NG J Social Dev
DOI: 10.12816/0042816

An Open Access Journal
Vol. 6 (5), 2017

ARABIAN GROUP OF JOURNALS

NG - Journal of Social Development

Research Article | Homepage: www.arabianjbmr.com | Arabian Group of Journals

IMPACT OF STRATEGIC MANAGEMENT ON ORGANIZATIONAL GROWTH AND DEVELOPMENT OF COMMERCIAL BANKS IN DELTA STATE

Ojuye Thomas
Department of accountancy school of business studies
delta state polytechnic, ozoro
Egberi Onyeyime Edith
Department of accountancy school of business studies
Email: kelvinegberi76@gmail.com

Abstract

The study which investigated the impact of strategic management on organizational growth and development was carried out using commercial banks operating in Delta State, Nigeria. The descriptive survey research design was employed in carrying out the study. The population for the study was 1,500 top management and lower management staff, and the sample was 306; stratified random sampling technique was used to select the sample. Structured questionnaire developed by the researcher; validated by three experts in Measurement and Evaluation as well as in Business Administration, was used as the instrument for data collection. The reliability test of the instrument yielded a correlation co-efficient of 0.82 which was considered suitable for the study. T-test statistical tool was employed to test the formulated null hypotheses at 0.05 level of significance. The findings from the study indicated that strategic management has impact on the growth and development of organizations, commercial banks inclusive. The study recommended, among others, therefore, that organizations should embrace strategic management if they are to achieve growth and development and that top management and lower management staff of organizations should undergo training and retraining regularly to equip them on the adoption and implementation of strategic management.

Keywords: Multidisciplinary, Recapitalization, Phenomena, Continuum, Sustainability

Introduction

Organizations are established to achieve certain objectives; these could be profit maximization or service delivery. Irrespective of the type of organization, however, the need for visible growth and development cannot be underscored. Taking business organizations as a case study, investors and/or other stakeholders/shareholders will be interested in the level of improvement that the business is making. This provides a basis for measuring the performance of the particular organization. To a very large extent, this measurement or assessment goes a long way to determine the viability or otherwise of the business. Nevertheless, much as it is required that the business organization should experience some level of growth and development, certain variables could pose as obstacles such as the environment: internal environment and external environment, the quality and style of management and the response to issues that have conspiratorial consequences to the success of the business. The business environment generally is also rapidly changing. When the whole gamut of business organization sustainability in a competitive environment and its ability to have an efficient and effective impact or role in the market are put together, it becomes inevitable for the organization to adopt measures and strategies aimed at achieving the desired objectives (Aykan & Aksoylu, 2013).

The Nigerian business environment could be said to operate under some uncertainties and phenomena such as globalization with its concomitant consequences, ever-changing government policies and an economic climate characterized by inflation. In order to stay afloat under these and other uncontrollable conditions and environment, business organizations will have to continuously improve their performance for the purpose of achieving growth and development. As a result, the need to imbibe the concept of strategic management becomes a necessity. Being a continuous process, strategic management can evaluate and control an enterprise or undertaking and the industries in which it is engaged. It is capable of assessing its various competitors as well as set goals and appropriate strategies as a driving force in all ramifications. The evolution or inception of business strategy can be said to have been driven by the practical needs of business than the development of theory hence, during the 1950s and 1960s when senior business executives were experiencing increasing difficulty in co-ordinating decisions and maintaining control in companies that were growing in size and complexity, among others, adopting and implementing business strategy became a "shorthand" tool for managers (Payne, 1957).

