

**EFFECT OF STRATEGIC THINKING ON ORGANIZATIONAL
PERFORMANCE
(A STUDY OF MTN NIGERIA IN ABIA STATE)**

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ABSTRACT: *The study focused effect of strategic thinking on organizational performance (A Study of MTN Nigeria in Abia State). The study sought to examine the impact of strategic planning on organizational effectiveness, examine the effect of strategic leadership on organizational performance, determine the relationship between strategic thinking on organizational performance and analyze the factors affecting strategic thinking on organizational performance. A survey research design was used by the researcher. The researcher makes use of primary and secondary data. The target population was 100 which consists of senior and junior staff of MTN Nigeria Abia State, however, the sample size of 80 respondents was derived with Taro Yamane formula. Furthermore, a total eighty (80) questionnaires were distributed to the respondents in the study area. Out of this number a total of sixty nine (69) were returned while four (4) were rejected as a result of irregularities in the response pattern. Sixty four (64) was used for the study with a percentage of 80.0. Pearson*

Product Moment Correlation analysis and multiple and simple regression analysis was adopted in testing the relationship between the dependent and independent variables. The result from Chi-square test shows the relationship between Strategic planning and organization effectiveness. The chi-square likelihood ratio = .022 <.05 significant level. This from Chi-square test showed effect of Strategic leadership and organization performance. The chi-square likelihood ratio = .026<.05 significant level. The study concluded that Strategic leadership has significant effect on organizational performance. The study recommended that organizations must correctly define the vision and then engage strategic thinking methods that leadership skills or best scenario solutions can achieve organizational advantage and sustainability

Key words: Strategic Thinking, Strategic Planning, Strategic Leadership and Organizational Performance

INTRODUCTION

Strategic thinking is seen as the generation and application of distinctive business ideas and opportunities intended to create competitive advantage for a firm or business. It is also seen as the ability to come up with an effective plan in line with organizational objectives within a particular organizational situation towards enhancing organizational performance. Strategic thinking transcends time, space, and resources to offer innovative solutions to complicated and perplexing issues a firm faces in its competitive arena (Hamel and Prahalad, 2000). Strategic thinking is an act of creating a whole new business venture or expand an existing towards attaining organizational performance. Strategic thinking has several interrelated qualities, including a long-term orientation, a systemic-integrative approach toward problem solving, and creativity (Alsaaty, 2007).

Strategic thinking is a key component in this process of change management where a combination of careful blending of alternative strategic approaches and remaining mindful of the impact of different decisions on an organization's value-creating process is essential. In such a scenario, strategic thinking born out of strategic leadership is needed to turn around poorly managed corporations to profit making and adaptive to environmental changes. It also entails maintaining a birds'-eye perspective on an organization's overall approach and to coordinate the multiple dimensions of a combination of strategy (Pisapia, 2009).

A strategic thinking is a process of utilizing previous experiences in a coherent framework and showing the best reaction in vital situations. Strategic thinking is process which requires time and effort; it cannot be bought and only can be earned through experience. In simple words, strategic thinking is a logical development of thoughts (Fairholm and Card, 2009). On the other hand, the term strategic thinking, refer to thinking that is lateral, critical, and creative (Alsaaty, 2007). Dixit and Nalebuff (1991,) sees strategic thinking as the art of outdoing an adversary, knowing that the adversary is trying to do the same to you. Strategic thinking refers to sensible ideas, thoughtful analyses, and sound decisions. It is no longer news that strategic thinking is deeply embedded in human history. However, strategic thinking is considered the foundation of civilizations, and the source of organization progress (Alsaaty, 2006).

Furthermore, strategic thinking is proactive and reflective. It is particularly essential to those organizations who wish to become successful in their business operations, however, it is also essential to all entrepreneurs, individuals, groups, association and nations that wants to progress and succeed in their plans (Falih, 2007). Strategic thinking enables organizations to

navigate with firm-assurance in a dynamic, competitive environment. The benefits of this type of thinking skills are well recognized. In the study of (Barnett and Berland, 1999), they indicated that strategic thinking capability can help businesses identify ways to develop confident forecasts, and to reduce the uncertainty of business decisions. Strategic thinking is central to creating and sustaining competitive advantage (Graetz, 2002).

