EFFECT OF STRATEGIC PLANNING ON THE PERFORMANCE OF SELECTED SMALL AND MEDIUM SCALE ENTERPRISES IN MAIDUGURI, BORNO STATE, NIGERIA

[1]Tawa Suleiman TIJJANI, [2]Buba Musa PULKA and [3]Emmanuel Luke BALAMI
[1 & 2]Department of Business Administration, Faculty of Management Sciences, University of Maiduguri, Borno State, Nigeria.

*tawa.tijjani@gmail.com; 07033189689 and bubapulka@unimaid.edu.ng; 08034521571
[3]Department of Management, Nigerian Army University Biu, Borno State, Nigeria
Emanuel.luke@naub.edu.ng; 08165565601

Abstract
Small and Medium-Sized Enterprises (SMEs) are globally recognized as engines of economic growth and development. Notwithstanding, the backing provided by governmental institutions and policies, there exists substantial apprehension and challenges regarding the capability of the SMEs to stimulate economic growth and development, particularly in developing countries. Thus, the main objective of this study is to provide further evidence on the effect of strategic planning on the performance of SMEs in Maiduguri, Borno State. The study relies on primary data which were obtained using structured questionnaire administered to 105 purposively selected respondents of the selected SMEs. The data collected were analyzed using Analysis of Variance (ANOVA) and Regression Analysis in pursuance of the stated specific objectives of the study. The result shows that strategic formulation significantly affects performance of the selected SMEs. Also, strategic evaluation had positive relationship on the performance of the selected SMEs. Further, the result also shows that strategic implementation has significant effect on the performance of the selected SMEs. Thus, it can be concluded that strategic evaluation affects the performance of SMEs from the research findings. Therefore, the study recommends that SMEs take strategic planning, evaluation, formulation and implementation seriously, as these are the factors that determine the strategic management framework of a firm.

Keywords: Strategic planning, Evaluation, Implementation, Performance, SMEs

1. Introduction

Small and Medium Scale Enterprises (SMEs) hold a substantial position in the economies of both developed and developing nations. According to a report by the Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) in 2012, SMEs contribute more than 55% of the gross domestic product (GDP) and over 65% of total employment in developed economies. In developing economies, they play an equally significant role, accounting for 60% of GDP and over 70% of total employment (SMEDAN, 2012). In today's business landscape, SMEs play a prominent role in several significant industry sectors, including retail, services, and construction.

Moreover, they serve as essential components within the supply chains of capital-intensive manufacturing industries such as automotive, mining, marine, and defense.

In addition to the roles that SMEs play, the subsector also facilitates innovation, enhances entrepreneurial skills and creates employment opportunities (Ikem, 2016). For example, in the OECD region, SMEs are the dominant players in the business landscape, representing approximately 99% of all companies. Consequently, SMEs play a substantial role in the regional economy, accounting for approximately 70% of total employment and contributing about 60% of the value added. Furthermore, SMEs are also significant contributors, responsible for generating around 45% of job opportunities and contributing to approximately 33% of the GDP (International Labour Organization & WIEGO, 2013).

Similarly, performance is a process or the manner by which the business owner or manager of SMEs executes their functions; a crucial element to improving business performance in organizations (Khoshtaria, 2018). Consequently, the performance and growth of SMEs is a major driver and indices for the levels of industrialization, modernization, urbanization, gainful and meaningful employment for all those who are able and willing to work, income per capita, equitable distribution of income, and the welfare and quality of life enjoyed by the citizenry (Adeyemi, 2004).In addition to the performance of SMEs, strategic planning of businesses revolves around establishing long-term organizational objectives, crafting and executing strategies to attain these objectives, and managing the allocation of essential resources (Khoshtaria, 2018).

Statement of the Problem

In Nigeria, besides the critical and positive role played by SMEs, SMEs face numerous challenges ranging from power shortage, lack of capital, poor management skills and competencies, inadequate information, and corruption. These challenges have affected the contributions of SMEs to the Nigerian businesses in particular. This poor performance is evident by the fact that most SMEs in Nigeria operate well below capacity (Sitanggang, 2018).