Historically, too, reference has been made to non-business performance management which occurred in Sun Tzu's the Art of War in which Sun Tzu claimed that to succeed in war, one should have full knowledge of one's own strengths and weaknesses and full knowledge of one's enemy's strengths and weaknesses. An analogy can be made from this definition: that the study of strategic management emphasizes the monitoring and evaluation of internal and external opportunities and threats in the light of a business strengths and weaknesses otherwise referred to as strengths, weaknesses, opportunities and threats (SWOT), requiring what has been described as scanning of internal and external variables because such variables as economic forces, technological forces, political-legal forces and socio-cultural forces can impact an organization either positively or negatively. The findings of the study carried out in Hennes and Mauritz (H. & M.), a multi-billion dollar Swedish company is pertinent (H&M, 2011). This is because the lack of full knowledge might result in defeat (Hagos & Pal, 2010). The emphasis on strategic management also directed attention to business performance, otherwise known as growth and development, such that during the late 1970s up to the 1980s, attention focused on the sources of profit within the industry environment (Porter, 1980).

Not satisfied with the status quo, the 1990s witnessed a shift of focus of strategy analysis from the sources of an organization's profit in the external environment to the sources of profit within the firm, especially as it was found that the capabilities and resources of a firm became, and were regarded as the main sources of competitive advantage and the primary basis for formulating strategy (Collis & Montgomery, 1995). This emphasis on what has been christened the resource-based view of the firm, that is, a theoretical perspective that highlights the role of resources and capabilities as the principal basis for a firm's strategy represented a substantial shift in thinking. Consequently, rather than firms pursuing similar strategies such as seeking attractive markets and favourable competitive positions, emphasis on internal resources and capabilities encouraged firms to identify how they were different from their competitors and to design unique strategies that exploited these differences. This search made Michael Porter to answer the famous question: What is strategy? by emphasizing that: "competitive strategy is about being different; it means deliberately choosing a different set of activities to deliver a unique mix of value" (Porter, 1996).

Broadly speaking, strategy is the means by which individuals or organizations achieve their objectives; when related to a business organization, strategy is the notion that focuses on the achievement of certain goals and objectives. Strategy involves some critical actions, including the allocation of resources; it is consistency, integration or cohesiveness and having clear ideas of what is needed to be achieved and how it is to be achieved. In turbulent periods, when the firm is buffeted by unforeseen threats and when new opportunities are constantly appearing, strategy becomes a vital tool to navigate the firm through stormy seas. It is appropriate to make a common distinction between corporate strategy and business strategy when discussing strategy. Corporate strategy deals with the scope of a firm in terms of the industries and various markets in which it competes where corporate strategy decisions include investment in diversification, vertical integration, acquisitions and new ventures; the allocation of resources between the different businesses of the firm and divestments.

Conversely, business strategy is concerned with how the particular firm competes within the particular industry or market. If the firm is to prosper within an industry, it must establish a competitive advantage over its rivals hence, this area of strategy is also referred to as competitive strategy. The success story of a firm can emerge when it is able to establish a competitive advantage; hence, issues of business strategy precede those of corporate strategy. However, it is important to observe that both dimensions of strategy (corporate and business strategies) are intertwined: the scope of a firm's business has profound implications for the sources of competitive advantage, and the nature of a firm's competitive advantage determines the range of businesses in which it can be successful.

Since the era of the structural adjustment programme (SAP) of Babaginda's military regime, every segment of the Nigerian economy, the banking industry inclusive, has had to contend with several issues. Some of these issues include recapitalization leading to bank mergers and acquisition resulting in competition and other fundamental policy thrusts. Attendant to these, of course, is staff rationalization that is still ongoing. To become sustainable, commercial banks, for example, will have to adopt different management strategies without which they could not remain in business. In the wake of all these, some commercial banks could be said to have gone into extinction. Strategic management, therefore, may have been the deciding factor with regard to the commercial banks still existing and those that have gone out of business. This assumption finds support in the notion that business organizations must be able to manage themselves, and this can be achieved with the adoption and implementation of strategic management that covers everything about the particular organization (Drucker, 1999).

Commercial banks in Nigeria are owned, majorly, by investors who are interested in profit that is closely related to growth and development. Growth and development in this regard are expansion in investments, assets, number and mix in quality and quantity of staff that will drive the bank vision and mission; structures, branches, products and profits in a constantly changing environment characterized by such phenomena as globalization, changing customer and investor demands as well as an ever-increasing product-market competition (Muogbo, 2013). Internal demands like workers' quality of work life (QWL) also stare management at the face. Operating under the supervision of the board of directors, management will have to make decisions that will determine the success or otherwise of the bank in these and other areas.

