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Strategic Management Practices as a Mechanism for Achieving High Organisational Productivity: An Empirical Investigation

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Abstract

One of the key factors influencing an organisation's profitability and success in the business world is its productivity. This explains why manufacturing companies want to reach high productivity levels in order to generate more profit, succeed and stay relevant in the marketplace. This study examined the relationship between strategic management practices and organisational productivity (OP) of aluminium manufacturing firms in Delta State, Nigeria. To obtain primary data from study participants and determine the relationship between the study's constructs, the researcher used survey research designs in this study. A total of 383 copies of the questionnaire were given to the study participants in order to assess the study hypotheses, of which 348 were considered to be valid. Both interitem covariance and multiple regression analysis were utilised in this study for data analysis via Stata. Findings revealed that the dimensions of strategic management practices (environmental scanning (ES), strategy formulation (SF), strategy implementation (SI) and strategy evaluation (SE), have a positive significant effect on OP. Based on the study findings, it was recommended that organisations, particularly aluminium firms, should be actively engaged in strategic management practices like continual and effective ES, sound SF, timely and efficient SI and a standard process for SE in order to achieve a high level of OP.

Keywords: Strategic Management Practices, Environmental Scanning, Strategy Formulation, Strategy Implementation, Strategy Evaluation, Organisational Productivity

Introduction

Organisations are usually established either for the sole purpose of rendering quality services (intangible goods/ products) to the public or to manufacture goods (tangible goods/products) for the public use/consumption, whether non for profit making organisations or profit oriented organisations. However, the concern here is on aluminum manufacturing firms. An important objective of aluminum manufacturing firms is to achieve a high level of organisational productivity (OP). This is because OP serves as a mechanism for profit generation. In fact, the level of an organisation's productivity is one of the major determinants of its profitability and success in the business domain. This accounts for the reason why manufacturing firms strives to achieve high level of productivity in order to generate profit, achieve success, and remain relevant in the business environment. The resultant output of goods and services in relation to the inputs of labour, materials, and equipment is measured as productivity. It speaks to how well an organisation uses its resources and processes to accomplish its objectives. A company's profitability and competitive position increase with productivity since increasing productivity lowers unit costs (Amofa, Okronipa & Boateng, 2016). Increasing productivity by adding resources like time, money, materials, or labour is not what is meant by improving productivity (Amofa et al., 2016). Rather, it refers to merely extracting more value from what is put in. Stated differently, it entails optimising output while minimising expenses and continuously refining procedures to improve overall performance.

However, certain factors are responsible for achieving a high level of productivity, and one of these factors is

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strategic management practices. In order to accomplish long-term goals and objectives, strategies and tactics must be developed and put into action. This is known as strategic management. It involves making choices that will influence the organisation's future and maintain its competitiveness in the marketplace. Strategic management facilitates the alignment of employee efforts toward a shared direction by establishing well-defined goals and objectives. This can enhance coordination, productivity, and collaboration among team members inside the firm. Employees who have a good sense of the organisation's direction—both past and future—often feel like they belong there and are dedicated to helping it.

According to Nwachukwu and Onuoha (2022) in (David, 2005), strategic management also helps define an organisation's goals, create plans and policies to help reach these goals, and allocate resources to help put the plans and policies into action. Strategic management lessens resistance to change, increases staff productivity, improves comprehension of competitors' plans, raises awareness of environmental dangers, and provides a clear picture of performance. Different organisations have different approaches to strategic management, and one of their main responsibilities is to be able to synchronise operations in a way that maximises organisational efficiency and productivity. Therefore, it becomes essential for aluminum manufacturing companies to completely understand how decisions about the organisation's direction and their implementation impact their production level. Strategic management has been identified as the key practice that sets firms apart from one another in the current business environment. It is the essential procedure for fulfilling the vision, objective, and strategy of the company and boosting production (Phina, 2020). The business environment of today is considerably more complicated and uncertain, which affects how well firms develop plans for the ever-changing market. Organisations must continuously improve their performance in order to compete effectively and thrive in this environment. This can be done by cutting costs, modernising products and processes, enhancing quality, and reaching high levels of productivity (Chaplot, 2018; Awonusi, 2022; Igbomor, 2023).

Several studies have been conducted on strategic management practice. However, the majority of these studies relate strategic management practice to organisational performance, with relatively few studies on the link between strategic management practice and OP of aluminum manufacturing firms in Delta State Nigeria. One major area of concern is how well strategic management techniques can boost OP. Even though strategic management is widely acknowledged as being crucial for directing organisational goals and actions, little is known about how strategic management methods affect productivity results in businesses. Therefore, there is a need for further research and analysis to explore the relationship between strategic management practices (environmental scanning (ES), strategy formulation (SF), strategy implementation (SI), strategy evaluation (SE) and organisational productivity (OP)).

The following specific research objectives were stated:

- To examine the relationship between Environmental Scanning (ES) and Organisational Productivity (OP).
- To assess the relationship between Strategy Formulation (SF) and Organisational Productivity (OP).
- To investigate the relationship between Strategy Implementation (SI) and Organisational Productivity (OP).
- To determine the relationship between Strategy Evaluation (SE) and Organisational Productivity (OP).