The Nigeria's Vision 2020 initiatives had been introduced to create an environment in which SMEs would thrive and contribute to the national product and development. However, it is worrisome that despite the incentives, policies, programs and support aimed at restoring the SMEs have performed rather below expectation.

Objective of the Study

The broad objective of the study is to determine the relationship that exists between the performance of SMEs and strategic planning in Nigeria.

2. Literature Review

2.1 Conceptual Review

2.1.1 Concept of SMEs

SMEs have remained an important aspect in many nations. The importance of SMEs has remained vital to the development of an economy as they contribute significantly to employment generation, improvement of local technology, output diversification, development of indigenous entrepreneurship and forward integration with large scale industries (CBN, 2018).

In Nigeria, SMEs definition is disaggregated. For example, the Central Bank of Nigeria defines SMEs based on the asset base and number of employees. The asset base is categorized between N5 million and N500 million, and an employee strength between 10 and 100.

The Federal Ministry of Commerce and Industry (2015) defines SMEs as firms with a total investment (excluding cost of land but including capital) of up to N750,000, and paid employment of up to fifty persons. SMEDAN (2017) defines SMEs based on the following criteria: small scales are businesses with 10 to 49 people with an annual turnover of N5-49 million, while a medium scale enterprise has 50 to 199 employees with a year turnover of 50 to 494 million Naira.

2.1.2 Performance

Performance pertains comprehensive efficiency of an organization in areas such as stock turnover, customer satisfaction, profitability, and market share. It holds a fundamental significance in the business world because, the primary objective of businesses is to generate profits. According to Aldehayyat and Twaissi (2011), the question of why certain organizations prosper while others flounder has been a pivotal concern in the business realm, prompting research into the determinants of organizational performance. Awadh and Saad (2013) characterize performance as a formula for evaluating how an organization functions within specific parameters, encompassing productivity, employee morale, and effectiveness.

Performance stands as a pivotal yardstick for evaluating organizational success, with both managers and employees dedicating their efforts to its enhancement. According to Elisiva and Sule (2015), firm performance signifies the results attained by organization in alignment with predetermined goals and encompasses three key components: financial outcomes, employee satisfaction, and productivity, as well as customer satisfaction with the delivery of services and products. Wu et al. (2009) have similarly highlighted that performance comprises a multitude of dimensions, including goal achievement, profitability, return on investment rate, employee job satisfaction, productivity, and the quality of services and products provided.

Previous studies by Shafter et al. (2016) and Ricardo (2001) have underscored the significance of performance as a primary objective for any organization, employing various tools and mechanisms to achieve it. For instance, profit-oriented enterprises primarily focus on profitability and income to enhance performance, while government and non-profit organizations prioritize client satisfaction and service quality. Consequently, diverse perspectives coexist, but the measurement of performance plays a crucial role in ensuring that organizations remain on track to achieve their strategic objectives. As emphasized by Vasilaki and O'Regan (2008), performance measures should be intricately linked to activities stemming from strategic planning efforts, guiding strategic direction, comparing expected and actual outcomes, and facilitating corrective actions.

assumptions and projections made during the strategy formulation phase and monitoring the environment for significant changes. Furthermore, this information serves as a feedback mechanism, facilitating fine-tuning of the strategy implementation process (David, 2011). Assessing a company's strategy is a crucial phase in steering its strategy implementation process (Gică & Negrusa, 2011). The evaluation and control process's primary objective is to confirm that a company is attaining its predetermined goals (Kariuki et al., 2016). This is achieved by measuring the company's performance against the desired outcomes, which helps in identifying any disparities in performance and furnishing essential feedback that guides the management in making appropriate decisions. Consequently, strategy evaluation should aim to delve deeper into the underlying factors and trends that impact business success, moving beyond the surface-level information about a company's status (Ikem, 2016).