Statement of the Problem

That the banking industry in Nigeria in general and Delta State in particular has had to contend with a myriad of challenges is no more in doubt. As Badel (2006) pointed out, the environment in which organizations, including commercial banks, are operating possesses the properties of an uncertain future because the future is exclusively a manipulation of the past and many factors shape it: the past, the present and the future. Everything in this regard will include diversification, innovation, product lines and cost of doing business, tax regimes, multiple taxation by the three tiers of government and corporate social responsibility matters that are ever-changing and are in a continuum. Scanning the internal and external environments consisting of economic, political-legal, technological and socio-cultural forces; organizational philosophy, structure, climate, politics, the dynamics of management thinking and the decision-making process, human resource management and labour relations issues together with competition that is very pronounced in the banking industry, diverse stakeholders' expectations and many others could hinder the growth and development of commercial banks.

The allegation that some people posed serious obstacles in the way of a commercial bank wishing to establish a branch in Abraka, Delta State because of the popular term: "*deve*", that is, money paid before a business can be established in a particular area, is a case in point. The impact of government policy somersault, legislation, inadequate and collapsed infrastructural facilities, unending staff rationalization and downsizing, inability to pay staff salaries as at when due, inadequate disposable income, effects of globalization and the exchange rate are fundamental subjects that commercial banks cannot sweep under the carpet. These and many others should have conspiratorial negative impacts on the operations, growth and development of commercial banks in Delta State, Nigeria. In the midst of the internal and external environments with their varying contending centrifugal and centripetal forces and their diverse impacts on the ability of commercial banks to achieve growth and development, it becomes imperative to examine how strategic management can play a leading role in piloting the management in the path of success.

Objectives of the Study

The main objective of this study was to examine the impact of strategic management on the growth and development of commercial banks in Delta State, Nigeria. Specifically, the study was carried out to:

1. Investigate the impact of strategic management on the growth of commercial banks in Delta State, Nigeria.

2. Investigate the impact of strategic management on the development of commercial banks in Delta State, Nigeria.

Research Questions

The researcher raised the following research questions to guide the study:

1. To what extent does strategic management impact on the growth of commercial banks in Delta State, Nigeria?
2. To what extent does strategic management impact on the development of commercial banks in Delta State, Nigeria?

Hypotheses

The following hypotheses were formulated to guide the study; they were tested at 0.05 level of significance.

1. There is no significant difference in the mean responses of top management staff and lower management staff on the relationship between strategic management and the growth of commercial banks in Delta State, Nigeria.
2. There is no significant difference in the mean responses of top management staff and lower management staff on the relationship between strategic management and the development of commercial banks in Delta State, Nigeria.

Review of Related Literature

Concept of Strategic Management

Strategic management has been regarded as one of the most recent fields of the management discipline (Boyd, Finkelstein and Gove, 2005), and has also become one of the most popular fields (Bergh, 2001). The large number of topics and subjects covered by strategic management literature gives the idea that it does not have a unified, coherent and integrative scientific field's identity, object of study research methods, conceptual and theoretical frameworks; strategic management is also multidisciplinary (Vargas-Hernández, 2006). Be that as it may, strategic management can be defined in various ways. Wheelen and Hungers' study (2006) defined strategic management as a set of managerial decisions and actions that determine the long-term and short-term performance of a corporation or company. It involves environmental scanning (both internal and external), strategy formulation (strategic or long range planning), strategy implementation, evaluation and control. The authors stressed the importance of analyzing and evaluating external opportunities and threats in terms of an organization's strengths and weaknesses. To Raduan, Jegak, Haslinda and Alimin (2009), strategic management can be conceived as the process and approach of specifying an organization's objectives, developing policies and plans.