A strategic thinking is a tool that helps the managers to face with changes, create plans for future developments and absorb new opportunities. Strategic thinking is an integrated view from a business in manager's mind. Seeing beyond is quite different from seeing front, because the first one let you create the future. Strategic thinking in its lowest level is a reaction to changes in environment and in its highest level is the reason to emergence of new changes and values (Pandelica, 2009). Strategic thinking is a skill more commonly found in people who are creative and able to work outside their comfort levels, coping well in situations with low structures in the available information (Graetz, 2002). Thinking strategically is distinct from conventional conception of planning.

Analysis, which is the hallmark of planning, involves a need for logic, reasoning, linear and rational thinking. It involves being able to manipulate words and numbers. Strategic thinking, on the other hand, places a premium on synthesis and integration and requires the ability to examine new possibilities dealing with large chunks of information and the ability to pull up pieces together into a big picture (Mintzberg, 1994). Bonn (2001) observes that strategic thinking is the cognitive process that precedes strategic planning or action, whereby an individual contemplates the future development of organization which considers its attributes, its past and present and the external realities within which it operates.

Pisapia (2006) argues that organizations that lack leaders with strategic thinking skills/insights are prone to multiple inadequacies because oftentimes, the leaders are trained and rely upon a linear thinking mindset which doesn't work in situations characterized by ambiguity and complexity. In addition, such leaders according to Pisapia (2009), are unable to identify societal and institutional forces impacting their environments and thus do not connect their organizations to the major themes associated with success. He further argues that such leader's concept of change is also linear and therefore they overuse quantifiable parameters in the change process and do not seek to rationally plan their way to success and do not see their organizations and individuals as a coherent whole (Pisapia, 2006). Strategic thinking is the cognitive process that can and should precede strategic decision and action, whether arrived at through planning or emergent action.

Strategic thinking occurs when a person contemplates the future of an organization taking into consideration its environmental and competence variables. A widespread and integrated capability in strategic thinking within the organization can create a core competency that can enhance and sustain its competitive advantage (Heracleous, 1998). It is therefore, imperative that managers with strategic thinking acumen who can scan the salient environmental trends and events with utmost predictability are of paramount importance to the successful change process that positively impacts on organizational performance (Harzing and Ruysseveldt, 2004). This study therefore examined the effect of strategic thinking on organizational performance (A Study of MTN Nigeria in Abia State).

Statement of the Problem

Some of the problem facing firms is the lack of strategic skill in connecting with other firms or individuals to achieve the firms set goals and objectives. Managers also lack the technical know-how to integrate themselves to the connectivity of other companies thereby bringing out the target objectives. Furthermore, any problem identifies is that firm have rigid strategy which most times cannot be amended or adjusted to adapt to the connectivity of other firms. Also, lack of proactive thinking tends to hamper the ability of the firm in interacting with other firms so as to achieve the firm desired goals and also in providing the customers with goods and services that will satisfy their want. Most organization are not risk takers and also shy away from challenges thereby restricting them from connecting with other co-firms so as to efficiently and effectively utilize the available resources in providing a satisfactory level of performance to the customers.

Despite the organizations positive contributions to national economy, poor strategic plans and lack of proper implementations occasioned by lack of strategic thinking continue to impact negatively on their overall performance. However, strategic thinking elements involved in creating a strategic direction has not been addressed thoroughly by many managers some managers lack analytical thinking, rational thinking, logical thinking, and mathematical thinking towards achieving organizational performance. In addition there has been a dearth in managing strategic change and culture as the most important factor that influences the successful implementation of strategic change management and does not address the key strategic elements. Also managers neglects strategic planning indicators towards setting of long-term organizational goals, the development and implementation of plans to achieve these goals, and the allocation or diversion of resources necessary for realizing these goals.