In this study, four (4) null research hypotheses were also formulated as follows:

- There is no significant relationship between Environmental Scanning (ES) and Organisational Productivity (OP).
- There is no significant relationship between Strategy Formulation (SF) and Organisational Productivity (OP).
- There is no significant relationship between Strategy Implementation (SI) and Organisational Productivity (OP).
- There is no significant relationship between Strategy Evaluation (SE) and Organisational Productivity (OP).

Literature Review

Strategy

A strategy is a means to an end. It involves the various processes, means, or ways an individual or organisation employ in order to realise pre-stated goals of the organisation in the most economical way. Strategy is described as the establishment of an enterprise's essential long-term goals, as well as the adoption of courses of action and the allocation of resources required to achieve these goals (Nwachukwu & Onuoha, 2022). Once an organisation has set its goals, the next step is to ascertain where, when, and how the stated goals will be actualised within a given time frame. Developing a strategy is like determining where, when, and how to get the job done within a specified time frame in the most efficient and effective way. Settings of goals by organisations are not as challenging as devising a means for their accomplishment. Thus, developing strategy becomes an important concern for organisations. The essence of strategy is to achieve organisational goals in the most economical way.

It is also important to note that there is no good strategy and a bad strategy. A strategy that works in a particular organisation might not work in another organisation. This is to say that a strategy that is considered good by a particular organisation might be seen as a bad strategy by another organisation. This suggests that no strategy is the best or bad. It depends on the situation surrounding such strategy together with the way in which the strategy is implemented. Adopting a particular strategy from another organisation based on the fact it worked for that organisation is risky and full of uncertainty and might not work for you, thus resulting in waste of time, energy, and resources.

Organisations that want to develop strategy to realise its goals should develop strategy that can be implemented and realisable. That is, they should be able to answer questions such as "Do we have the resources needed to implement this strategy?" "Does our human resource personnel have the abilities, skills, and competence needed to implement this strategy in order to accomplish our goals?" "Will our human resource personnel's welcome this strategy, or will they seek another?" "What does the policy of our organisation say about this strategy?" Will our business environment support this strategy?" Answering these questions can help organisation to determine the best strategy that will work best for them.

Strategic Management Practices

According to Phina (2020), strategic management practices are procedures that include managers from all organisational divisions in the creation and execution of strategic goals and plans intended to improve productivity and overall performance. Strategic management practices, according to Omenazu (2022), are the method by which managers identify and work to resolve organisational problems. Uduo (2023) viewed strategic management as a collection of managerial choices and actions that determine an organisation's long-term success.

By concentrating on the tasks that are most crucial to accomplishing the goals of the company, strategic management can increase productivity. It is a process that involves identifying, prioritising and allocating resources to vital tasks. Moreover, strategic management entails ongoing performance assessment and monitoring of the company, enabling prompt modifications and enhancements to boost output and general effectiveness. In the view of Nwachukwu and Onuoha (2022), strategic management is the process by which managers decide on the long-term direction of the organisation, create clear performance goals and devise plans of action to reach these goals while taking into account all pertinent internal and external factors.

The aim of strategic decision-making, according to George, Walker and Monster (2019), is to increase a company's chances of long-term success by creating future plans. Uduo (2023) went on to say that the only area of responsibility for contemporary executives is controlling the internal operations of the company, which creates a demand for strategic management. Addressing the external circumstances that present obstacles to a firm's goals is important. These outside variables include rivals, vendors, limited resources, governmental laws and customers.

Management practices must be used to place a company in the competitive market and deal with factors that impact a company's growth and profitability. ES, SF, SI and SE are dimensions of strategic management practices (Uduo, 2023; Edris & Venkata Ram, 2020).

Environmental Scanning (ES)

Organisations work in highly specified, dynamic business environments rather than in a vacuum. As a result, any organisation that ignores the fact that changes are inevitable will ultimately fail. This implies that organisations are expected to be consistent in scanning their environment to identify threats and opportunities, and other external factors that can have an influence on the organisation productivity as well as identifying the strengths and weaknesses of their rivalries. For an organisation to remain relevant and achieve a high level of productivity, then ES becomes a crucial activity to be carried out by the organisation. According to Edris and Venkata Ram (2020), ES is the process of obtaining knowledge about occurrences and their connections to the organisation's internal and external environments. Finding out a corporate or organization's potential for the future is the main goal of ES.

Strategy Formulation (SF)

Organisations carefully examine both their internal and external environments, formulate a clear mission and vision statement, set attainable goals and create strong strategies. This procedure is based on in-depth investigation and evaluation. It makes it easier to create workable plans that guide the company toward long-term success and growth. Strategic planning is another name for SF. It involves establishing the corporate or organisational mission, establishing long-term goals and carrying out a number of studies and research projects to identify the internal and external elements that are crucial to the business (Daniels, 2021; Tijjani, Pulka & Balami, 2023).

As cited by Nwachukwu and Onuoha (2022) strategy formation is the process by which a company determines its overarching long-term direction and scope. It entails determining how an organisation adds value in the markets it serves by organising its resources and activities. Formulating a strategy is a calculated, intentional process that builds a business's edge over competitors and boosts output. The goal of the SF phase is to make sure that organisations meet their goals. Different organisational levels are involved in the formulation of strategies. Setting goals, comparing results (i.e., determining OP), preparing alternate strategies, evaluating strategies and choosing the optimal plan are some of the phases of SF.