Grant (2002) was of the view that strategic management involves a complex relationship between an organizational focus, the results obtained and the broad spectrum of external and internal environmental variables of the organization, and Stead and Stead (2008) defined strategic management as an on-going process involving the efforts of strategic managers to adjust an organization to the environment in which it operates while developing competitive advantages. These competitive advantages enable the company to seize opportunities and minimize environmental threats. Strategic management is managing strategically as well as planning; although planning may still be important, it is only a component because strategic planning tended to focus on the 'hard' aspects of an organization's external environment and it is concerned with markets and the products to supply them; it is also about the formulation of strategy rather than its implementation. Strategic management also includes the internal elements of organization such as structure and climate, implementation and control and the consideration of the 'soft' elements of the environment. Pirtea, Nicolescu and Botoc (2009) summarized these phenomena by emphasizing the fact that what made strategic management really different was the emphasis on managing an organization through and by the strategic vision and the strategy with the realization that the soft issues in management may be more important in achieving this aim than the analytical processes. Importantly is the fact that as Pitea, et al observed, there can only be one reason for introducing strategic management into an organization and that is, a belief that it (strategic management) will lead to a successful future and that it is more likely to do this than any other way of running a business.

Strategic management involves decisions concerning what a company might do, given the opportunities and/or threats in its various operating environments; what it can do, given the resources at its disposal; what it wants to do given the personal values and aspirations of key decision-makers and what it should do given the ethical and legal contexts in which it is operating. Every firm needs a well-defined sense of where it is going in the future and a firm concept of the business it is in. These can be thought of in terms of the firm's 'product-market scope' and 'growth and development vector'; this specifies the particular products or services of the firm and the market(s) to serve. Huiru (2011) averred that regardless of the size and scale, every organization needs to adopt a well-planned strategic management for survival, be able to compete in the markets and also try to optimize for tomorrow following the trend of today. Conceptually, Fred (2011) made reference to the emphatic conclusion of Joel Ross and Michael Kami that strategic management is invaluable for organizations because "without strategic management, an organization is like a ship without a rudder, going round in circles. It's like a tramp; it has no place to go."

Positive Impact of Strategic Management

The positive impacts of strategic management have been documented in literature. Fred (2011) noted that strategic management is indispensable for a company because it is more proactive than reactive in moulding its own future; it makes an organization to initiate and affect activities so that it can exert control over its own destiny. Looking back in history, Fred stated that the basic benefit of strategic management is its ability to help organizations to formulate sound strategies by using the more systematic, logical and rational approach to strategic choice(s). Fred (2011) added that in specific terms, the benefits of strategic management consist of financial benefits and non-financial benefits; financial benefits including improvement in sales, profitability and productivity, and the achievement of the mission objectives of the particular company (commercial banks inclusive) will bring about profitability naturally. Some of the non-financial benefits of strategic management as identified by Fred include:

(i) It can improve the understanding of competitor's strategies; a good SWOT can also help to understand the difference with competitors, including the awareness of threats;
(ii) It allows in the reduction of resistance to change and more and more opportunities can be exploited in the process;
(iii) It defines the management problems objectively;
(iv) It provides a framework for a company to co-ordinate and control its activities;
(v) It promotes the communication among the employees and managers;
(vi) It encourages having a strategic link, inspiring people to think about more about the future of the company.

Negative Impact of Strategic Management

With reference to the view that every coin has two sides to it, strategic management also has two sides: benefits and disadvantages. Fred (2011) listed some of the negative sides of strategic management as:

Orientation for Globalization

Nearly every business organization is getting globalized hence, global operations with multi-national corporations or the use of other foreign business operations methods with many new orientations coming such as international human resource management (HRM) and international finance without regard to local content and environment. With this state of affairs, a company's strategic management has to be renovated all the time to deal with these new orientations and this is complex in nature (Hajara, 2011).

Cut Throat Competition

With the advent of globalization, e-commerce and many other changes emerging in the business society, business has become hyper competitive; when an organization fails to use the right competitive strategy, the organization is not likely to survive.

