A.S. &Mukhongo, A. (2017). Role of strategic management practices in the organizational performance of customs department in Mogadishu, Somalia. *Imperial Journal of Interdisciplinary Research (IJIR)*, *3*(9), 1201-1211.
7. Amurle, G. Gakure, R. &Waititu, A. (2013). Does strategic planning influence the performance of ICT SMEs in Kenya? *Prime Journal of*

January - April 2021
ISSN: 0193-4120 Page No. 91 - 107

Social Science (PJSS), *2*(6), 350-359.

8. Aremu, M.A. &Adeyemi, S.L. (2011). Small and medium scale enterprises as a survival strategy for employment generation in Nigeria. *Journal of Sustainable Development*, *4*(1), 200-206.
9. Baridam, D.M (2001). Research method in behavioural science. Lagos: Mukugumu publishers
10. Barney, J. B. (2002), *Gaining and Sustaining Competitive Advantage*,2nd ed., Upper Saddle River, New Jersey: Prentice-Hall.
11. Bonekeh, B.G. (2018). The impact of strategic management on the growth of SMEs. Unpublished Master's Thesis Submitted to the Department of Business Administration, Centria University of Applied Sciences
12. Branislav, D. (2014). The nature of strategic management. *Archives of Business Research*, *2*(4), 28-39.
13. Burns, N & Grove, S.K. (2003). Understanding nursing research(3rd edition). Philadelphia: W.B Saunders publishers
14. Burugo, V.M. &Owour, D. (2017). Influence of strategic management practices on business profitability in Kenya. (A case study of Chai trading company limited). *Imperial Journal of Interdisciplinary Research (IJIR)*, *3*(9), 923-947.
15. Dauda, A.Y., Akingbade, A.W. &Akinlabi, B.H. (2010). Strategic management practice and corporate performance of selected small business enterprises in Lagos metropolis. *International Journal of Business and Management*, *5*(11), 97-105.
16. David, F.R. (2005). Strategic Management: Concepts of and cases. 10th Edition. Prentice-Hall, Pearson Education International.
17. Dudu, O.F. &Agwu, M.E. (2014). A review of the effect of pricing strategies on the purchase of consumer goods. *International Journal of Research in Management, Science & Technology*, *2*(2), 88-102.
18. Ebiringa, O.T. (2011). Entrepreneurship venturing and Nigeria's economic development: The manufacturing sector in focus. *International Journal of Business Management and Economics Research*, *2*(6), 376-381
19. Eniola, A.A. &Ektebang, H. (2014). SME firms performance in Nigeria: Competitive advantage and its impact. *International Journal of Research Studies in Management*, *3*(2), 75-86.
20. Eniola, A.A. (2014). The role of SME firm performance in Nigeria. *Arabian Journal of Business and Management Review*, *3*(12), 33-47.
21. Garad , Y.M. Abdullahi, S.M. & Bashir, H.M. (2015). The relationship between strategic management and organizational performance in Mogadishu-Somalia. *European Journal of Research and Reflection in Management*, 2(5), 1-10.
22. Koech, A.K. & Were, S. (2016). Factors influencing strategy implementation at the National Treasury-Kenya. *The Strategic Journal of Business & Change Management*, *3*(4), 269-288.