Strategy Implementation (SI)

Once a strategy has been formulated, the next step is to implement it, which is, mobilising the organisation resources (human resources, financial resources as well as other resources) to accomplish the strategy. The strategic thought of the organisation must be translated into strategic actions. SI is the process of carrying out a plan to achieve a particular goal or set of goals. While the implementation phase puts those plans or strategies into action to achieve corporate goals, including high levels of productivity, the brainstorming process aids in the formulation of these ideas. Implementing a strategy relies significantly on status reports and feedback to make sure it is effective and to address any areas that may require improvement. The daily responsibilities of administering the strategy to accomplish the organisation's strategic goals are referred to as strategic implementation. To keep the strategy moving forward, plans must be actively monitored and carried out once they are created (Nwachukwu & Onuoha, 2022).

Poor implementation processes are the reason behind many strategy failures. Implementing a strategy calls for managers' dedication, participation, self-control and sacrifice from their staff. The ability of managers and management to organise staff to complete their own tasks and determine the most efficient way to complete them is crucial to the implementation of strategies.

Strategy Evaluation (SE)

The process by which management determines how successfully or not a chosen strategy has been implemented is known as "strategy evaluation." In a nutshell, SE is assessing organisational performance and analysing and evaluating the SI process. It entails establishing benchmarks, gauging performance, comparing actual performance to predetermined goals, and taking remedial action when deviations are observed.

An organisation can determine whether or not the inputs, materials and resources used to accomplish organisational goals are effectively utilised, as well as whether or not the anticipated level of productivity and overall performance was attained, by evaluating their strategies. It is consequently imperative to have a uniform procedure for assessing an organisational strategy's efficacy. It guarantees that the company is headed in the right direction and is continuously changing in a market that is changing.

Organisational Productivity (OP)

The term productivity has no universally accepted definition. It means different things to different organisations. Thus, productivity as a concept is difficult to define and measure. The reason why productivity is difficult to define is due to the fact that some organisations are highly diversified (organisations with several business lines that may not be related to each other). This makes it difficult for such organisations to measure accurately the level of its productivity. It is important to note that productivity is different from performance. Performance places emphasis on the quality of goods produced or the quality of service rendered and also relates to how well an objective or goal is accomplished (Igbomor & Olisemenogor, 2023; Igbomor & Ogbuma, 2024). However, in the view of Amofa et al. (2016), productivity is the ratio of products and services produced to labour, materials and equipment inputs. What is meant by productivity is the actual output per labour unit. According to Tamunosiki-Amadi, Timi and Dogitimiye (2020), productivity is the actual production or results of an organisation as compared to its goals, objectives and intended outputs. Tamunosiki-Amadi et al. (2020) further argued that high OP occurs when all the components of an organisation collaborate to provide excellent outcomes.

Organisations should be aware that higher productivity translates into improved competitive positioning due to decreased unit costs. As earlier stated, increasing productivity does not require the organisation to add more labour, capital, or resources of any kind. Rather, it just refers to producing more with the same amount of input, materials and resources. The ability of an organisation to achieve desired outcomes with the least amount of time, money and human resources is known as OP.

As cited by Oshogbunu, Amah and Okocha (2022), productivity is defined as the pace of production of an employer, organisation, or nation and the quantity of goods produced relative to the resources (time, money and effort) needed to produce them. Productivity is the capacity of human beings to combine resources such as raw materials, labour, skills, capital, hardware, land, protected intellectual property, administrative competence and financial support to produce labour and goods. The ability of an organisation to successfully adopt strategies to achieve organisational goals determines how productive the organisation can be. The productivity of an organisation is greatly impacted by the executives' ability to carry out objectives. Productivity is the scientific optimisation of an organisation's resources, labour force and plans to reduce costs and raise employee, manager and customer satisfaction (Onuorah, 2019; Agarwal & Adjirackor, 2020; Green, 2016).

Strategic Management Practices and Organisational Productivity

A study by Sev, Alabar and Wombo (2012) examined the application of ES as a technique to improve growth and productivity in goal-oriented organisations, with a particular emphasis on the Nigerian Dangote Cement Plc Gboko plant. For this study, a survey research design was chosen. To test the theories, data from both primary and secondary sources were used. The profitability hypotheses were tested using the regression test (r-Cal), the sustainable competitive advantage hypotheses (Chi-square), the growth and market share hypotheses (improvement in service delivery) and the innovation hypotheses. The results showed that the deployment of ES can promote innovation and service delivery, as well as provide a sustainable competitive advantage, profitable status and high-quality productivity. It was suggested that Dangote Cement Plc's Gboko facility in Nigeria make an effort to keep an eye on the pertinent environments in order to spot possibilities and dangers that could occasionally affect business operations and transactions. With this, the essential financial resources are made available and informed, skilled professionals be hired to carry out this admirable duty so that the cement company can continue to be relevant and competitive.