It is argued that little focus has been given to key thinking elements that strategic thinkers should apply in an organization to bring the much needed change and enhance organizational performance. It is against this backdrop that this study tends to effect of strategic thinking on organizational performance (A Study of MTN Nigeria in Abia State).

Objectives of the Study

The main objective of the study is to examine effect of strategic thinking on organizational performance (A Study of MTN Nigeria in Abia State). Other objectives are to:

- i. examine the impact of strategic planning on organizational effectiveness
- ii. examine the effect of strategic leadership on organizational performance

Hypotheses of the Study

Ho₁: Strategic planning has no significant impact on organizational effectiveness

Ho₂: Strategic leadership has no significant effect on organizational performance

REVIEW OR RELATED LITERATURE

Conceptual Framework

Strategic Thinking

Strategic thinking as a distinct way of thinking that utilizes intuition and creativity with the outcome being “an integrated perspective of the enterprise (Mintzberg, 1994).” Effective strategic thinking leads to competitive advantage: Strategic thinking is an individual thinking activity that benefits organizations. Its purpose is to discover competitive strategies to position the organization significantly differently from the present. Thinking strategically is not the same as preparing a strategic plan, which details tactics to be taken to achieve goals and objectives. Strategic thinking is thinking that contributes to broad, general, overarching concepts that focus the future direction of an organization based on anticipated environmental conditions (Goldman 2012). Strategic planning requires linear, analytical processes, and strategic thinking necessitates more intuitive and open-ended cognition. Strategy as “the science of planning and directing large-scale military operations, specifically (as distinguished from tactics) of maneuvering forces into the most advantageous position prior to actual engagement with the enemy”; applied in business, strategy becomes a maneuver for competitive success (Maxwell,2001).

Game theorists define strategic thinking as the art of outdoing an adversary, knowing that the adversary is trying to do the same to you; 13 others such as Moore suggest this approach is too simplistic in our complex and interconnected environment. Strategic thinking as a highly creative, innovative, and unconventional method of thinking Strategic thinking should be viewed as “central to creating and sustaining competitive advantage” and is the tool to get done what most leadership competencies seek to do – move an organization forward, innovate, streamline, and evoke greater productivity. Strategic thinking is commonly deployed in areas of problem solving and decision-making and with thought to envisioning the organization’s future (Heracleous and Liedtka 2011).

Initiating new innovations and solutions is the “most difficult task faced by executives and senior managers but if done well, it challenges assumptions and creates new mental models of markets, offerings, and organizations (Rouse, 2009).” Strategic thinking is seen as “practical dreaming” in the way in which people in an organization assess, view, and create the future for themselves and their associates by defining and envisioning results that add value (Kaufman, 2009). Strategic thinking is defined as a synthesizing activity that can be developed in individuals across all levels of an organization, so that their creativity and innovation may become integrated into the formal organizational strategic planning process (Mintzberg, Liedtka, Linkow, and Graetz, 2011).