2.1.5 Strategic Implementation

According to Porter (2003) as cited by Brown III et al. (2009), competitive strategic management revolves around comprehending, selecting, and executing an organization's strategy. Strategy implementation stands as one of the distinct phases of the strategic process. As described by Jayawarna & Dissanayake (2019), strategy implementation, in simple terms, is the process through which plans and strategies are put into action to achieve specific goals. Obaid (2022) defined it as the transformation of strategies and plans into actionable steps to attain strategic objectives and goals. In contrast, Oludele (2021) suggested that strategy implementation involves the allocation of resources to support chosen strategies. Strategy implementation delineates how an organization should construct, employ, and integrate organizational structures, control systems, and culture to pursue strategies leading to a competitive advantage and enhanced performance (Owolabi et al., 2012).

Rahman (2019), strategy implementation can be simplified as the process of translating plans and strategies into actionable steps to achieve predetermined goals. Sitanggang (2018), on the other hand, described it as the process of transforming strategies and plans into actions aimed at attaining strategic objectives and goals. From another perspective, Ilesanmi (2011) expressed the idea that strategy implementation entails the allocation of resources to support the selected strategies. Strategy implementation, according to this viewpoint, delineates how an organization should construct, employ, and integrate organizational structures, control systems, and culture in pursuit of strategies that result in a competitive advantage and improved performance, as highlighted by (Khoshtaria & Business, 2018).

David (2011), suggests that the human factor in strategic implementation is a critical component, involving the active engagement of both managers and employees within an organization. It is imperative for both parties to directly partake in decision-making and communication related to implementation, as this plays a pivotal role in guaranteeing

2.1.3 Strategic Formulation

Strategy formulation encompasses the development of a strategic plan for either an individual or an organization. Strategy formulation entails the creation of long-term plans to manage environmental opportunities and threats, considering a company's strengths and weaknesses, outlining the corporate mission, specifying achievable objectives, developing strategies, and setting policy guidelines (George et al., 2019). This process involves planning and decision-making, which leads to establishing the organization's goals and crafting a specific strategic plan (Aliyu et al., 2022; de Waal, 2018; Desta, 2019), The process of strategy formulation encompasses several key components, including the definition of the corporate mission, the establishment of attainable objectives, the creation of strategies, and the setting of policy guidelines (Ezeanolue, 2022). The process involves a comprehensive examination of the organization's primary goals and strategies, the identification of potential options, the assessment of these alternatives, and the ultimate selection of the most suitable course of action (Douwe P. Flapper et al., 1996).

Within strategy formulation, strategic leadership plays a crucial role in effectively managing the organization's strategy-making process to gain a competitive edge. This process encompasses selecting and subsequently implementing a set of strategies aimed at achieving a competitive advantage (Petrenko et al., 2016).

2.1.4 Strategic Evaluation

Strategy evaluation and control systems play a pivotal role in the strategic management process, aiding in the monitoring of environmental changes and enabling timely adjustments to an organization's vision, objectives, and strategy (Ida et al., 2015). Benková et al. (2019b), mentioned in their study that strategy evaluation and control ensure that an organization attains its intended goals. These systems monitor an organization's performance in relation to its strategic plan, ensuring that it remains on course in its strategy implementation endeavors. Benková et al. (2019b) have asserted that implementing an evaluation and control process during the strategy implementation stage is vital to achieving the predetermined strategic objectives. The process of strategy formulation involves evaluating both the external and internal environments and incorporating the findings into objectives and strategies (Islam, 2022).

According to Brown and Iverson (2004), strategy evaluation control systems oversee key aspects of a strategy, involving the assessment of objective and strategy appropriateness, along with subsequent performance control. At the operational control level, these systems align with objectives and strive to manage operations according to the plan. A critical aspect of both systems is the timely provision of information to decision-makers, enabling them to take corrective actions. This information encompasses resource allocation, monitoring progress during the implementation stage, and evaluating the performance of individual managers as they pursue their implementation tasks (Beach & Lindahl, 2015). Data generated through the monitoring and control system serves various purposes, such as validating the success of the process. The human element of strategic implementation significantly impacts business performance.

Consequently, strategy implementation encompasses all operational tasks aimed at translating plans into reality, while monitoring and managing performance to improve corporate objectives. Particularly for SMEs, Sandada et al. (2014) argued that a reconsideration is necessary for owners to devise and implement successful strategies, enabling them to pursue their mission, vision, and objectives without compromising their competitive position.