The effects of strategic ES on Nestle Nigeria Plc and Cadbury Nigeria Plc's organisational performance were studied by Babatunde and Adebisi (2012). Regression analysis and the coefficient of correlation were the methods used to evaluate and interpret the data that were obtained, which included asking the views of the chosen respondents through the use of a structured questionnaire. According to hypothesis one, which has a coefficient of determination (R2) of 0.297, there is a substantial correlation between organisational performance and strategic ES. It demonstrates that variations in strategic ES account for 30 percent of variation or change in successful organisation performance. It is further demonstrated by hypothesis two that the coefficient of determination (R2) is 0.301. This indicates that variations in external environmental factors account for 30 percent of the variance or change in OP, suggesting that external environmental forces have a beneficial effect on organisational performance.

Nyagaki, Munga and Nzioki (2021) conducted a case study of commercially based parastatals in Nairobi, Kenya, to ascertain the impact of ES on organisational performance. This study used the method of descriptive research and focused on 129 workers at parastatals in Nairobi, Kenya that are based on commerce A questionnaire was utilised to collect data for the study, which was conducted through a census. The Statistical Package for Social Sciences (SPSS version 23.0) was utilised for conducting descriptive and inferential statistics as part of quantitative approaches to data analysis. The outcome showed that ES as a whole improves organisational (effectiveness). According to the study's findings, predictive variables affect how well an organisation performs. It was anticipated that the results would be useful to management and decision-makers as a foundation for better SI.

The impact of ES on the performance of Matatu Savings and Credit Cooperatives in Kenya was assessed by Mang'ana, Rotich, Hassan and Orwa (2017). The research design used in this study was a cross-sectional investigation. The study's target population consisted of all Kenyan Matatu Saccos. Through the use of semi-structured and structured questionnaires, primary data was collected. Sixty-five Matatu Saccos in all were chosen. For the study, a sample size of 245 Matatu Saccos was used. Multiple regressions, analysis of variance, the Chi-square statistic and ANOVA were used to examine quantitative data. In accordance with the research goal, an underlying topic for discourse was developed through content analysis of qualitative data. The analysis's findings showed a positive correlation between Matatu Saccos' performance and environmental scanning. It was discovered that the degree of ES had a comparatively little but significant impact on Matatu Saccos' performance.

Daniels (2021) investigated how strategic planning (SF) affected the Nigerian Customs Service's productivity in Lagos State. In this study, a survey research approach was adopted. There were 2,540 people working for the Nigerian Customs Service in total, but only 367 of them were near to the researcher in Lagos state. Moreover, with stratified random sampling and the Slovin's technique, a sample size of 191 was obtained. The instrument used to collect the data was a questionnaire. Multiple regression analysis was used in conjunction with frequency tables and percentages as the analysis strategy for the investigation. Results indicated that every variable related to strategic planning (SF) has a significant cumulative effect on productivity.

Obaid (2022) conducted research on the effect of strategic planning on the performance of higher education institutions and private universities operating in Nangarhar, Afghanistan. Provosts, vice chancellors and chancellors of universities, Faculty Deans, the Faculty Deputies and Lecturers provided data for the study. A total of 172 questionnaires were distributed to the respondents. The OLS method with its pertinent assumptions was utilised. The study's ultimate finding showed that organisational performance is significantly improved by strategic planning.

The impact of SI on the organisational performance of Nigerian deposit money banks was studied by Nwani and Odiri (2023). There were 252 people in the population while the study used the method of descriptive research. A questionnaire was employed as the data collection tool, and simple regression was performed to examine the results. The study's conclusions showed a statistically significant correlation between SI and timely service delivery. Additionally, a statistically significant correlation between execution of strategies and customer satisfaction was found. Furthermore, the study's conclusions showed a statistically significant correlation between the implementation of a strategy and corporate social responsibility. Ultimately, the results showed that employee engagement and plan (strategy) implementation have a statistically significant link.

Ibegbulem (2023) looked at how strategic planning affected the SMEs' productivity as well as how and to what degree employee involvement and implementation incentives act as mediating factors in SMEs' business performance. The study used a survey research approach and was quantitative in nature. Overall 1,100 employees of the SMEs that were the subject of the study made up the target population. Taro Yamane's formula was used to select 293 people as a sample from the population. The hypotheses were tested using the X2 {chi-square} test statistics.

The study found that implementation incentives and staff involvement/participation plays a mediating role in the positive relationship between SMEs' productivity/company performance and strategic planning. Also, strategic planning has a beneficial impact on the productivity of the SMEs under investigation. The management of SMEs is encouraged to strictly follow the processes of strategic planning and receive feedback on their strategic planning practices in light of the findings. This will enable them to position their organisation to pursue growth opportunities. Additionally, in order to have successful business plans, managers and owners of SMEs should try to leverage their employee participation and execution incentives skills, which complement one another.

Agaba, Turyasingura and Kabagambe (2023) investigated the impact of SI on organisational performance of SACCOS in Uganda. A research methodology based on case studies was used in the study. It combined quantitative and qualitative methodologies, allowing the study to quickly assess the link between the variables under investigation. Using purposive and simple random sampling methods, a sample of 140 respondents was chosen. The respondents' quantitative and qualitative data is examined using thematic analysis and SPSS Version 21.0, respectively. Tables with quantitative findings in the form of regressions, correlations and descriptive statistics were displayed in accordance with the goals of the study. The results of the study showed a substantial positive association between organisational performance and SI. The results of the study indicate that performance in organisations is impacted by strategy execution.