Diversification

With increased uncertainty and the rapid changes in the business environment, business risks have grown substantially. This has led to companies diversifying operations and the attendant risk factors when they have to focus on more than one business area or industry rather than specializing in one area; commercial banks operating in Nigeria in Nigeria and Delta State in particular are not immuned from this scenario.

Active Pressure Groups

Under the modern society, there are active pressure groups operating such as environmental activism and consumer protectionism. Therefore, strategic management must identify these external and even internal pressure groups such as industrial and trade unions and be able to not only understand their concerns, but also meet their needs; sometimes driving organizations to a dead end.

Motive for Corporate Social Responsibility (CSR) and Ethics

Modern business organizations have to cope with the pressure to meet with corporate responsibility (CSR) and ethical issues in order to attain corporate reputation so that they can be more competitive in the environment. These considerations pose serious challenges to strategic management as a means of sustaining organizations' growth and development.

Concept of Organizational Growth

Organizational growth can be viewed from the model of organizational growth provided by Peters and Waterman (1982) in their manuscript titled: "In search of Excellence". The model regarded organizational growth as the process of evaluating an organization alongside a pathway for non-stop maturity that is synonymous with the life cycle of a product (or business), namely: product introduction (into the market), product maturity, product growth and product decline. This is to protect what has been achieved and what needs to be achieved. Colbert and Kurucz (2007) identified the colloquial definition of organizational sustainability which was not separated from organizational growth as being able to "keep the business going" and Boudreau and Ramstad (2005) referred to it as achieving success today without compromising the needs of the future".

Concept of Organizational Development

Organizational development is, simply put, concerned with helping organizations which were threatened with obsolescence to plan their way into new business (Mohamud, Mohamud & Mohamed, 2015) and thus become viable in all respects. It is also an organization's ability to acquire and utilize its scarce resources and valuables as expeditiously as possible in the pursuit of its operational goals. In this regard, development leads to growth that can be seen in the return on investment (ROI) paradigm.

Theoretical Framework

The contingency theory by Fred Fiedler (1966) draws the idea that there is no one single or best way or approach to manage organizations; therefore, organizations should develop managerial strategy based on the situation and condition that they are experiencing. The contingency approach on management emphasizes that there is no single way to manage people or work in every situation and that managers should study individuals and situational differences or forces before deciding on any course of action. With the contingency approach to management, organizations should not be managed by one-size-fit-all approach but should work out unique managerial strategies depending on the particular conditions or situations being faced. The implication of this is that every organization should be able to carve a niche for it in order to succeed.

The contingency theory has been adopted for this study because it more-or-less encapsulates all the other theories as it covers organizations' strengths, weaknesses, opportunities and threats (SWOT) which are the lots of organizations. For organizations in general and commercial banks operating in Delta State, Nigeria in particular, therefore, the adoption and implementation of the contingency theory which relates to the impact of strategic management on organizational growth and development possesses the properties and potentials for achieving growth and development.

Justification for the Study

The justification for this study can be considered from the point of view that most existing empirical studies on the impact of strategic management on the growth and development of organizations have been carried out in other countries. Furthermore, it appears that studies on the growth and development of commercial banks operating in Delta State, Nigeria do not exist. This study, therefore, has been carried out to fill the existing gap.

Methods

At the heart of every research activity are the methods (and procedures) which constitute the various technical aspects of the scientific process that have to be systemically followed by the researcher if the findings are to be accepted as scientific and valid hence, generalization (Okorodudu, 2013). Research methods provide the basis for the research design, population and sample together with sampling technique(s) adopted for the study; research instrument and the method employed for collecting and analyzing data for the particular study. Research methods also set the stage for the validation and determination of the reliability of the instrument for the study. The survey research design was adopted for this study because the study sought the perceptions of the top management and lower management staff of commercial banks on the impact of strategic management on bank growth and development. Owen (2002) posited that the survey research design makes it possible for data to be collected from an unbiased group of a population. The survey design covers, among others, a systematic method of data collection and analysis, population and sample/sampling technique, instrument for data collection, its validity and reliability (Nworgu, 2015). The survey research design is descriptive in nature; when utilized, it is capable of describing a variety of phenomena.