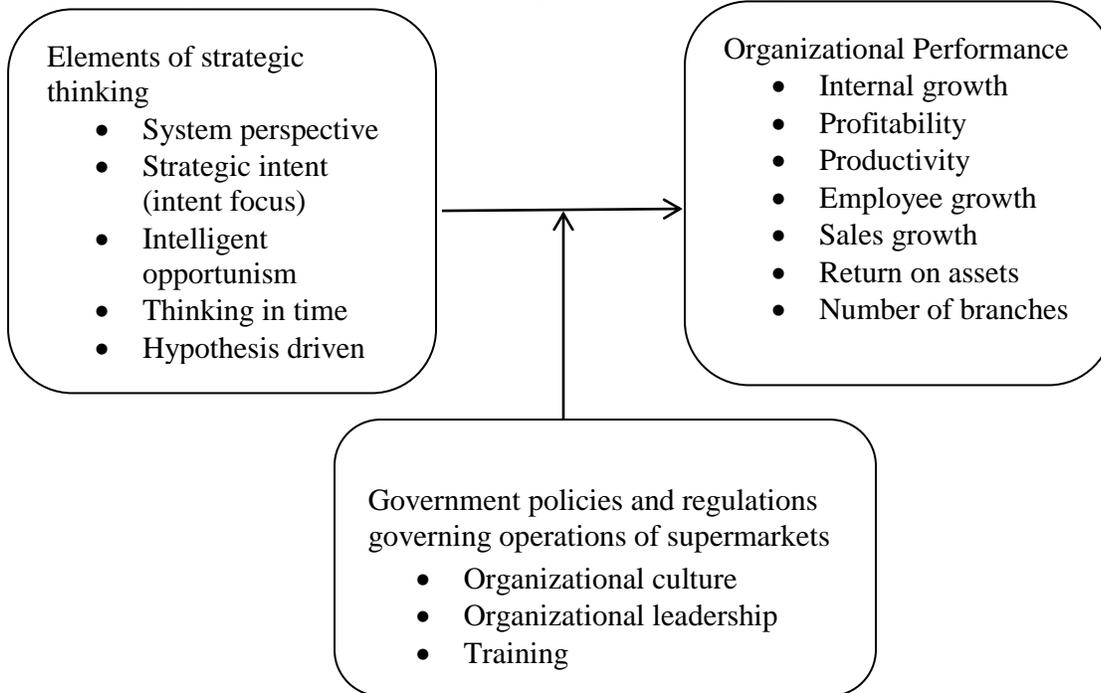
The Center for Applied Research similarly sees strategic thinking as “focused on finding and developing unique opportunities to create value by enabling a provocative and creative dialogue among people who can affect a company’s vision. As part of strategic thinking Mintzberg sees pattern as the sense of a stream of actions taken by members of an organization to evoke a new outcome.

Similarly, the uncertainty, complexity and turbulence of the contemporary world of business have demanded that organizational leaders and managers think strategically in order to ensure survival of their businesses (Haycock, 2012). O’Shannassy (2006) defines strategic thinking as ‘a particular way of solving strategic problems and opportunities at the individual and institutional level combining generative and rational thought processes’. On the other hand

see strategic thinking as the ability to synthesize and utilize intuition and creativity in order to give an integrated perspective to an organization (Raimond, 1996).

Strategic thinking as a self-reflection on an organization’s future that must be conceived as an organizational cognitive process which is performed and supported by a group through interaction and interdependence (Torset, 2001). Strategic thinking is defined as a mental process which involves synthesizing, utilizing intuition and creativity to identify and solve problems. The process is meant to improve organizational performance through innovative and creative activities that enhance overall leadership effectiveness (Goldman 2012).

Fig 1: Conceptual framework on Strategic Thinking on Organizational Performance



Source: Gerald (2016)

here is no general agreement about the meaning of strategic thinking in the literature of strategic management. Some authors have used the concept of strategic thinking for other perceptions such as strategic planning and management. For instance, Wilson states: “Attempt to improve organizational affairs changed the basis of strategic planning so that we should regard it as strategic management or thinking” (Sarhangi, 2011). There are several issues for this definition as follows,

- Strategic thinking is associated with a creative and divergent process and planned by the leaders of organizations and their prospect. This process needs managerial thought far beyond daily operations in line with long-term strategic goals for business (Heracleous, 1998).

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Advantages of strategic thinking

- 1- It helps and directs different levels of management in identifying goals.
- 2- It makes designation of opportunities and threats easier.
- 3-It reinforces the management’s logics regarding the required assets and workforce of company.
- 4- It replaces the act with react within companies and help business to be prepared for future changes.

Challenges and Obstacles Strategic thinking

- 1- The lack of systematic vision
- 2- The lack of using collaborative management
- 3- The unavailability of exact information
- 4- The lack of institutional trust
- 5- The lack of organizational encouraging culture

Necessity of strategic thinking existence in a company finds its roots in three main reasons. First because of dynamic and sophisticate environment which the company is thriving inside it. These dynamics often lead to new institutional phenomenon. Second because the uncertainty existing within organizations, it’s obvious that simple thinking will not have the answers to sophisticate changes causing uncertainties. Third because of Globalization of institutional phenomena’s, global challenges require sophisticate thinking (Bull, 2007).