Keya (2019) aimed to determine how non-governmental organisations (INGOs) across Kenya performed in respect to SI techniques. Sixty respondents from 15 INGOs with Nairobi-based headquarters that operate in Kenya made up the study population. Purposive sampling was adopted in order to choose respondents from the leadership team. To gather data, the researcher used a semi-structured questionnaire. Tables and figures were used to present the results of the inferential and descriptive statistical examination of the quantitative data. The kind and strength of the association between both independent and dependent variables were ascertained with the use of multiple regressions. Themes and narratives were used to convey qualitative data that was examined using content analysis. The results of multiple regression analysis and one way analysis of variance (ANOVA) showed that SI techniques were a significant predictor of SI. Pearson's correlation analysis confirmed this association by demonstrating that there was a substantial positive relationship between SI and SI approaches.

In Makurdi, Benue State, Adudu, Asenge and Zannu (2022) investigated the impact of SE on the performance of small and medium-sized businesses. The study used a survey-based approach and administered questionnaires to gather primary data. A total of 240 carefully chosen SMEs in Benue State's Makurdi metropolitan area made up the study's population. A census sampling technique was used in the investigation. The average, standard deviation and multiple regression models were used to analyse the data that was gathered from the respondents. The study's conclusions proved that the performance of small and medium-sized businesses in Makurdi, Benue State, is significantly impacted by SE consistency, suitability, feasibility and acceptability.

Nwachukwu and Onuoha (2022) investigated the relationship between the firm productivity of plastic manufacturing enterprises in South-South Nigeria and the strategic management process. A population of 219 managers and supervisors of 34 plastic manufacturers were covered by the exploratory cross-sectional survey design. The population was sampled using 140 employees, and the systematic sampling technique was applied. Data were collected utilising copies of the questionnaire, and Spearman's Rank Order Correlation was utilised to analyse the information that was obtained. The study found a strong and positive association between the firm's productivity and the three aspects of the strategic management process: formulation of strategies, SI and SE. According to the study's findings, the formulation, implementation and evaluation of strategies all have a substantial impact on the productivity levels of the various plastic manufacturing companies, which helps them gain an edge over rivals in the market. The study advised management of plastic manufacturing companies to ensure effective strategy formation, as this will boost the company's output.

Phina (2020) looked at how strategic management affected the performance of organisations, focusing on a few manufacturing companies in South-East Nigeria. 1200 employees make up the study's population and 300 employees from the manufacturing companies that were chosen using Taro Yamane's algorithm made up the sample size. Multiple regression analysis was employed to examine the obtained data. It was found that the organisational performance of manufacturing enterprises in South East Nigeria was significantly impacted by all strategic activities, including the formulation of strategies, SI, SE and strategy objectives. Thus, the study came to the conclusion that organisational performance in South East Nigeria is significantly impacted by strategic management. Therefore, it was suggested that in order to accomplish organisational goals and ensure successful employee performance, strategic objectives should be in accordance with those of the organisation. In order to ensure that the plans developed are efficient and consistent with the organisation's long- and short-term goals, it is also recommended that the organisation solicit further feedback from supervisors and managers at lower levels during the strategy-making process.

Edris and Venkata Ram's (2020) investigation into the impact of strategic management practices on the affective commitment of academic personnel in four publicly owned institutions. A standardised questionnaire was utilised to perform a quantitative cross-sectional study with 372 respondents who were selected proportionately from the targeted universities. Both descriptive and inferential statistics were applied to the quantitative analysis of the gathered data. Thus, the study's conclusions demonstrated a positive correlation between academic staff members' affective commitment at NCPUs in Ethiopia and strategic management practices, as demonstrated by ES, SF, SI and SE. Furthermore, the formulation, implementation and assessment of strategies have a substantial impact on academic staff members' affective commitment. Simultaneously, the study was unable to demonstrate the noteworthy impact of ES on the affective commitment of academic personnel in Ethiopian NCPUs. To increase the engagement of their academic staff, public higher education institutions in the north of the nation should implement strategic management practices.