2.2 Theoretical Framework

The theory combines concepts from organizational economics and strategic management (Barney, 1991). The resource-based theory emanated from the principle that the strength of firm's competitive advantage lies in their internal resources, as opposed to their positioning in the external environment. That is rather than simply evaluating environmental opportunities and threats in conducting business, competitive advantage depends on the unique resources and capabilities that a firm possesses (Barney, 1991). The resource-based view of the firm predicts that certain types of resources owned and controlled by firms have the potential and promise to generate competitive advantage and eventually superior firm performance (Benková et al., 2019a). The resource-based approach stipulates that in strategic management the fundamental sources and drivers to firms‟ competitive advantage and superior performance are mainly associated with the attributes of their resources and capabilities which are valuable and costly-to-copy (Maleka & monitoring, 2014). Despite the positive contribution of this theory, it has over-looked the role of entrepreneurial strategies and entrepreneurial abilities as the crucial sources of a firm's competitive advantage. The application of the theory should not be limited to physical resources; it should also include human resource capabilities that form the basis of organizational sustainability.

3.0 Methodology

3.1 Research Design

The primary research design employed in the study was purposive research design. This approach was chosen as it enables the collection of information from a selected sample of participants through the use of questionnaires.

3.2 Data and Sources

The main source of data for this study was primary data. The primary data was collected from SMEs' owners/managers in Borno State. The study used the data from SMEDAN (2012) to compose the sample of the study. According to SMEDAN (2012), there are about 1,728 registered SMEs in the north-east geopolitical zone. A random and purposive sample of 105 SMEs owners who are operating in four wards of Maiduguri metropolis were chosen for the study. The selected wards were Maiduguri metropolis, Gamboru, Gwange, and Hausari wards. The selected wards were chosen as a result of the concentration of number of businesses with high network business dominance in the selected areas.

3.3 Method of Data Collection

Five (5) point rated Likert scale questionnaire was used for the study and was stated as follows: Strongly agree (5), Agree (4), Undecided (3), Disagree (2), strongly disagree (1). The questionnaire was self-administered.

3.4 Method of Data Analysis

The collected data was analyzed using the statistical software package SPSS (Statistical Package for the Social Sciences) V25. Two distinct statistical techniques were utilized for the data analysis: multiple regression analysis and analysis of variance.

4. Data Analysis and Results

4.1. Regression Analysis

Table 4.1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.372a	138	.113	.51068

Source-Research findings

Adjusted R squared is coefficient of determination which tells us the variation in the dependent variable due to changes in the independent variable, from the findings in table above the value of adjusted R squared was 0.138 an indication that there was variation of 13.8% on the performance of SMEs.

According to Gorard (2003), the regression analysis calculates a coefficient for each predictor. Hence, R is the correlation coefficient which shows the relationship between the study variables, from the findings shown in table above there was a positive relationship between the study variables as shown by 0.372

Table 4.2. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.222	3	1.407	5.396	.002b
	Residual	26.340	101	.261		`
	Total	30.562	104			

a. Dependent Variable: PerfMean

b. Predictors: (Constant), ImpMean, FormMean, EvalMean

From the ANOVA statistics, the processed data, which is the population parameters, had a significance level of 0.02 which shows that the data is ideal for making a conclusion on the population's parameter as the value of significance (p-value) is less than 5%. The significance value was less than 0.05, an indication that the model was statistically significant.

Table 4.3. Coefficients

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	VIF
1	(Constant)	2.061	.623		3.310	.001		
	FormMean	.290	.103	.263	2.804	.006	.967	1.035
	EvalMean	.041	.094	.042	.436	.664	.931	1.074
	ImpMean	.198	.088	.215	2.256	.026	.943	1.060

a. Dependent Variable: PerfMean

Strategic Formulation, Strategic Evaluation and Strategic Implementation on SMEs' performance have p-value of 0.006, 0.664, and 0.027 respectively. These p-values are statistically significant at 5% significant level. According to Saunders (2011), a coefficient enables you to quantify the strength of the linear relationship between two ranked or numerical variables. In addition, t-test for these independent variables confirm that they are statistically significant if t-value is greater than 2. As presented in Table 4.3, all the coefficients are found to be positive.