Elements Strategic thinking (Pandelica, 2009)

- 1- Systems thinking: breaking down company to smaller systems collaborating with each other.
- 2- Creativity: developing new solutions and business ideas to gain competitive edge.(woodman)
- 3- Having Vision: realizing the reasons of company existence, its values and goals and having long term plans leading to those goals.

Fifth Discipline template focuses on internal dimensions of organization and offers a framework that helps institutions to solve problems using systems thinking method. These five disciplines are as follow:

- 1- Continue deepening and clarifying managers vision.
- 2- Mental models refining to have clear picture of our world in order to understand our environment and take proper actions.
- 3- Building shared vision - a practice of unearthing shared pictures of the future that foster genuine commitment and enrollment rather than compliance.
- 4- Team learning starts with dialogue, the capacity of members of a team to suspend assumptions and enter into genuine thinking together.
- 5- Systems thinking- The Fifth Discipline that integrates the other four.

Organizational culture can be considered as a perception that people have from a company, in other words organizational culture is a set of values, norms and beliefs within any organization (Hafer and Gresham, 2008). Organizational structure is a set of relations among different part of any organization which exhibits their responsibilities and extends of authority (Dibrell, Down, and Bull 2007). Human resources of any organization is referred to all the staffs and working people within that organization (Lattimer 2008).

Organizational Performance

The concept of organizational performance emanates from the concepts of efficiency and effectiveness. A business organization must produce the right products and services and it must produce them using the fewest possible inputs if it is to have a strong organizational performance (Cheng, 2011). Organizational performance can be measured by analyzing a company's performance as compared to its corporate goals and objectives based on three primary outcomes - financial performance, market performance and shareholder value performance. Businesses simply endeavor to perform well in a number of areas of organization. Most importantly, they strive to do well financially in terms of achieving superior profitability and realizing good returns on investment.

In order to acquire as much market share as possible, it is imperative that companies produce a product that is in demand and offer it at a price that allows them to compete in the market. Finally, they need to perform well in terms of creating value for their shareholders by ensuring a sustainable level of growth and shareholder return (Buchanan, 2014). However, organizational performance should include multiple performance measures. Such measures could be traditional accounting measures such as sales growth, market share, and profitability.

In addition, factors such as customer satisfaction and non-financial goals of the owners are also very important in evaluating performance, especially among privately held firms (Cheng, 2011). This approach is consistent with the Balanced Score Card that the performance of a firm should be measured in four perspectives – financial, customer, learning and growth and internal business processes. The balanced score card directs that managers should use both financial and non-financial measures to evaluate the organization of the firm.

In the context of this study, organizational performance will be measured by four components – profitability, sales growth; market share and customer satisfaction (Kaplan and Norton, 1996). Organizational performance as the results of activities of an organization or investment over a given period (Investorwords, 2011) However, it is essential to recognize the multidimensional nature of the performance construct. Thus, research that only considers a single dimension or a narrow range of the performance construct (for example, multiple

indicators of profitability) may result in misleading descriptive and normative theory building. Research should include multiple performance measures. Such measures could include traditional accounting measures such as sales growth, market share, and profitability. In addition, factors such as overall satisfaction and non-financial goals of the owners are also very important in evaluating performance, especially among privately held firms (Lumpkin and Dess, 2006). Therefore, performance should be measured both financial and non-financial measures should be used to assess organizational performance (Zahra, 2009). There are four main approaches to measure the performance of organizations. These are the goal approach, system resource approach, stakeholder approach and competitive value approach. The goal approach measures the extent an organization attains its goals while the system resource approach assesses the ability of an organization obtaining its resources.

For the stakeholder approach and the competitive value approach, these evaluate performance of an organization based on its ability to meet the needs and expectations of the external stakeholders including the customers, suppliers, competitors. Among these, goal approach is most commonly used method due to its simplicity, understandability and internally focused. Information is easily accessible by the owner's managers for the evaluation process (Chong, 2008). Thus, the goal approach directs the owners-managers to focus their attentions on the financial (objective) and non-financial measures (subjective).