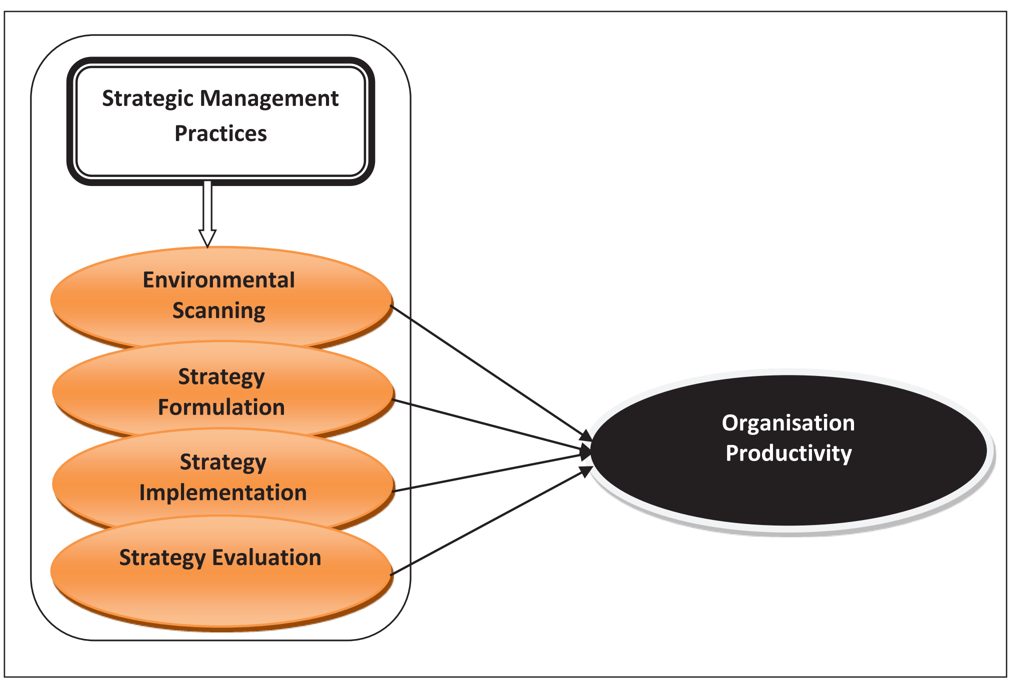

Fig. 1: Conceptual Framework

Methodology

The survey research design was employed in this investigation. This is deemed suitable for the kind of research when respondents' viewpoints are sought out and evaluated for possible findings. The total population of the study comprised the employees (both contract staffs and core staffs) of the selected aluminium manufacturing firms in Delta State, Nigeria (Hi-Tech Abata Aluminum Industries (50 employees), Nefkon Aluminum Nigeria (46 employees), Viscalo Aluminum Company (59 employees), Kimbo Aluminum Nigeria Limited (82 employees), Jusmed Aluminum & Steel Products (47 employees), Whictech Group Limited (56 employees) and Asaba Aluminum Company (43 employees). This amounted to 383 employees in total. The total population was used as the study sample. A questionnaire was used as an instrument for gathering data from the respondents. Out of the 383 copies of the questionnaire distributed, 357 were retrieved and 348 were valid. Interitem covariance and multiple regression analysis using Stata were the data analysis methods used in this investigation. Tables were also created and data entered using Microsoft Excel software.

Model Specification

OP = f(SMP)

OP = f(ES, SF, SI, SE)

$OP = \beta 0 + \beta 1\ ES + \beta 2\ SF + \beta 3\ SI + \beta 4\ SE + \varepsilon$

Where; OP = Organisational Productivity

SMP = Strategic Management Practices

ES = Environmental Scanning

SF = Strategy Formulation

SI = Strategy Implementation

SE = Strategy Evaluation

ε = error terms

βo, β1, β2, β3, β4 = coefficients

Data Analysis and Result

Table 1: Descriptive Statistics

Variable	*Mean*	*Std. Dev.*	*Min*	*Max*	*Skewness*	*Kurtosis*
OP	4.49195	0.766626	1.0000	5.0000	-2.73023	9.93173
ES	4.51888	0.77486	1.0000	5.0000	-2.83331	10.26764
SF	4.62192	0.78086	1.0000	5.0000	-3.06394	11.57372
SI	4.48563	0.70594	1.0000	5.0000	-3.06394	11.51613
SE	4.57241	0.76534	1.0000	5.0000	-2.71723	9.75827

Source: Researcher's Computation, 2024.

The table provides descriptive statistics for the variables used in the study on strategic management practices and OP. These variables include environmental scanning (ES), strategy formulation (SF), strategy implementation (SI) and strategy evaluation (SE), along with the dependent variable organisational productivity (OP).

The mean value for OP is 4.49195, suggesting that, on average, employees report high levels of OP. The standard deviation of 0.766626 indicates moderate variability in responses. The minimum value of 1.0000 and the maximum value of 5.0000 connote a five point Likert scale. The negative skewness of -2.73023 indicates that the distribution is left-skewed, with most employees reporting higher levels of OP. The kurtosis of 9.93173 suggests a leptokurtic distribution, indicating a high peak and heavy tails.

For ES, the mean is slightly higher at 4.51888, indicating that the organisation usually scans its business domain for possible threat and opportunities as well as identifying their competitor's strengths and weaknesses in order to build a strong competitive capacity. The standard deviation is 0.77486, showing a moderate variability in responses. The range of responses is from 1.0000 to 5.0000, indicating a five point Likert scale. The skewness is -2.83331, again showing a left-skewed distribution with most employees expressing a higher level of OP.

The kurtosis value of 10.26764 points to a leptokurtic distribution.

Strategy formulation (SF) has a mean of 4.62192, the highest among the measured variables, indicating a high level of importance placed by the organisation on the need to formulate effective strategy to accomplish organisational goals. The standard deviation is 0.78086 (moderate variation in responses), and responses range from 1.0000 to 5.0000 suggesting a five point Likert scale. The skewness of -3.06394 is more pronounced, showing a stronger left skew, while the kurtosis of 11.57372 indicates an even more leptokurtic distribution.