The study was based on the impact of strategic management on the growth and development of commercial banks in Delta State. The recapitalization of commercial banks in Nigeria brought the number to less than thirty. Some of the commercial banks are operating in Delta State; visible among them are Zenith Bank, United Bank for Africa, Guarantee Trust Bank, ECOBANK, First Bank, Fidelity Bank, Access Bank and Union Bank. The commercial banks that are visible and operating in Delta State have a total operational staff strength of 1,500, made up of top management and lower staff; this number has been taken as the population for the study. The population was obtained from the banks' staff list at the respective headquarters. Using stratified random sampling technique, 306 of the number was selected on the basis of 142 top management staff and 164 lower management staff, as the sample for the study. The sample size was based on Krejcie and Morgan (1970) formula: "Table for Determining Sample Size for a Given Population".

Structured questionnaire was used to collect the data for the study. The questionnaire was validated by three experts in Measurement and Evaluation and Business Administration in University of Benin, Benin City. In order to obtain the internal consistency of the instrument, Cronbach Alpha reliability method was used in which a coefficient of 0.82 was obtained using a different set of commercial banks in Edo State, Nigeria. The use of questionnaire to obtain data for the present study is supported by Krejchie and Morgan (1970) who held that in collecting data for a research work, the questionnaire provides the best means. Copies of the questionnaire that were personally administered on the respondents with the assistance of three research assistants who were briefed, were collected and utilized. The data collected through the questionnaire were analyzed, using both descriptive statistics and correlation analysis. T-test statistics was used to test the formulated null hypotheses at 0.05 level of significance.

Presentation of Data, Analysis and Interpretation of Results

The findings of the study are presented in tables; the formulated hypotheses were tested using t-test statistical tool.

Hypothesis 1

There is no significant difference in the mean responses between top and lower management staff on the Impact of strategic management on organizational growth.

Table 1: t-test Analysis of the Mean Responses between Top and Lower Management Staff on the Impact of Strategic Management on Organizational Growth

Variables	N	Mean	SD	DF	t-Cal	Sig.
Top Management Staff	142	60.35	6.18			
				304	1.254	0.211

Lower Management Staff	164	59.27	8.47			

Table 1 showed the t-calculated value of 1.254 and a p-value of 0.211, at an alpha level of 0.05. The result showed that the p-value of 0.211 was greater than the alpha level of 0.05. Therefore, the null hypothesis which stated that there is no significant difference in the mean responses between top and lower management staff on the impact of strategic management on organizational growth was rejected and the alternate hypotheses was accepted. This finding is not in doubt because empirical evidence showed that strategic management has much to do in relation to organizational growth.

Hypothesis 2

There is no significant difference in the mean responses between top and lower management staff on the impact of strategic management on organizational development.

Table 2: t-test Analysis of the Mean Responses between Top and Lower Management Staff on the Impact of Strategic Management on Organizational Development

Variables	N	Mean	SD	DF	t-Cal	Sig.
Top Management Staff	142	45.44	5.35			
				304	0.939	0.348
Lower Management Staff	164	44.89	4.83			

Table 2 revealed the t-calculated value of 0.939 and a p-value of 0.348, at an alpha level of 0.05. The result indicated that the p-value of 0.348 was greater than the alpha level of 0.05. In the circumstance, therefore, the null hypothesis which stated that there is no significant difference in the mean responses between top and lower management staff on the impact of strategic management on organizational development was rejected hence, the alternate hypothesis was accepted. This finding finds support in empirical findings because strategic management plays an important role in organizational development.

Discussion of Findings

This study was carried to investigate the impact of strategic management on organizational growth and development in Delta State, Nigeria, using commercial banks operating in the state as a case study. The finding showed that there is a significant relationship between strategic management and organizational growth. Put in the other way, strategic management has impact on organization growth. This can be explained by the fact that strategic management has much to do with organizational strengths, weaknesses, opportunities and threats (SWOT) which, to a very great extent, determines the success or failure of an organization. This finding finds support in the findings of the study carried out by Velnampy and Nimalathasan (2008) in Srilanka using the commercial bank of Ceylon Limited, where it was found that strategic management enhanced bank (organizational) growth, see also Markman & Gartner (2002).