Financial measures include profits, revenues, returns on investment (ROI), returns on sales and returns on equity, sales growth, and profitability growth. Non-financial measures include overall performance of the firm relative to competitors, employment of additional employees, customer satisfaction, employee satisfaction, customer loyalty, brand awareness and owner's satisfaction with way the business is progressing (Richard, 2008).

THEORETICAL FRAMEWORK

Hybrid EWA Model

Hybrid EWA Model by Camerer and Ho (1999), It has been noted that even though strategic thinking is limited among corporate strategists, behaviour can approximate equilibrium prediction surprisingly well if people can learn over time or through imitation or some other adaptive process (Camerer and Ho, 1999).

In the learning approach, the hybrid EWA Model has been hailed as robust because it entails the numerical attraction of strategy after a period of time given a particular pay-off or a forgone pay-off from a different strategy. As a player gains success with a particular kind of strategy, they stick with it and the same open their minds to learning because of sophistication that develops with increased achievements.

It therefore follows that strategic thinkers, according to Camerer and Ho (1999), need to weigh different strategies and discard the "old" ones or those with decaying memories because the environment is constantly changing. These two theories are relevant to the study because the cognitive hierarchy theory encourages the strategic thinkers to maintain the top thinking bracket in order to stay ahead of the pack. In hybrid EWA model, players put a partial weight on counterfactual imagination of forgone pay-offs from strategies they did not choose. However, Camerer (2003) notes that because of the sophistication, players tend to realize they are

playing against other people who are also learning and hence adjust their behaviour accordingly. It is particularly important when players are matched together repeatedly like workers in firms or players in the same industry for instance Uchumi and other supermarket chains in Kenya, notably Nakumatt and Tuskys. This is possible because these players do more steps of thinking than non-strategic-thinkers.

Empirical Review

Samuel (2018) conducted a study the relationship between strategic thinking competency and leadership effectiveness in Kenyan indigenous banks. Setting: The setting of the study is the indigenous banks in Kenya. Methods: The study was based on a positivist research paradigm which is quantitative in nature and utilised a survey method to collect data. Both probability and non-probability methods were used to determine the target population. The research instrument was a self-administered, closed-ended questionnaire. From a target population of 494 individuals, a total of 257 responses were received and analysed. The analysis was performed using structural equation modelling with confirmatory factor analysis, Cronbach's alpha and goodness-of-fit indices being used for analysis and testing relationships. Results: The overall findings are that a positive relationship exists between strategic thinking and leadership effectiveness in indigenous banks in Kenya.

The study further establishes positive relationships between the strategic thinking competency and its sub-constructs of general strategic thinking, intent-focused and hypothesis-driven, but a negative relationship with intelligent opportunism. A similar positive relationship exists between leadership effectiveness and its sub-constructs of influence, follower commitment and versatility. Conclusion: This research has established that strategic thinking is an important determinant of leadership effectiveness for indigenous banks in Kenya, and therefore supports prevailing literature and theory indicating a positive relationship. The implication of the study is that bank management should strive to maintain strategic thinking competency for effective leadership, successful bank performance and stability.

METHODOLOGY

Research Design

A survey research design was used by the researcher in this study to obtain accurate data based on the opinion of the respondents. Therefore, a cross section of senior staff, intermediate and junior staff of MTN Nigeria Abia State was surveyed.

Sources of Data

The researcher makes use of primary and secondary data.

Primary Data

The primary data for this study was collected through the use of questionnaire, oral interview and formal discussions with employees of the sampled organizations.

Population of the Study

A population is the totality of the people that are to be interviewed in the field work (Osuala, 2000). The target population was 100 which consist of senior and junior staff of MTN Nigeria Abia State. The figures of staff strength are shown below:

Sample Size Determination

In calculating the sample size, the researcher applied Taro Yamane sampling formula, which is given as:

$$n = \frac{N}{1 + N (e)^2}$$

Where: n = sample size
 N = population of the study
 e = tolerable error at 5 percent
 l = constant.

$$\begin{aligned} n &= \frac{100}{1+100 (0.05)^2} \\ &= \frac{100}{1+100 (0.0025)} \\ &= \frac{100}{1+ 0.25} \\ &= \frac{100}{1.25} \\ &= 80 \end{aligned}$$

Therefore, 80 staff of MTN Nigeria Abia State was used for the study.