The mean for SI is 4.48563, indicating a generally high level of SI in the organisation. The standard deviation is 0.70594, the lowest among the variables, suggesting slightly less variability. The minimum and maximum values are 1.0000 and 5.0000, respectively. The skewness of -3.06394, showing a significant left skew. The kurtosis of 11.51613 indicates a leptokurtic distribution, similar to other variables.

SE has a mean of 4.57241, suggesting that the organisation usually evaluates its strategies so as to compare actual performance with standard performance. The standard deviation is 0.76534, with responses ranging from 1.0000 to 5.0000. The skewness of -2.71723 is slightly less pronounced compared to other variables but still indicates a left-skewed distribution. The kurtosis of 9.75827 shows a leptokurtic distribution.

Table 2: Cronboach Alpha

Item	*Item-Test Correlation*	*Item-Rest Correlation*	*Average Interitem Covariance*	*Alpha*
OP	0.9605	0.9378	0.5304	0.9801
ES	0.9683	0.9497	0.5239	0.9783
SF	0.9800	0.9679	0.5164	0.9756
SI	0.9753	0.9624	0.5448	0.9771
SE	0.9550	0.9293	0.5334	0.9813

Source: Researcher's Computation, 2024.

The table presents the Cronbach's Alpha reliability analysis for the variables used in the study on career adaptability and employee work engagement. The items analysed include organisational productivity (OP), environmental scanning (ES), strategy formulation (SF), strategy implementation (SI) and strategy evaluation (SE). The analysis includes item-test correlation, item-rest correlation, average inter-item covariance and Cronbach's Alpha for each item.

The Cronbach's Alpha for OP is 0.9801, indicating excellent internal consistency. The item-test correlation is 0.9605, and the item-rest correlation is 0.9378. These high correlations suggest that OP is highly consistent with the overall scale. The average inter-item covariance of 0.5304 indicates the average degree to which OP correlates with other items in the scale.

ES has a Cronbach's Alpha of 0.9783, also indicating excellent reliability. The item-test correlation is 0.9683, and the item-rest correlation is 0.9497, reflecting a very high degree of consistency with the overall scale. The average inter-item covariance is 0.5239, showing strong correlations with other scale items.

For SF, the Cronbach's Alpha is 0.9756, demonstrating excellent internal consistency. The item-test correlation is 0.9800, the highest among the items and the item-rest correlation is 0.9679. These values indicate that SF is highly consistent with the overall scale. The average inter-item covariance of 0.5164 suggests robust correlations with other items.

SI has a Cronbach's Alpha of 0.9771, reflecting excellent reliability. The item-test correlation is 0.9753, and the item-rest correlation is 0.9624, indicating a high degree of consistency with the overall scale. The average inter-item covariance is 0.5448, the highest among the items, showing strong correlations with other items.

SE has the highest Cronbach's Alpha at 0.9813, indicating excellent internal consistency. The item-test correlation is 0.9550, and the item-rest correlation is 0.9293, both reflecting strong consistency with the overall scale. The average inter-item covariance of 0.5334 indicates robust correlations with other items.

The Cronbach's Alpha values for all items range from 0.9756 to 0.9813, indicating excellent internal consistency and reliability for the overall scale. The high item-test and item-rest correlations suggest that each item is highly consistent with the scale. The average inter-item covariance values indicate strong correlations between items, contributing to the high reliability of the scale. These results imply that the measures used for strategic management practices and OP is reliable and consistent, making them suitable for assessing the constructs in the study.

Table 3: Interitem Covariances

Variable	*OP*	*ES*	*SF*	*SI*	*SE*
OP	0.5877				
ES	0.5421	0.6004			
SF	0.5527	0.5670	0.6097		
SI	0.5005	0.5100	0.5283	0.4984	
SE	0.5204	0.5351	0.5516	0.4904	0.5857

Source: Researcher's Computation, 2024.

The table below represents the correlation coefficients between organisational productivity (OP) and the four dimensions of strategic management practices: environmental scanning (ES), strategy formulation (SF), strategy implementation (SI) and strategy evaluation (SE). Each value indicates the strength and direction of the relationship between the variables, with values closer to 1 indicating a strong positive relationship and values closer to -1 indicating a strong negative relationship.

The correlation coefficient between OP and ES is 0.5421, indicating a moderate positive relationship. This suggests that organisation ability to constantly scan its business environment for possible threats and opportunities and also identify competitors' strengths and weaknesses can enhance OP.

The correlation between OP and SF is 0.5527, showing a moderate positive relationship. This suggests that OP increases when there are clear purpose and vision statements, attainable goals and well-developed strategies.

The correlation coefficient of 0.5005 between OP and SI suggests a moderate positive relationship. This implies that when strategic thought of the organisation are translated into strategic actions, it will result to the achievement of high level of productivity as well as a high level of general performance.

With a correlation of 0.5204, there is a moderate positive relationship between OP and SE. This suggests that evaluating strategies to determine whether there is a performance gap or divergence from the expected performance will enhance the organisation's productivity.