23. Kothari, C.R. (2004). Research Methodology: Methods and Techniques. 2nd Edition. New Age International Publishers, New Delhi.
24. Kraja, Y. &Osmani, E. (2013). Competitive advantage and its impact on Small and Medium Enterprises (SMEs) (Case of Albania). *European Scientific Journal*, *9*(16), 76-85.
25. Kutllovci, V. & Shala, B.T. (2012). Business Strategy, the key determinants of SME growth in Kosovo. *International Journal of Advances in Management and Economics*, *1*(3), 42-46.
26. Majama, N.S. &Magang, T.I.T. (2017). Strategic planning in Small and Medium Enterprises (SMEs): A case study of Botswana SMEs. *Journal of Management and Strategy*, *8*(1), 74-103.
27. Makanga, R.O. & Paul, S.N. (2017). Influence of strategic management practices on performance of Kenya power and lighting company ltd, Nairobi County, Kenya. *The Strategic Journal of Business & Change Management*, *4*(4), 289-306.
28. Maroa, J.G. Muturi, W. (2015). Influence of strategic management practices on performance of floriculture firms in Kenya. *International Journal of Economics, Commerce and Management United Kingdom*, 3(7), 497-513
29. Monye, M.C &Ibegbulem, A. B. (2018). Effect of Strategic Planning on Organizational Performance and Profitability. *International Journal of Business & Law Research 6(2):31-40*
30. Mulei, L.N. (2016). Effects of strategic management practise on the growth of NIC bank limited. Unpublished Master's Thesis Submitted to the Department of Business Administration, University of Nairobi.
31. Muogbo, U. S. (2013). The Impact of Strategic Management on Organisational Growth and Development (A Study of Selected Manufacturing Firms in Anambra State). *IOSR Journal of Business and Management*, 7(1), 24-32.
32. Muriuki, J.W., Cheruiyot, T. & Komen, J. (2017). Strategic management practices and sustainability of state corporations. *European Journal of Business and Social Sciences*, *6*(6), 38-49
33. Mutemi, B.M., Maina, R. &Wanyoike, N.D. (2014). Strategic management practices and performance of small scale enterprises in Kitui town in Kenya. *International Journal of Science Commerce and Humanities*, *2*(4), 249-259
34. Nwankwo, F., Ewuim, N. &Asoya, N.P. (2012). Role of cooperatives in Small and Medium Scale Enterprises (SMEs) development in Nigeria: Challenges and the way forward. *African Research Review, Multidisciplinary Journal*, *6*(4), 140-156.
35. Olanipekun, W.D.Abioro, M.A. Akanni, L.F. (2015). Impact of strategic management on competitive advantage and organisational performance – evidence from Nigerian bottling company. *Journal*

of Policy and Development Studies, 9(2), 185-198.
36. Olannye, A.P. (2006). Research method Business: A Skill Building Approach Lagos: Pee Jee Publication.
37. Olatunji, F. Abimbola, A. &Adomola, O.O. (2015). Review of organizational strategy and structure (1962-2015). International Conference on African Development Issues, 1(1), 341-348.
38. Olusanya, O.O &Oluwasanya A.T. (2014). Effect of strategic planning on the growth and survival of an emerging firm. American Journal of Engineering Research, 3(2), 230-239.
39. Ondera, K. (2013). Strategic Management Practices in Mbagathi District Hospital, Nairobi, Kenya. Unpublished MBA Project, University of Nairobi, Kenya.
40. Osotimehin, K.O., Jegede, C.A., Akinlabi, B.H. &Olajide, O.T. (2012). An evaluation of the challenges and prospects of micro and small scale enterprises development in Nigeria. *American International Journal of Contemporary Research*, *2*(4), 174-185.
41. Pearce, J. A. & Robinson, J. B. (2007) Strategic Management: Formulation, Implementation Control, 10th edition. New York: McGraw-Hill.
42. Plance, A. (2015). The effect of strategic management practices on performance of savings and loans companies in Kumasi. Unpublished Master's Thesis Submitted to the Department of Business Administration, Kwame Nkrumah University of Science And Technology
43. Porter, M. E. (1980). Competitive Strategic: Techniques for analyzing industries and competitors. New York: Free Press.
44. Robbins, S.P. and Coulter, M. (2002). *Management* (7th ed.). Trenton, NJ: Prentice-Hall.
Schumpeter. (1950). Evolution and Revolution Theory. *Transnational Journal of Science and Technology, 4(1, 20-30*
46. Tiemo, A.J. (2012). The strategic focus of Nigerian SMEs: More of emergent or planned? *Journal of Emerging Trends in Economics and Management Sciences (JETEMS)*, *3*(3), 229-232.
47. Vitkauskaite, I. (2017). Strategic management of independent film production companies. *Chinese Business Review*, *16*(6), 259-277.