Sampling Technique

A stratified sampling method was adopted and it gave the staff equal chance of being selected.

DISCUSSION OF FINDINGS AND RESULTS

Table 3.1 Return of Questionnaire

Department	No distributed	% Distributed	No collected	No Rejected	No used	% Ratio usage
Operations	21	26.25	19	1	17	21.25
ICT	6	7.5	4	-	4	5.0
Audit	10	12.5	7	-	7	8.75
Marketing	25	31.25	23	2	21	26.25
HRM	18	22.5	16	1	15	18.75
Total	80	100	69	4	64	80.0

Source: Field Survey, 2019

Five (5) departments were chosen from the company, a total eighty (80) questionnaires were distributed to the respondents in the study area. Out of this number a total of sixty nine

(69) were returned while four (4) were rejected as a result of irregularities in the response pattern. Sixty four (64) was used for the study with a percentage of 80.0

Testing of Hypotheses

Ho₁: Strategic planning has no significant impact on organizational effectiveness

Table 3.4: Chi-square test between Strategic planning and organization effectiveness

Chi-Square Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	98.249 ^a	25	.000
Likelihood Ratio	37.150	25	.022
Linear-by-Linear Association	13.203	1	.000
N of Valid Cases	64		

Source: Field Survey, 2019

a. 31 cells (86.1%) have expected count less than 5. The minimum expected count is .02.

Table above shows the relationship between Strategic planning and organization effectiveness. The chi-square likelihood ratio = .022 <.05 significant level. We therefore reject the null hypothesis Strategic planning has no significant impact on organizational effectiveness and accept otherwise. This states that Strategic planning has significant impact on organizational effectiveness.

Ho₂: Strategic leadership has no significant effect on organizational performance

Table 3.5: Chi-square test on Strategic leadership and organization performance

Chi-Square Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	98.249 ^a	25	.000
Likelihood Ratio	37.150	25	.026
Linear-by-Linear Association	13.203	1	.000
N of Valid Cases	64		

Source: Field Survey, 2019

a. 31 cells (86.1%) have expected count less than 5. The minimum expected count is .02.

Table shows the result on the effect of Strategic leadership and organization performance. The chi-square likelihood ratio = .026 <.05 significant level. We therefore reject the null hypothesis and Strategic leadership has no significant effect on organizational performance accept otherwise. We conclude that Strategic leadership has significant effect on organizational performance.

SUMMARY OF FINDINGS

The results from the analysis tested revealed that:

- Strategic planning has significant impact on organizational effectiveness

- Strategic leadership has significant effect on organizational performance.

CONCLUSION

Organizations whether for-profit or not – are competing in an unpredictable and volatile marketplace that demands a greater capacity for innovative and diverse strategic thinking in order to create and sustain advantage. The study found out that Strategic planning has significant impact on organizational effectiveness. Therefore, if planned and applied effectively, strategic thinking can reveal new, alternate and creative visions of the future. Organization can ensure strategic thinking among employee groups and other constituents through developmental programs that are not strictly limited to the formal leadership, and by encouraging strategic thinking activities such as brainstorming, scenario visualization, repertoire building and dialogue. The study finally concluded that Strategic leadership has significant effect on organizational performance.

RECOMMENDATIONS

- To avoid failure or the death of an organization, the managers of the organization should be committed to institutionalizing the practice of strategic thinking in its culture by ensuring that strategic planning permeates every nook and cranny of the organization and making sure that strategies planned are implemented else it will be a waste of time and resources.
- For long-term goal setting, organizations must correctly define the vision and then engage strategic thinking methods that leadership skills or best scenario solutions can achieve organizational advantage and sustainability.

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