The correlation matrix reveals that all dimensions of strategic management practices (ES, SF, SI, and SE) are positively related to OP. These findings highlight the importance of fostering strategic management practices to promote higher levels of OP.

Table 4: Test of Hypotheses

Dependent Variable: Organisational Productivity (OP)					
Variables	*Symbol*	*Coefficient*	*Std. Err*	*t-Statistics*	*Sig.*
Constant	_CONS	0.01898	0.09249	0.21	0.837
Environmental Scanning	ES	0.25276	0.05732	4.41	0.000
Strategy Formulation	SF	0.23836	0.07466	3.19	0.002
Strategy Implementation	SI	0.37939	0.07562	5.02	0.000
Strategy Evaluation	SE	0.11530	0.05058	2.28	0.023
(Prob > F)				0.0000	
F (4, 343)				643.82	
Adj R-squared				0.8811	
R-squared				0.8825	

Source: Researcher's Computation, 2024.

This table presents the results of a regression analysis examining the factors influencing OP. The dependent variable, OP, is influenced by several independent variables: environmental scanning (ES), strategy formulation (SF), strategy implementation (SI) and strategy evaluation (SE).

Hypothesis I

ES shows a statistically significant positive coefficient of 0.25276 ($t = 4.41$, $p = 0.000 < 0.05$), indicating that ES has a positive and significant effect on OP. This led to the rejection of the stated null hypothesis and the acceptance of the alternate hypothesis. This suggests that organisations that put into cognisance the inevitability of changes in the business domain and then scan their business surrounding for possible threat and opportunities, discover its competitors strengths and weaknesses, and enhance OP. ES helps an organisation in identifying potential opportunities to leverage and tap into in order to achieve high levels of productivity and overall performance, as well as threats that could negatively impact the organisation's productivity. ES is a way for organisations to get essential information about their surroundings that is required for decision makers within the firm to make wise decisions.

Hypothesis II

SF also demonstrates a significant positive relationship with OP, with a coefficient of 0.23836 ($t = 3.19$, $p = 0.002 < 0.05$). Thus, the stated null hypothesis is rejected and the alternate hypothesis accepted. This means that SF has a positive and significant effect on OP. This result suggests that OP is increased when companies are able to identify their corporate or organisational mission, define long-term goals, and conduct a number of studies and research projects to identify internal and external aspects that are crucial to their operations. An organisation will perform to standard when it can articulate its broad long-term direction and scope. This is due to the fact that developing a strategy entails determining how an organisation adds value in the markets it serves by organising its resources and operations. SF helps the employees to understand the direction of the organisation and what the organisation hopes to achieve both at present and in the future. In other words, it offers light to the employees on what the organisation is set to accomplish. Having a sense of direction and purpose help in achieving a high level of organisational performance and productivity.

Hypothesis III

SI emerges as a particularly strong predictor of OP, with a coefficient of 0.37939 ($t = 5.02$, $p = 0.000 < 0.05$). Based on this significant value, the stated null hypothesis is rejected and the alternate hypothesis accepted. This suggests that SI has a positive and significant effect on OP. The next stage after formulating a strategy is to put it into action, which entails assembling all of the organisation's resources—financial, human and other—in order to carry it out. The organisation will then convert its strategic ideas into strategic activities. Implementing a strategy aids an organisation in carrying out a plan to accomplish a goal or set of goals. A high level of productivity is achieved through the putting of ideas, plans and strategies into action to accomplish organisational goals.

Hypothesis IV

SE also shows a positive coefficient of 0.11530 ($t = 2.28$, $p = 0.023 < 0.05$), indicating a significant and positive effect of SE on OP. Hence, the stated null hypothesis is rejected and the alternate hypothesis accepted. It implies that organisational performance and productivity are improved when an organisation evaluates the strategy's implementation process to compare actual performance to benchmark performance. This is because SE helps firms define goals, measure performance, compare actual performance to targets and identify deviations and take remedial action. The goal of each of these tasks is to perform well overall and at a high level of productivity.

Overall, the regression model is highly significant ($F(4, 343) = 643.82$, $p < 0.05$) and explains a substantial proportion of the variance in OP (R-squared = 0.8825, Adjusted R-squared = 0.8811). This indicates that the combined influence of ES, SF, SI and SE accounts for 88.25% of the variation in OP. These results highlight the importance of strategic management practices in shaping the levels of OP within the organisation. The findings of this study is consistent with the findings of researchers such as Sev et al. (2012), Phina (2020), Nwachukwu and Onuoha (2022), Ibegbulem (2023), Edris and Venkata Ram (2020) who found that strategic management practices through ES, SF, SI and SE positively and significantly influence OP, overall performance, as well as employee commitment.

Conclusion and Recommendation

This study investigated the relationship between strategic management practices (ES, SF, SI and SE) and OP in the aluminium manufacturing industries in Delta State, Nigeria. Based on the analysis of data obtained from the study respondents, it was shown that strategic management practices, through their various dimensions has a positive and significant effect on OP of aluminium manufacturing firms in Delta state, Nigeria. On the basis of these findings, the study recommends that organisations should be actively engaged in strategic management practices like continual and effective ES, sound SF, timely and efficient SI and a standard process for SE in order to achieve a high level of OP.

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