This study also showed that there is a significant relationship between strategic management and organizational development, that is, strategic management impact on organizational development and, to that extent, commercial banks operating in Delta State, Nigeria. The findings from the study conducted by Mohamud, Mohamud and Mohamed (2015) in Mogadishu-Somalia, corroborated this study. Additionally, the findings from the study carried out by Muogbo (2013) using manufacturing companies in Anambra State, Nigeria and the study carried out by Gichunge in Mohamud, Mohamud and Mohamed (2015), using manufacturing enterprises in Kenya, supported the findings from this study. The findings of the extensive studies on the growth and development of Lady Gaga Business Empire and that of Jeff Bezos and Amazon (Fry, 2011) and Drucker (1999) which concluded that strategic management is at the heart of every organizational growth and development, unequivocally supported the findings from the present study. Therefore, strategic management will do business organizations in general and commercial banks in particular, more good than harm.

Conclusion

This study examined the impact of strategic management on organizational growth and development with particular reference to commercial banks operating in Delta State, Nigeria. The study found that there is a significant relationship between strategic management and organizational growth and development. The findings from the study were corroborated by empirical studies. Organizations operate under two distinct environments, namely, internal and external environments. These environments possess diverse challenges requiring policies that have to be considered and anchored on strategic management that can produce results that will benefit the organization concerned. It therefore behoves on organizational management team to adopt strategic management for growth and development in all ramifications.

Recommendations

Based on the findings from this study, the following recommendations have been made.

1. Business organizations, including commercial banks, should make deliberate efforts to embrace, adopt and implement strategic management in every facet of their operations.
2. The concept of strategic management covers a wide spectrum with regard to organizational growth and development. Therefore, the management team of organizations should become familiar with what strategic management entails in a holistic manner. To this end, there should be training and retraining of organizational management team on what strategic management is all about, its benefits and its challenges.
3. The contingency theory of strategic management adopted for this study should be well-understood by management team; this is very important because literature is replete with the fact that the contingency theory which is based on the environment and the situation that affect organizational operations are very volatile hence, a better understanding is invaluable.
4. Organizational management team should not manage an organization under the whims and caprices of certain individuals or rule of the thumb rather; strategic management should be employed because it is scientific.
5. The life-cycle of every product or business organization shows that a particular product or business organization can decline irrespective of the growth and development that have been achieved. Therefore, organization's early decline or failure should be averted or delayed with the adoption and implementation of strategic management.

Reference

Ajao, O. S. & Grace, M. O. (2012). The effects of strategic planning on corporate performance in university education: A study of Babcock University. *Kuwait Chapter of Arabian Journal of Business and Management Review*, 2(4), 24-36.

Barney, J.B. (2001). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.

Bergh, D.D. (2001). Diversification strategy at a crossroads: Established emerging and anticipated parths. In Hitt, M.A., Freeman, R.E. & Harrison, J.S. (eds.). *The Blackwell Handbook of Strategic Management* (362-383). Oxford: Blackwell Publishers Limited.

Boudreau, J. & Ramstad, P. (2005). Talentship, talent segmentation and sustainability: A new HR decision science paradigm for a new strategy definition. *Human Resource Management*, 44(2), 129 -136.

Boyd, B.K., Finkelstein, S. & Gove, S. (2005). How advanced is the strategy paradigm? The role of particularism and universalism in shaping research outcomes. *Strategic Management Journal*, 26, 841-854.

Colbert, B. & Kurcz, E. (2007). Three conceptions of triple bottom line business sustainability and the role for HRM. *Human Resource Planning*, 30.

Drucker, P.F. (1999). Managing one-self. *Harvard Business Review*, 65-74.

Fiedler, F.E. (1966). The effect of leadership and cultural heterogeneity on group performance: A test of the contingency theory. Journal of experimental social psychology. 2(3), 237-261.