Table 4.4 Collinearity Diagnostics

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions (Constant)	FormMean	Eval Mean	ImpMean
1	1	3.970	1.000	.00	.00	.00	.00
	2	.014	17.144	.01	.15	.10	.88
	3	.012	18.501	.01	.35	.77	.00
	4	.005	29.169	.98	.50	.13	.12

a. Dependent Variable: PerfMean

Estimated collinearity statistics provides Tolerance and Variance Inflation Factor (VIF) information for the fitted model. According to Trivellas et al. (2010) VIF for all the variables are determined to be far less than 5; in fact, most of them were not much greater than 1. This implies that the collinear relationship between the variables themselves is either marginal and/or insignificant, indicating the absence of multicollinearity. In addition, the analysis did not reveal any problem with the assumptions of regression analysis. According to Maletič et al. (2016), multicollinearity exists when all variance inflation factors (VIFs) ranged from 1 to 3, which is well below the rule-of-thumb cut-off of 10.

5. Discussion of Findings

The first variable strategic formulation was developed to evaluate the extent to which strategic planning influences SMEs' performance in Borno State. The findings reveal that strategic formulation has strong positive influence on the SMEs (R = 0.263). This finding is consistence with the work of Rifani and Balqiah's (2017) formulation of a strategy guide. It is also in conformity with the findings of Kabeyi (2019), which indicates that strategic formulation can identify wrong internal and external factors. Thus, strategy is not considered effective until it is implemented and ultimately creates value for the organization.

The second variable, strategic evaluation was also analyzed. The extent to which strategic planning influences SMEs was carried out. The tested hypothesis shows a low relationship between strategic planning and strategy evaluation (R = 0.42). Furthermore, the P-value in this study has a null value, which is less than 5% level of significance. Thus, the model was statistically significant in predicting how strategic planning influences SMEs' performance in Borno State. Based on the coefficients of regression, it can be inferred that strategic evaluation has positive influence on the performance of SMEs in Borno State. This is in line with the study of Ezeanolue (2022), who attests that strategic evaluation should be done on a continuous, rather than a periodic basis, so as to allow benchmarks of progress to be established and more effectively monitored.

The third variable, strategic implementation was analyzed. The extent to which strategic planning influences SMEs' performance. The tested hypothesis reveals a relatively strong relationship between strategic planning and strategy implementation (R = 0.215). This finding agrees with Sosiawani (2017) who submits that strategic planning is significantly associated with planning outcomes and thus, serves as a perfect mediator in the relationship between independent variable (Strategic Planning) and dependent variable (Firm Performance). It shows that companies record improved performance once they effectively embrace strategic planning.

The reliability data of the SMEs' performance used in the study is confirmed. The inter correlation between variables of the study shows that there was a positive significant relationship between all the study variables: strategic evaluation, strategic formulation and strategic implementation and performance of SMEs.

6. Conclusion and Recommendations

The study investigates the impact of strategic planning on the performance of SMEs in Maiduguri, Borno State. It categorizes strategic planning into three components: formulation, evaluation, and implementation, utilizing these aspects to construct a multiple regression model predicting SMEs' performance. The study findings reveal strategic formulation to have a strong positive significance on the SMEs (R = 0.263). Hence, the study recommends that SMEs take strategic formulation seriously, as this factor can determine the strategic management framework of a business. Focus should be made on establishing a sense of direction for the strategic process of firms, as well as establishing proactive responses to operational challenges, forecasting market pressures and competitor actions.

Strategic evaluation is another component in the study findings (R = 0.42). Therefore, the study recommends SMEs to intensify on monitoring of environmental changes to enable timely adjustments to organization's vision, objectives, and strategy. In addition, performance indices should include periodic measurements and evaluation of achievement of strategic objectives set. It recommends creating objective performance evaluation systems with key performance indicators for employees and job categories, alongside conducting periodic strategic audits by to enhance objectivity and align with organizational performance goals.