Fred, R. D. (2011). *Strategic management: Concepts and case* (13^{th} edition). New Jersey, Pearson Education, Inc., Prentice Hall.

Fry, S. (2011). Lady Gaga takes tea with Mr. Fry. *Financial Times*, 28^{th} May, page 23.

Gichunge, E.M. (2006). The effect of formal strategic management on organizational performance: A study of selected medium-sized manufacturing enterprises in Nairobi, Kenya. *Journal of International Business Organizations*. 7(3), 38-45.

Grant, R. (2002). Corporate strategy: Managing scope and strategy context. In Pettigrew, A., Thomas, H. & Whittington, R. (eds.). *Handbook of strategy and management* (72-97. London: Sage.

Hagos, T.M. & Pal, G. (2010). The means of analysis and evaluation for corporate performances. *Universities Series Oeconomica*, 12(1), 438-449.

Hajara, A. (2011). [online]. Challenges of strategic management. http://www.tutebox.com/business/management/challenges-to-strategic-management/. Retrieved 20th August, 2017.

Hennes&Mauritz (H&M) (2011). [online]. Annual Report: http://about.hm.com/us/annulreportarchive.ahtml. Retrieved 27 August, 2017.

Huiru, D.(2011). *The importance of strategic management*. A Thesis submitted to the the Unit of Business and Administration, Savonia University of Applied Sciences, Kuopio, Finland.

Krejchie, R.V. & Morgan, D.W. (1970). Determining sample for research activities. *Educational and psychological Measurement*, 30, 607-610.

Markman, G.D. & Gartner, W.B. (2002). Is extraordinary growth profitable? A study of incorporated 500 high-growth companies. *Entrepreneurship Theory and Practice*, 65-75.

Mohamud, G. Y., Mohamud, A. S. & Mohamed, B. H. (2015). The relationship between strategic management and organizational performance in Mogadishu-Somalia. *European Journal of Research and Reflection in Management Sciences*, 3(2), 42-51.

Muogbo, U.S. (2013). The impact of strategic management on organizational growth and development: A case study of selected manufacturing firms in Anambra State. *Journal of Business Management (IOSR-JBM)*, 7(1), 24-32.

National Educational Association (NEA), (1960). Small-sample techniques. *The NEA Research Bulletin*, 38, 99.

Nworgu, B.J. (2015). *Educational research: Basic issues and methodology* (3rd edition). Nsukka: University Trust Publishers.

Okorodudu, R.E. (2013). *Research methods and statistics: A practical approach*. Abraka: University Printing Press.

Owen, L.K. (2002). Introduction to survey research design. Survey Research Laboratory (SRL) Fall 2002 Seminar Series. Retrieved September 16th 2017 from http:/www.srl.uic.edu

Payne, B. (1957). Steps in long-range planning. *Harvard Business Review*. 95-101.

Pirtea, M., Nicolescu, C. & Botoc, C. (2009). The role of strategic planning in modern organizations. *Universities Series Oeconomica*, 11(2), 953-957.

Porter, M.E. (1980). *Competitive strategy*. New York: Free Press.

Porter, M.E. (1996). What is strategy? *Harvard Business Review*, 64.

Stead, J. & Stead, W. (2008). Sustainable strategic management: An evolutionary perspective. *International Journal of Sustainable Strategic Management*, 1(1), 62-81.

Vargas-Hernández, A. & Valdéz, A. (2011). Research methodology strategies in strategic management. *African Journal of Social Sciences*, 1(2), 46-72.

Vargas-Hernández, J.G. (2006). *Research methodology strategies in strategic management*. A publication of the University Center for Economic and Managerial Science, University of Guadalajara, United Mexican States.

Velnampy, T. & Nimathasan, B. (2008). An association between organizational growth and profitability: A study of commercial bank of Ceylon Limited, Srilanka. *Economic and Administrative Series*, 2, 46-57.

Wheelen, T. L. & Hunger, J. D. (1995). *Strategic management and business policy* (5th edition). New York: Wesley Publishing Company.