The findings of the study also reveal a strong nexus between strategic implementation and SMEs' performance (R = 0.215). Strategic implementation stands as one of the distinct phases of strategic process to business owners/ managers. The study recommends that plans should be strategically implemented and put into action to enable businesses achieve specific goals. This will also enable owner/managers of respective organizations, to assess how well the implementation of strategies is proceeding and to see clearly any challenges originating from functional strategies that must be addressed so as not to jeopardize intended goals.

Reference

Adeyemi, S. (2004). The Characteristics Of Succesful Nigerian Women Entrepreneurs. *Gender Discourse*, *1*(1), 217.

Aldehayyat, J. S., & Twaissi, N. (2011). Strategic planning and corporate performance relationship in small business firms: Evidence from a Middle East country context. *International Journal of Business management*, *6*(8), 255.

Aliyu, S., Adekunle, M., Abbah, O. J. D. R. J. o. M., & Studies, S. (2022). Effect of strategic management on the performance of small and medium enterprises in FCT-Abuja. *3*(5), 86-97.

Awadh, A. M., & Saad, A. M. (2013). Impact of organizational culture on employee performance. *International review of management*, *2*(1), 168-175.

Beach, R. H., & Lindahl, R. A. J. E. P. (2015). A Discussion of Strategic Planning as Understood through the Theory of Planning and Its Relevance to Education. *22*(2), 5-16.

Benková, E., Gallo, P., Balogová, B., & Mihalčová, B. (2019a). Effects of using strategic planning as a managerial tool: A case of industrial companies. *Polish Journal of Management Studies*, *20*(2), 145-160.

Benková, E., Gallo, P., Balogová, B., & Mihalčová, B. J. P. J. o. M. S. (2019b). Effects of using strategic planning as a managerial tool: A case of industrial companies. *20*(2), 145-160.

Brown III, U. J., Knouse, S. B., Stewart, J. B., & Beale, R. L. (2009). The relationship between unit diversity and perceptions of organizational performance in the military. *Journal of Applied Statistics*, *36*(1), 111-120.

Brown, W. A., & Iverson, J. O. (2004). Exploring strategy and board structure in nonprofit organizations. *33*(3), 377-400.

David, F. R. (2011). *Strategic management concepts and cases*. Pearson.

de Waal, A. (2018). Success factors of high performance organization transformations. *Measuring Business Excellence*
22(4), 375-390.

Obaid, N. J. I. J. o. R. P. (2022). Impact of Strategic Planning on Organizational Performance in private Higher educations and institutions in Nangarhar, Afghanistan. *93*(1), 372-389.

Oludele, A. E. (2021). Impact of strategic planning on organizational performance of health care services in Nigeria. *9*(3), 209-214.

Owolabi, S. A., Makinde, O. G. J. K. C. o. A. J. o. b., & Review, m. (2012). The effects of strategic planning on corporate performance in university education: A study of Babcock University. *2*(4), 1-18.

Petrenko, O. V., Aime, F., Ridge, J., & Hill, A. (2016). Corporate social responsibility or CEO narcissism? CSR motivations and organizational performance. *Strategic management journal*, *37*(2), 262-279.

Porter, M. E. J. F. K. F. i. M. (2003). Michael E. Porter. 272.

Rahman, A. A. A. (2019). The impact of strategic planning on enhancing the strategic performance of banks: Evidence from Bahrain. *Fifty Key Figures in Management*, *14*(2), 140.

Ricardo, R. (2001). Wade. In: D.

Rifani, S. K., & Balqiah, T. E. (2017). The impact of strategic planning implementation on non-profit organization's performance effectiveness. The 3rd PIABC (Parahyangan International Accounting and Business Conference,

Sandada, M., Pooe, D., & Dhurup, M. (2014). Strategic planning and its relationship with business performance among small and medium enterprises in South Africa. *International Business Economics Research Journal 13*(3), 659-670.

Saunders, M. N. (2011). *Research methods for business students, 5/e*. Pearson Education India.

Shafter, M. E. A., Hander, D. A. S. M., & Ghnaem, D. S. S. J. I. J. o. M. (2016). Strategic Planning Process in Organizational Development. *7*(7).

Sitanggang, J. K. F. (2018). THE EFFECT OF STRATEGIC PLANNING AND PERFORMANCE MANAGEMENT ON BUSINESS AND PRODUCTION PROCESS. *1*(1), 53-69.

Sosiawani, I. (2017). Strategic planning and medium sized enterprises performance: mediating effect of innovativeness in implementing strategies and moderating effect of environmental uncertainty in Aceh, Indonesia. *Universiti Utara Malaysia*.

Trivellas, P., Kakkos, N., & Reklitis, P. (2010). Investigating the impact of motivation on loyalty and performance intentions in the Greek banking sector. 7th International Conference on Enterprise Systems, Accounting and Logistics (ICESAL 2010),

Vasilaki, A., & O'Regan, N. (2008). Enhancing post-acquisition organisational performance: the role of the top management team. *Team Performance Management: An International Journal*, *14*(3/4), 134-145.

Wu, H.-Y., Tzeng, G.-H., & Chen, Y.-H. (2009). A fuzzy MCDM approach for evaluating banking performance based on Balanced Scorecard. *Expert systems with applications*, *36*(6), 10135-10147.

Desta, S. J. E. S. J. E. (2019). Strategic Planning Process to Company Performance. *15*(22), 165-204.

Douwe P. Flapper, S., Fortuin, L., & Stoop, P. P. (1996). Towards consistent performance management systems. *International Journal of Operations Production Management 16*(7), 27-37.

Elisiva, A. R., & Sule, E. T. (2015). Influence of competitive strategy analysis on improvement of organizational performance. *International Journal of Economics, Commerce Management 3*(5), 1406-1420.

Ezeanolue, E. T. (2022). EFFECT OF STRATEGIC MANAGEMENT ON ORGANIZATIONAL PERFORMANCE IN ANAMBRA STATE, NIGERIA. *1*(2), 118-139.

George, B., Walker, R. M., & Monster, J. J. P. A. R. (2019). Does strategic planning improve organizational performance? A meta-analysis. *79*(6), 810-819.

Gică, O. A., & Negrusa, A. L. (2011). The impact of strategic Planning Activities on Transylvanian SMEs-An empirical research. *Procedia-Social Behavioral Sciences 24*, 643-648.

Gorard, S. (2003). *Quantitative methods in social science research*. A&C Black.

Ida, S., Ramli, A., Mustafa, M., & Yusoff, R. Z. (2015). Strategic planning and firm performance: A proposed framework. *J International Academic Research Journal of Business Technology 1*(2), 201-207.

Ikem, O. C. (2016). Strategic planning and organisational performance: The Nigerian experience. *NG-Journal of Social Development*, *5*(4), 73-92.

Ilesanmi, O. (2011). The role of strategic vision process in business development in Nigeria. *Global Journal of Management*, *11*(9), 17-21.

International Labour Organization, & WIEGO. (2013). *Women and men in the informal economy: a statistical picture (second edition)*. International Labour Office.

Islam, Q. J. J. o. P. S. P. (2022). Effect Of Strategic Management Practices On Performance Of Small And Large Business In UAE. *6*(7), 691-698.

Jayawarna, S., & Dissanayake, R. J. A. o. B. R. (2019). Strategic planning and organization performance: A review on conceptual and practice perspectives. *7*(6), 155-163.

Kabeyi, M. (2019). Organizational strategic planning, implementation and evaluation with analysis of challenges and benefits. *5*(6), 27-32.

Kariuki, P. G., Maiyo, J., & Ndiku, J. M. (2016). Relationship between strategic planning and performance of public secondary schools in Kangundo Sub-County, Machakos County, Kenya. *IOSR Journal of Research Method in Education 6*(6), 99-105.

Khoshtaria, T. (2018). The impact of strategic planning on organizational performance through strategy implementation. *Globalization*, *4*(5), 84-89.

Khoshtaria, T. J. G., & Business. (2018). The impact of strategic planning on organizational performance through strategy implementation. *4*(5), 84-89.

Maleka, S. J. D. s. p., & monitoring. (2014). Strategy management and strategic planning process. *1*(1), 1-29.

Maletič, M., Maletič, D., & Gomiščček, B. J. J. o. C. P. (2016). The impact of sustainability exploration and sustainability exploitation practices on the organisational performance: A cross-country comparison. *138*, 158-169.